



2023-2025

# Crawford County Public Health Strategic Plan

DEFINING OUR PURPOSE



# 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.

Table of Contents

<b>Agency Mission Statement .....</b>	<b>1</b>
<b>Vision .....</b>	<b>1</b>
<b>Values .....</b>	<b>1</b>
<b>Message from Leadership .....</b>	<b>3</b>
<b>Introduction .....</b>	<b>4</b>
Strategic Priorities.....	4
<b>About Us .....</b>	<b>5</b>
<b>Our Process .....</b>	<b>6</b>
<b>Our Writing Team.....</b>	<b>7</b>
<b>Environmental Scan .....</b>	<b>8</b>
SOAR/C +HE analysis.....	9
<b>Our Strategic Priorities .....</b>	<b>10</b>
Strategic priority #1: Reduce Stigma.....	10
Strategic priority #2: Staff Satisfaction.....	10
Strategic priority #3: Develop & Expand Educational Programs.....	11
Strategic priority #4: Expand Leadership Role in the Community.....	11
<b>Tracking Our Performance .....</b>	<b>13</b>
<b>Review of Plan.....</b>	<b>13</b>
<b>Appendix A .....</b>	<b>14</b>
<b>Appendix B .....</b>	<b>27</b>

Plan approved May 17, 2023  
by the Crawford County Board of Health

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

# Message from Leadership

---

## A Message from the Board of Health and the Health Commissioner

The 2023-2025 Strategic Plan helps define our purpose, direction and the guiding principles for our agency. Developed with guidance and facilitation from The Ohio State University, the plan represents months of critical thought and work with a focus on equity and inclusion. This plan includes consideration of the results from the Community Health Assessment (CHA), the Community Health Improvement Plan (CHIP), staff and Board member surveys, as well as input from stakeholders and community partners. As a Public Health Accreditation Board (PHAB) accredited health department we operate at a high level and this plan reflects our commitment to public accountability, effective community engagement, and ability to manage our resources and assets.

During the past few years, while dealing with the COVID-19 pandemic, Crawford County Public Health endured a great deal of pressure and stress. The public health response to the pandemic illustrated the need for greater transparency, efficiency, and exploring new ways to meet the public health needs of our community. This Strategic Plan, which outlines our priorities, goals and objectives, focuses on stretching our current limits and pushing ourselves to do more, educate more, and serve more. All staff have a part to play in ensuring this plan is implemented and that we are successful in improving community health, maintaining an effective public health system, developing a competent workforce, and ensuring a culture of quality and equity.

The Strategic Plan is just one part of our comprehensive effort to advance the quality and performance within Crawford County Public Health. This plan is crafted to assist us in fulfilling our mission, “to educate, empower, and improve the quality of life for the Crawford County community”. We look forward to working side-by-side with our community partners to achieve our goals.

### 2023 Board of Health Members:

- Zach Wolfe, Board President
- Phyllis Crall, Bucyrus City Representative
- Jodi Keller, District Advisory Council Representative
- Dean Sipe, District Advisory Council Representative
- Garnet “Sis” Love, Bucyrus City Representative
- Dr. Stephen Novack, DO, District Advisory Council Representative
- Scott Woodworth, Licensing Council Representative



### Health Commissioner:

- Kate M. Siefert, MPH, REHS



# Introduction

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 Ohio State University. This process helped the team analyze data from an environmental scan, as well as the Community Health Assessment, 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 focus 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.

The Strategic Priorities are:

- Reduce Stigma
- Staff Satisfaction
- Develop & Expand Educational Programs
- Expand Leadership Role in the Community



**#StopTheStigma**  
PAID FOR BY THE OHIO DEPARTMENT OF HEALTH

   
**CRAWFORD COUNTY PUBLIC HEALTH**  
PREVENT • PROMOTE • PROTECT

**CRAWFORD COUNTY  
PREