

2018-2020

Strategic Plan

A GUIDE TO OUR FUTURE



CRAWFORD COUNTY PUBLIC HEALTH

PREVENT • PROMOTE • PROTECT

Agency Mission Statement

To educate, empower, and improve the quality of life for the Crawford County community.



Vision

Crawford County Public Health is the community leader in health, wellness, outreach, and prevention.

Values

Compassion: We demonstrate dignity, respect, compassion, and cultural sensitivity to those we serve.

Consistency: We believe in the achievement of a high level of performance that does not vary over time.

Respect: We uphold a standard of conduct that recognizes and values the contributions of all.

Courteous: We demonstrate dignity, respect, compassion, and cultural sensitivity to those we serve.

Knowledgeable: We believe in engaging and empowering individuals to take ownership of their health through comprehensive education and prevention services.

Efficiency: We strive for cost-effective, accessible care and efficient delivery of all services.

Accountable: We take responsibility for our actions, commit to outcome-based approaches, and are accountable to the community through good stewardship of public funds.

Trustworthy: We believe in a high standard of performance while treating everyone with the same level of compassion and respect.

Honesty: We believe in being accountable for our decisions and actions and taking ownership of our duties.

Integrity: We are professional, respectful, courteous, ethical, and honest. We are good stewards of our resources.

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Plan adopted March 21, 2018
by the Crawford County Board of Health

Questions about this plan may be addressed to:
Kate Siefert, Administrator
Crawford County Public Health
1520 Isaac Beal Rd.
Bucyrus, OH 44820
Phone: (419)562-5871 ext. 1213
Email: kate.siefert@crawfordhealth.org

Message from Leadership

A Message from the Crawford County Board of Health

The 2018-2020 Strategic Plan will be used over the next three years for continuous improvement. Our strategic plan, developed with guidance and facilitation from The Ohio State University Center for Public Health Practice, represents months of critical thought and work. This strategic plan was based on results from the Community Health Assessment (CHA), the Community Health Improvement Plan (CHIP), staff and Board member surveys, as well as input from our community partners. Our priorities for the next three years are:

1. Financial security
2. Alignment with the Community Health Improvement Plan
3. Staffing
4. Expanding services

Crawford County Public Health has undergone dramatic changes during the past few years with a conscious effort to increase transparency, to improve efficiency, and to continuously explore ways to meet the public health needs of our community. This strategic plan, which outlines our priorities, goals and objectives, focuses on areas of public health need within our service area. We are proud of our ambitious strategic plan. We believe this plan aligns with our mission, "to educate, empower, and improve the quality of life for the Crawford County community. We look forward to working together with our community partners to achieve our goals.

2018 Board of Health Members:

- Amanda Kovolyan, M.D., Board President
- Phyllis Crall, Bucyrus City Representative
- Bill Scott, District Advisory Council Representative
- Dean Sipe, District Advisory Council Representative
- Dan Wirebaugh, Bucyrus City Representative
- Zach Wolfe, District Advisory Council Representative
- Scott Woodworth, Licensing Council Representative



Introduction

Crawford County Public Health (CCPH) is pleased to present its 2018-2020 Strategic Plan. Keeping the focus on population health and specific issues identified by staff inputs, CCPH has established goals and objectives to guide its decision-making over the next three years.

This strategic planning process utilizes a team that includes staff at all levels and inputs from all staff and the Board of Health. The team used a systematic strategic planning process that was facilitated by the Center for Public Health Practice (CPHP) at the Ohio State University. This process helped the team analyze data from an environmental scan, as well as the Community Health Improvement Plan and staff input to identify the goals and objectives presented in this plan. The plan and accompanying work plans serve as tools to inform the direction of the health department as well as provide measurements of progress.

The health department will review and update the plan annually as part of its ongoing commitment to meeting the needs of our community, the agency and in support of our efforts to continuously improve services.



Strategic Priorities

- 1:** Financial Security
- 2:** Community Health Improvement Plan Alignment
- 3:** Staffing
- 4:** Expand Services

About Us

Crawford County Public Health is located in Bucyrus, OH and has served the residents of Crawford County since August 1919. We currently serve 43,784 residents with a staff of 15-part time employees and 21 full time employees. We are a public agency whose purpose is to promote health, prevent disease, and protect the community. We are governed by a seven-member Board of Health that oversees our operations and our budget, which includes funding from the following sources: a state subsidy, local subsidies, grants, and fees for service. Crawford County Public Health is committed to working hard to ensure the people that live, work, or even just pass through Crawford County, can live healthy and be safe.



Programs/Services Offered:

- Community health assessment and improvement
- Communicable disease investigation
- School and jail nursing services
- Adult and child immunizations
- Travel vaccines
- Tuberculosis screening and investigation
- Naloxone distribution to first responders
- HIV and hepatitis C education and testing
- Home visiting
- Developmental screenings and assessments
- Service coordination
- Parent support
- Nutrition education
- Breastfeeding support
- Referral services
- Chronic disease prevention
- Mortality and morbidity surveillance
- Emergency preparedness and response
- Birth and death certificates
- Food safety education
- Food establishment permitting and enforcement
- On-site septic system permitting and enforcement
- Public pools and spas permitting and enforcement
- Solid waste permitting and enforcement
- Vector borne disease prevention
- Water quality assurance and enforcement
- School and playground inspections
- Camps and parks permitting and enforcement

Our Process

Crawford County Public Health utilized the Center for Public Health Practice at the Ohio State University (CPHP) to provide overall guidance and support using a seven-phase planning approach. The process began in June and concluded in December 2017; our planning team met in person a total of four times. In person meetings were supported by electronic communications and independent contributions using an electronic shared document site to edit our work plans. Updates were provided to Board of Health members at the monthly Board meetings. A summary of activities related to the first five phases of our process follows:

Phase 1 - Plan to Plan: Our process started in June, when we began working with CPHP to plan our process. The strategic planning team of seven staff members was formed in July. Careful consideration was given to assure that the planning team was representative of the agency, including each division and all levels of staff. Planning included a recorded introductory webinar for all team members to set the stage for the planning process.

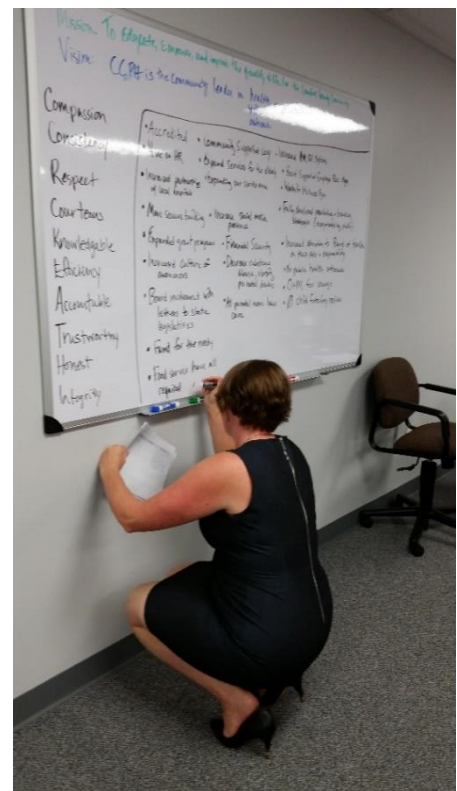
Phase 2 - Articulate Mission, Vision, and Values (MVV): Input was gathered from our entire staff and Board of Health as part of our environmental scan (Phase 3); our writing team was charged with drafting the MVV, which was completed by the strategic planning team during a meeting facilitate by CPHP. September, 2017

Phase 3 – Assess the Situation: An online survey to assess strengths, opportunities, aspirations, results and challenges (SOAR/C) was distributed to staff and Board of Health members. A summary of themes from the SOAR/C results is in the next section of this document. In addition, employee satisfaction survey results and the Community Health Improvement Plan priorities and activities were considered. August, 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 four strategic priorities were identified. September, 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 plan was then reviewed with and approved by our Board (March 21, 2018).

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



Our Writing Team

Kate Siefert, Administrator

Christy Holman, Home Visitor

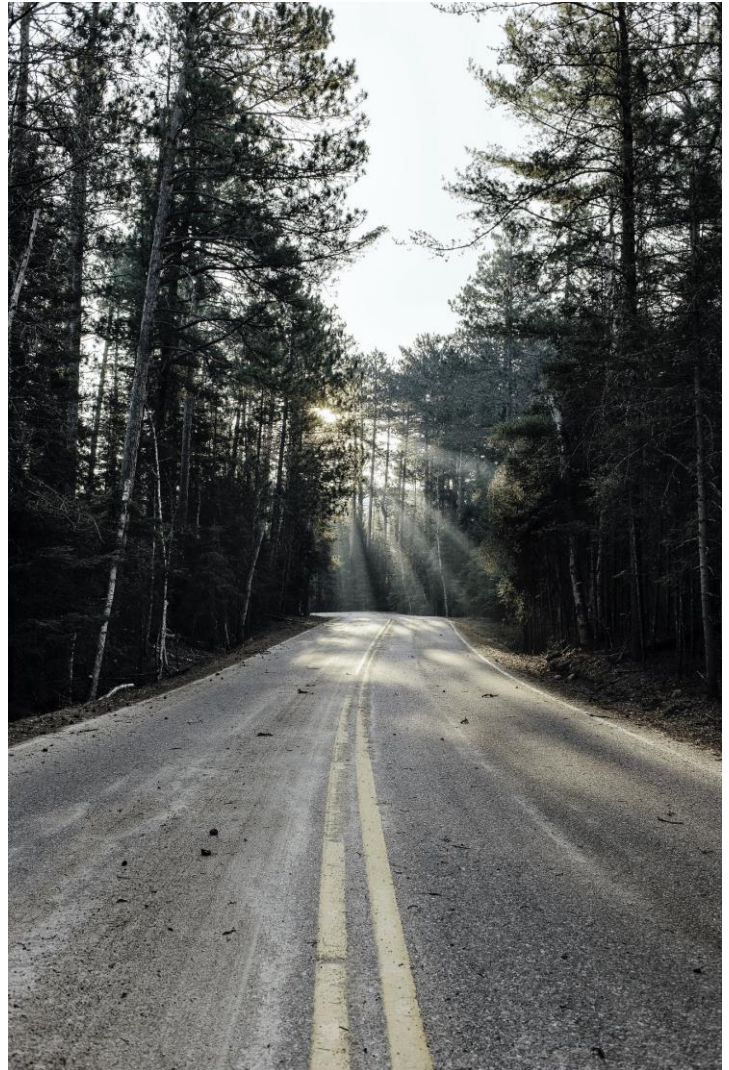
Lisa Stine, RN, Public Health Nurse

Steve Jozwiak, RS, EH Director

Kathy Bushey, WIC Director

Ginger George, Registrar

Jenny Klein, SIT, Accreditation Coordinator



Board of Health Involvement

The Board of Health was given the opportunity to participate in the strategic planning process in multiple ways. Each member was given the opportunity to complete the online environmental scan, where they were able to give inputs on the mission statement, vision statement, and values, as well as contribute to the SOAR/C survey. The Board was also given a presentation on each step of the planning process and given the opportunity to give feedback. Adjustments were made accordingly. The Board of Health also had final approval authority for the plan. Annual updates will be provided to the Board regarding progress on achieving the set goals and objectives.

Environmental Scan

The strategic planning team conducted a scan of the environment in which the Crawford County Public Health operates. This analysis included an online survey distributed to all staff members and the Board of Health assessing the Strengths, Opportunities, Aspirations, Results, and Challenges (SOAR/C) of the health department. A summary of that assessment can be found below. In addition, financial management, including economic factors and funding sources, as well as information management and our data collection under the Community Health Assessment (CHA) were considered. Special consideration was paid to assuring that the strategic plan aligned with the CHIP and the State Health Improvement Plan (SHIP) where applicable. The activities surrounding the completion of the branding policy, work force development plan and quality improvement plan were all identified as inputs to use when assessing the current status and future needs of the health department. Planning team members were asked to review all inputs prior to the meeting, as well as consider areas for alignment throughout the planning process when identifying priorities, goals, and objectives.



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 August, 2017 electronic surveys were distributed to 32 employees and 7 Board of Health members and completed by 29 employees and 2 Board members. The writing team reviewed the results together and identified the following themes.

| | |
|---|--|
| Strengths | Opportunities |
| <ul style="list-style-type: none"> • Employee knowledge and experience • Employee collaboration and cooperation • Caring staff • Positive working environment | <ul style="list-style-type: none"> • Social issues (mental health, drug abuse, poverty) • Internal training and education • Public awareness and education • Communication |
| Aspirations | Results |
| <ul style="list-style-type: none"> • Community outreach and engagement • Improved employee wellness programming • Community education | <ul style="list-style-type: none"> • A more informed and involved public • Healthier staff and higher morale • Improved health of the community |
| Internal Weaknesses/Challenges | External Challenges |
| <ul style="list-style-type: none"> • Accreditation • Funding • Adequate staffing | <ul style="list-style-type: none"> • Community opinion/perception • Funding • Drug abuse |

Our Strategic Priorities

This section lists our strategic priorities, key measures, goals, and objectives. More detailed work plans are included in Appendices B-E.

Strategic priority #1: Financial Security

Being fiscally solvent provides the foundation for the Health Department to do quality work efficiently and without disruption. Financial security can be influenced by our reliance upon local levy resources, government funding and short-term grants. We will capitalize on the work currently being done by increasing our funding streams with higher grant revenue and successfully passing a community supported levy. In addition, we will create a nonprofit organization to supplement existing health department programs so that we can better serve our community by expanding health education programming and increasing and increasing services to our community.

Key measure: Increase the number of grants received

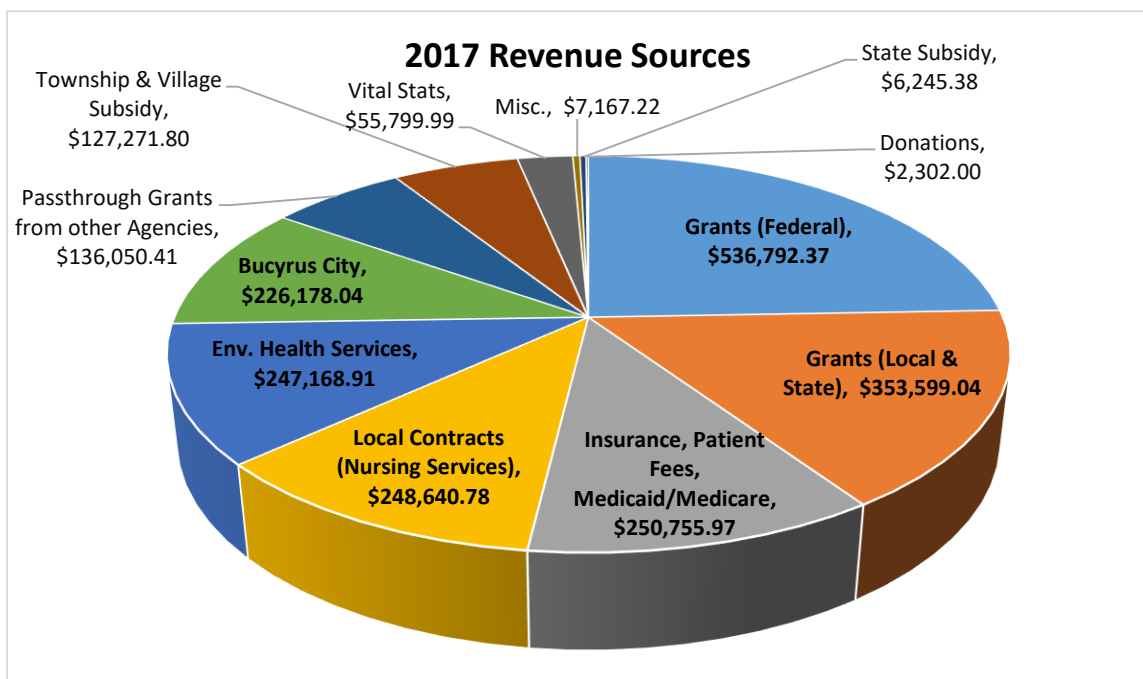
Goal 1.1: Expand revenue sources.

Objectives

1.1.1: By December 31, 2020, receive three additional grants totaling \$75,000 or more.

1.1.2: By December 31, 2020, implement a 501(c)(3) program for the purposes of supplementing health department programs and services.

1.1.3: By December 31, 2020, increase local revenue resources by 25%.



Strategic priority #2: Alignment with the CHIP (Community Health Improvement Plan)

The health department's first duty is to protect the health of the community. To this end, we were the convener of the county-wide Community Health Improvement Planning process and will be a leader in the implementation of the plan. We will put new emphasis on developing relationships with our community partners, creating new programs to serve the community, and adding a health education division to allow us to better fulfill the goals and objectives outlined in the CHIP.

Key measure: Increase collaborative efforts in the community to improve the health of Crawford County through involvement with at least 2 identified action steps from each of the 4 priorities within the CHIP

Goal 2.1: Expand services to support the implementation of the CHIP

Objectives

2.1.1: By December 31, 2020, partner with two new agencies on a community initiative.

2.1.2: By December 31, 2020, create one new program to support a CHIP initiative.

2.1.3: By December 31, 2020, add one health education position to CCPH staff.



Strategic priority #3: Staffing

Our staff is one of our greatest strengths and our employee satisfaction plays a key role in the work of the health department. A healthy and satisfied staff leads to a more productive work force, less turnover, and a more efficient Health Department. To this end, we will offer a staff wellness program, implement an annual performance review system, and increase staff education opportunities. This priority was identified by the results of our Training Needs Assessment conducted as part of our Workforce Development Plan.

Key measure: Increase in staff satisfaction with worksite wellness programs; Increase in employees receiving a performance review

Goal 3.1: All staff will have opportunities to be healthy at work

Objectives

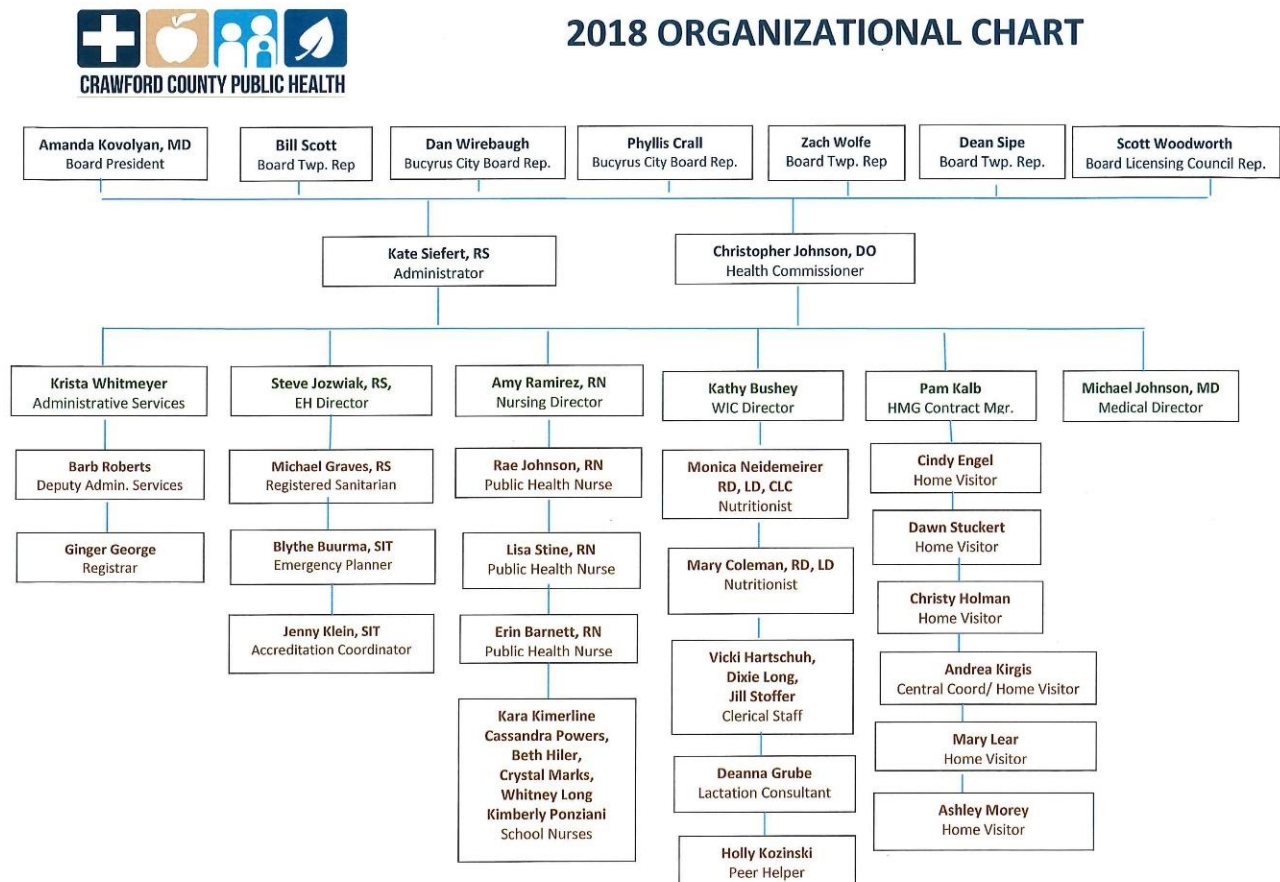
3.1.1: By December 31, 2020, implement a worksite wellness program for staff.

Goal 3.2: All staff will have a performance review

Objectives

3.2.1: By December 31, 2020, implement an annual employee performance review system.

3.2.2: By December 31, 2020, implement a compensation plan for employees.



Strategic priority #4: Expand Services

At Crawford County Public Health, we are consistently looking for ways to increase our presence in the community. There are currently two local health jurisdictions serving our county's residents. By working more collaboratively together, we may be able to achieve economies of scale and expand and improve the quality of our respective programs and services. We will seek more ways to work in partnership and explore options for merging. Additionally, by better communicating with the public about our services, and those of our partners, residents covered by all of our jurisdictions may better understand public health in general, increase awareness about services, and more readily access those services when needed.

Key measure: Increase Facebook followers; increase residents served by CCPH.

Goal 4.1: Increase community awareness of Health Department services

Objectives

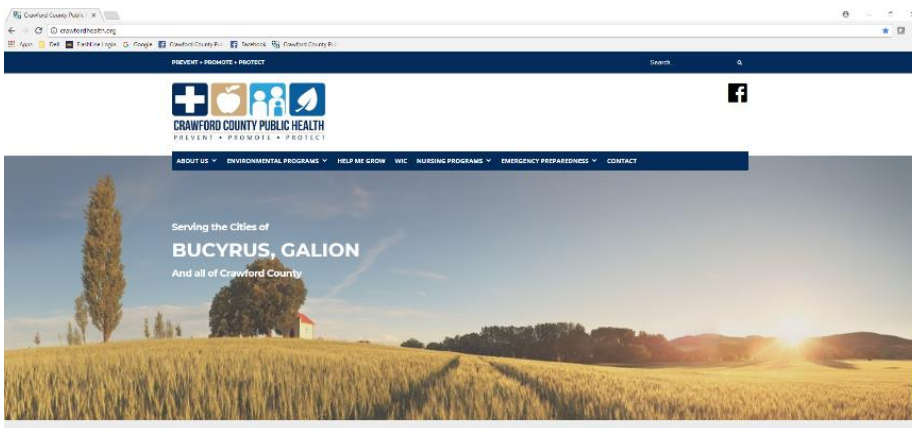
4.1.1: By December 31, 2020, increase number of methods of advertisement by three.

4.1.2: By December 31, 2020, create health department mobile app for residents to use to interact with the health department.

Goal 4.2: Increase health department service area

Objectives

4.2.1: By December 31, 2020, conduct feasibility to explore merging and collaborating with another local health department.



Tracking Our Performance

The responsible party for each objective within our plan is tasked with assuring it is completed. On an annual basis, an official report of progress made towards achieving the objectives will be created and shared with the strategic planning team, health department management staff, and the Board of Health.


Objectives will be amended based on capacity to achieve them and any changes that occur to the structure or operations of the health department. Changes will be recorded in the work plan. Details about the changes made can be found in the work plans themselves.



Review of Plan

CCPH's Strategic Plan will be updated every three years, or as deemed necessary by the Health Commissioner/Administrator and/or Board of Health. Plan revisions will be documented in the table below.

Plan Creation:



 Kate Siefert, Administrator

_____ March 21, 2018

Revisions:

| Date | Revision Number | Description of Change | Pages Affected | Reviewed or Changed by |
|------|-----------------|-----------------------|----------------|------------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Appendix A

August 2017 Environmental Scan Results:

Mission, Vision, Values inputs

SOAR Survey & Challenges



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.

| | | |
|---|--|--|
| promote health | community togetherness | |
| empower | educate | support |
| service | aid | help |
| educate | protect | improve |
| promote and protect public health | throughout Crawford County | through education and efficient services |
| community | partnerships | |
| Community | Protect | Education |
| Preventing disease, promoting health, and protecting the environment. | Improve lives in our community. | Assure access to care. |
| accessible healthcare | collaboration with community agencies | outreach to community |
| Education | Serve | Resource |
| promote | protect | Improve |
| proactively protect | educate | improve |
| improve | maintain | community |
| Assist in your health care | Prevention by immunization and education | Identify areas of concern in the community |
| Health | Well being | Community |
| community | health | safety |
| Community Wellness | Services to All Facets of the Community | Comprehensive Preparedness |
| education | compassion | supportive |
| community | health | prevention |
| helping community | health promotion | prevention |
| helping others | health | community |
| promote | protect | support |
| Prevent | Promote | Community |
| health | serve | better |
| promote health and well-being | protect the community | prevent diseases and reduce risk of diseases |

2. A **vision** statement describes the ideal future that you want to see created. It is 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 Crawford County Public Health's vision statement.

| | | |
|--|---|---|
| community | health | preparedness |
| growth | | |
| kindness | fairness | alongside |
| educate public | community involvement | protect |
| continued enhancement of public health in Crawford County | provision and enhancement of superior services | strong growth into the future |
| help for the drug addicted | decrease in poverty | mental health issues |
| Prevent Disease | Provide education to our community | Improve the health of all residents |
| Protect the community from disease and other health threats. | Empower everyone to live healthier, safer lives. | Continuous education and working with the community for a healthy future. |
| outreach | community | accessibility |
| United | Team | Honor |
| best possible health outcome for all | minimal illness | vitality |
| healthiest | exceptional | professional |
| Highly active in community | Spreading the new and best practices throughout community | Continuing to challenge each employee to gain knowledge |
| Together | Building stronger community | Future generations |
| prevention | coordination | collaboration |
| Minimize Health Risks | | |
| stronger | solutions | improvement |
| health | population | prevention |
| free of disease | healthy | longevity |
| model | educate | inspire |
| Healthy | Goals | |
| motivate | enhance | better |
| the healthy choice is the easiest choice for our community | we are recognized as a community leader | fiscally stable stewardship of services |

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 Crawford County Public Health.

| | | | | |
|--|--|----------------------|---|-----------------------|
| equal | | | | |
| ethics | teamwork | | | |
| service | results | direction | equality | compassion |
| respect | knowledge | inform | excellence | involvement |
| courteous | kindness | efficiency | knowledgeable | supportive |
| customer care | teamwork | | | |
| Honesty | Integrity | Respect | Service | |
| Consistency | Accountability | Integrity | Customer Focus | Equity and Fairness |
| friendly | above and beyond | efficient | fair | ethical |
| Educate | Community | Strength | Honor | Serve |
| sincere | respectful | friendly | open | efficient |
| Mindful | Caring | Confident | Direct | Pleasant |
| Betterment and well-being of Individuals and community | Building healthier and stronger healthier families | Community enrichment | Inter-agency communications and referrals | Protecting all ages |
| non biased | equality | privacy | timely | respectful |
| Fiscally Responsible | Professional | Efficient | Accountable | |
| dignity | empowerment | resources | ideas | open minded |
| honest | dependable | knowledgeable | courteous | |
| dependable | knowledgeable | honest | compassionate | trustworthy |
| serve | enhance | better | values | |
| integrity | accountability | respect | compassionate | engaged and proactive |

4. **Strengths** are internal to the organization and make us unique and good at what we do. Based on that, what are 3 of our greatest strengths?

| | | |
|-------------------------------------|--|--|
| follow thru | teamwork | |
| caring | kindness | action |
| customer service | informative | collaboration |
| efficiency | support | courtesy |
| employee retention | staff works well together | adaptability |
| Employees who care | Dedicated Employees | A good work environment |
| Consistency | Personalized Service | Flexibility |
| commitment | informing | |
| cohesiveness | leadership | trained staff |
| Team work | Outreach | Trainings |
| collaboration | Community | Excellence |
| intelligence/knowledge | experience | genuine caring attitude |
| availability | referrals | cooperation |
| Always someone to handle a question | Good understanding of areas covered | General concern for patients and staff |
| customer service | longevity in workplace | knowledge |
| work well with outside agencies | longevity with lots of useful experience | customer oriented |
| Professional Staff | Knowledgeable | Proficient |
| professionalism | kindness | flexibility |
| knowledge | experience | diverse |
| knowledge | compassionate | great work ethic |
| employee longevity | knowledge base | |
| committed | well rounded | compassionate |
| unity | teamwork | |
| knowledgeable staff | diversity of programs | positive co-worker relationships |

5. **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?

| | | |
|--|--|--|
| communication | | |
| resourceful | current | willingness |
| transportation | communication | awareness |
| funding opportunities | cooperation with other county agencies | educational opportunities |
| drugs | poverty | mental health |
| Preventable disease outbreaks | Child development and proper nutrition | Education of the community |
| New trainings and educational opportunities for our coalition programs such as infant mortality, obesity, cardiovascular, and youth substance abuse. | Educate the community what all is involved in public health. | Increase activities to encourage public health as a career choice. |
| community | families | work place |
| outreach | community relations | accessibility |
| Trainings | Clinics | Education |
| Transportation | Communication | Awareness |
| awareness | accessibility | communication |
| transportation | communication | awareness |
| Education | Training | Team Building |
| health | prevention | education |
| socio-economics | education | |
| Expansion of Services | Community Integration | Streamline Efficiency |
| children | families | health |
| drug use | mental health issues | poverty |
| drug abuse | mental health | poverty |
| dental | transportation | housing standards |
| assessment | involvement | |
| grant funding expansions | community interactions and public involvement | financial stability |

6. **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?

| Aspirations | Results |
|---|---|
| outreach | more served |
| education | involvement |
| provide more training and education | better informed community |
| No preventable disease | No preventable reportable diseases |
| Rewards and Recognition Program | Improved morale |
| healthy lifestyles | Less illnesses |
| Clinics | Healthy community |
| Educate | Success |
| fitness, weight loss, wellness programs for employees | Are there convenient, onsite opportunities for wellness? |
| healthy families | school attendance |
| Community Disease Education | Large community awareness regarding certain diseases |
| well-being of community | lower communicable diseases and illnesses, no outbreaks |
| obesity | community with less obesity |
| early childhood | secure attachment and bonding |
| PHAB Accreditation | Accredited by year 2020 |
| focus | more achievement |
| balanced | security |
| provide new divisions within the health department | increased efficiency and performance |
| Properly functioning septic systems | Improved surface water quality |
| Tuition Reimbursement Program | Encouraged continuing education |
| Safe Babies | decrease in infant mortality |
| Disaster trainings | Preparing community |
| Harmony | Achievement |
| reduction in childhood obesity in our county | statistics showing decrease in children plotting at or above 95th %tile BMI |
| disease prevention | vaccination records |

| Aspirations (cont.) | Results (cont.) |
|--|--|
| prevention of disease | Stable #'s regarding immunization and infant deaths |
| additional services | physicals for public-client population |
| substance abuse | decrease in # of people abusing substances |
| childhood diseases prevented | routine health exams and shots |
| Improved infant care | Implementation of a funded Welcome Home program and a year of zero cases of child fatalities |
| knowledge | prepared |
| communicate | knowledge |
| provide more customer and internal surveys | increased delivery of services and information |
| Decrease the obesity of our community | Less obesity related illnesses and deaths |
| Employee Performance Review Process | Each employee knows exactly what is expected of his or her performance |
| clean environment | decrease in environmental violations |
| Home Visiting | Resources for families |
| Balance | Security |
| all babies are breastfeed until at least 1 year of age | increase in breastfeeding rates |
| Active programs to help with other diseases | More education and community involvement in treating HTN, Diabetes, Coronary Disease |
| accreditation | accredited |
| injury prevention | decrease in the # of injuries |
| nutrition | healthy children and adults |
| Programs for Seniors | Grants awarded to expand our programs to those specific to our aging population |
| | |

7. What do you consider to be the three biggest **challenges** facing the health department in the next three years?

| | | |
|---------------------------------|--|---|
| accreditation | money | community opinion |
| lack of funding | | |
| leadership | staying current | helpfulness |
| funding | community involvement | accreditation |
| funding | accreditation | possible health district mergers |
| finances | time | |
| Funding | Manpower | Time |
| Achieving Accreditation | Performance Management Plan | Quality Improvement Plan |
| Compliance of community members | Funding | Assessing Needs |
| financial concerns | accreditation | lack of staff for needed duties |
| Funding/Levies | Accreditation | Growth |
| Budgets | Health Care | Fragmentation of Care |
| our accreditation | dealing with the growing # of clients who are drug addicted and their children | employee morale |
| funding | affordable health care | outdated infrastructure |
| Finances | Not having its own building | OBE calling for school nurses to have BSN and school Nurse certification |
| accreditation | funding/cuts/budget | increased workloads/mandatory programs |
| funding | accreditation | |
| Decrease in outside funding | Increased demand for services | Employee costs |
| drugs | sexually transmitted disease | funding |
| lack of funding | drug abuse | accreditation |
| lack of state funding | drug abuse | getting accredited |
| funding | smaller demographic | generation x |
| accreditation | funding | |
| PHAB Accreditation | Funding Stability | Changes to Programs at the State Level that push for regionalizing services |

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

I feel it is very important that our agency promotes health of the employees as we also promote the health of our community. Expanding on programs and benefits for employee wellness would enhance our employee morale. Programs for stress management, healthy eating, physical activity, expanding our education, and alternate office settings allow employees to have buy-in the impact healthy choices make as we promote them throughout our community. Also, ensuring the agency promotes the sense of "Family Comes First" when life gets stressful deepens our commitment to our jobs since we know we are valued for not just our work, but for our role as a member of a family of this community.

Q1: Self-Reported Respondent Type

Please indicate which group best describes your affiliation with Crawford County Public Health.

| Answer | % | Count |
|--------------|--------|-------|
| Staff Member | 93.55% | 29 |
| Board Member | 6.45% | 2 |
| Other | 0.00% | 0 |
| Total | 100% | 31 |

Appendix B

Financial Security Workplan

Priority #1: Financial Security Being fiscally solvent provides the foundations for the Health Department to do quality work efficiently and without disruption. Financial security sustainability can be influenced by our reliance upon local levy resources, government funding and short-term grants. We will capitalize on the work currently being done to expand our funding streams with higher grant revenue and successfully passing a community supported levy. In addition, we will create a nonprofit organization to supplement existing health department programs so that we can better serve our community.

Goal 1.1 Expand revenue sources

Key Measure(s): Increase the number of grants received

| Objectives | Measure | Action Steps | Timeframe | Person Responsible | Status |
|--|--|--|--|---|--------|
| Objective 1.1.1: By December 31, 2020 receive 3 additional grants. | Baseline: 0 Target: 3 | <ul style="list-style-type: none"> Search for grants Write applications Maintain existing grants | Start: 1/1/2018 End: 12/31/2020 | Pam Kalb Help Me Grow Director | |
| Objective 1.1.2: By December 31, 2020, implement a 501(c)(3) program for the purposes of supplementing health department programs and services. | Baseline: 0 Target: 1 | <ul style="list-style-type: none"> Research steps to create 501(c)(3). Create program Set up funding application process Fund programs Create a system for continuous fundraising | Start: 1/1/2018 End: 12/31/2020 | Jenny Klein Accreditation Coordinator | |
| Objective 1.1.3: By December 31, 2020, increase local revenue sources by 25%. | Baseline: \$350,000 Target: \$437,500 | <ul style="list-style-type: none"> Promote services in the townships and community Implement branding and marketing plan | Start: 1/1/2018 End: 12/31/2020 | Kate Siefert Administrator | |
| Notes: | | | | | |

Appendix C

Alignment with the CHIP Workplan

| Priority #2: Alignment with the CHIP | | | | | |
|--|------------------------------|--|--|-------------------------------|--------|
| <p>The health department's first duty is to protect the health of the community. To this end, we were the convener of the Community Health Improvement Planning process and will be a leader in the implementation of the plan. We will put new emphasis on developing relationships with our community partners, creating new programs to serve the community, and adding a health education division to allow us to better fulfil the goals and objectives outlined in the CHIP.</p> | | | | | |
| Goal 2.1: Expand services to implement the Community Health Improvement Plan (CHIP) | | | | | |
| Key Measure(s): Increase collaborative efforts in the community to improve the health of Crawford County through involvement with at least 2 identified action steps from each of the 4 priorities within the CHIP | | | | | |
| Objectives | Measure | Action Steps | Timeframe | Person Responsible | Status |
| Objective 2.1.1: By December 31, 2020, partner with two new agencies on a community initiative. | Baseline: 0 Target: 2 | <ul style="list-style-type: none"> Establish partnership with hospitals Outreach to schools Increase referrals from OBs to HMG Increase mental health referrals from HD to ADAMH | Start: 1/1/2018 End: 12/31/2020 | Steve Jozwiak EH Director | |
| Objective 2.1.2: By December 31, 2020, create 1 new program to support a CHIP initiative. | Baseline: 0 Target: 1 | <ul style="list-style-type: none"> Review CHIP to determine what programmatic options there are Draft list of potential programs Survey staff on what to expand | Start: 1/1/2018 End: 12/31/2020 | Steve Jozwiak EH Director | |
| Objective 2.1.3: By December 31, 2020, add 1 health education position to CCPH staff. | Baseline: 0 Target: 1 | <ul style="list-style-type: none"> Draft position description Determine what division position will be located in Attain funding for position Present position to Board of Health for approval | Start: 1/1/2018 End: 12/31/2020 | Kate Siefert Administrator | |
| Notes: | | | | | |

Appendix D

Staffing Workplan

Priority #3: Staffing: Our staff is one of our greatest strengths and their satisfaction plays a key role in the work of the health department. A healthy and satisfied staff leads to a more productive work force, less turnover, and a more efficient Health Department. To this end, we will offer a staff wellness program, implement an annual performance review system, and increase staff education opportunities.

Goal 3.1: All staff have opportunities to be healthy at work

Key Measure(s): Increase in staff satisfaction with worksite wellness programs; Increase in employees receiving a performance review

| Objectives | Measure | Action Steps | Timeframe | Person Responsible | Status |
|--|----------------------------------|---|---|--|--------|
| <p>Objective: 3.1.1: By December 31, 2020, implement a worksite wellness program for staff.</p> | <p>Baseline: 0 Target: 1</p> | <ul style="list-style-type: none"> • Create worksite wellness committee • Assign staff member to coordinate • Research worksite wellness options through insurance • Survey staff to determine what programs and initiatives are most wanted • Implement program • Evaluate usage | <p>Start: 1/1/2018 End: 12/31/2020</p> | <p>Christy Holman Help Me Grow</p> | |

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Priority #3: Staffing: Our staff is one of our greatest strengths and their satisfaction plays a key role in the work of the health department. A healthy and satisfied staff leads to a more productive work force, less turnover, and a more efficient Health Department. To this end, we will offer a staff wellness program, implement an annual performance review system, and increase staff education opportunities.

Goal 3.2: Staff at all levels of the organization meet performance expectations

Key Measure(s): Increase in staff satisfaction with worksite wellness programs; Increase in employees receiving a performance review

| Objectives | Measure | Action Steps | Timeframe | Person Responsible | Status |
|--|----------------------------------|--|---|---|--------|
| <p>Objective 3.2.1: By December 31, 2020, implement an annual employee performance review system.</p> | <p>Baseline: 0 Target: 1</p> | <ul style="list-style-type: none"> • Determine details of plan to be implemented • Draft policy • Receive board approval • Conduct annual performance reviews with staff • Align with Workforce development plan | <p>Start: 1/1/2018 End: 12/31/2018</p> | <p>Krista Whitmeyer Director of Administrative Services</p> | |
| <p>Objective 3.2.2: By December 31, 2020, implement a compensation plan for employees.</p> | <p>Baseline: 0 Target: 1</p> | <ul style="list-style-type: none"> • Research options for compensation plans • Create incentive compensation plan components (years of service, merit based, etc.) • Draft policy • Receive Board of Health approval • Incorporate into performance review system | <p>Start: 1/1/19 End: 12/31/2020</p> | <p>Kate Siefert Administrator</p> | |

Notes:

Priority #3: Staffing: Our staff is one of our greatest strengths and their satisfaction plays a key role in the work of the health department. A healthy and satisfied staff leads to a more productive work force, less turnover, and a more efficient Health Department. To this end, we will offer a staff wellness program, implement an annual performance review system, and increase staff education opportunities.

Goal 3.1: Staff are competent

Key Measure(s): Increase in staff satisfaction with worksite wellness programs; Increase in employees receiving a performance review

| Objectives | Measure | Action Steps | Timeframe | Person Responsible | Status |
|---|----------------------------------|--|--|--|--------|
| <p>Objective 3.3.1: By December 31, 2020, consistently offer at least 2 in house continuing education programs per division.</p> | <p>Baseline: 0 Target: 2</p> | <ul style="list-style-type: none"> • Survey staff for education needs • Research potential instructors • Schedule educational opportunities • Advertise to other applicable agencies | <p>Start: 1/1/18 End: 12/31/20</p> | <p>Blythe Burma PHEP Coordinator</p> | |

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Appendix E

Expand Services Workplan

Priority #4: Expand Service: At Crawford County Public Health, we are consistently looking for ways to increase our presence in the community. With an expanded service area, we would be able to provide a more robust menu of services to residents in Crawford County. In order to do this, we must expand both community knowledge of what we currently do as well as seek additional residents to provide public health services to. To that end, we seek to increase public awareness of our services and explore ways to increase the number of residents we serve.

Goal 4.1: Increase community awareness of Health Department services

Key Measure(s): Facebook followers

Baseline: 212 followers in 2017

Target: 2,000 followers in 2020

| Objectives | Measure | Action Steps | Timeframe | Person Responsible | Status |
|--|--------------------------|--|--------------------------------|-------------------------|--------|
| Objective 4.1.1: By December 31, 2020, increase number of methods of advertisement by 3. | Baseline: 0 Target: 1 | <ul style="list-style-type: none"> Review what is currently being done Research additional ways to advertise services Include increased advertising costs in health department budget Implement Evaluate effectiveness | Start: 1/1/18 End: 12/31/20 | Ginger George Registrar | |
| Objective 4.1.2: By December 31, 2020, create health department mobile app for residents to use to interact with the health department. | Baseline: 0 Target: 1 | <ul style="list-style-type: none"> Identify what services to provide on the app Identify what mobile platforms and devices will be supported Design app Contract app designer Develop app Release app Advertise Evaluate usage | Start: 1/1/18 End: 12/31/20 | Ginger George Registrar | |

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Priority #4: Expand Service Area: At Crawford County Public Health, we are consistently looking for ways to increase our presence in the community. With an expanded service area, we would be able to provide a more robust menu of services to residents in Crawford County. In order to do this, we must expand both community knowledge of what we currently do as well as seek additional residents to provide public health services to. To that end, we seek to increase public awareness of our services and explore ways to increase the number of residents we serve.

Goal 4.2: Increase health department service area

Key Measure(s): Residents served by Crawford County Public health

Baseline: 32,000 residents 2017

Target: 41,000 residents 2020

| Objectives | Measure | Action Steps | Timeframe | Person Responsible | Status |
|--|----------------------------------|---|---|---------------------------------------|--------|
| <p>Objective: 4.2.1: By December 31, 2020, conduct feasibility to explore merging with another local health department.</p> | <p>Baseline: 0 Target: 1</p> | <ul style="list-style-type: none"> • Form task group to conduct review process • Conduct an environmental scan • Review financial history of both agencies • Review and evaluate delivery of programs and services in both agencies • Evaluate potential merger • Propose recommendations to Boards of Health | <p>Start: 1/1/2018</p> <p>End: 12/31/2020</p> | <p>Kate Siefert Administrator</p> | |

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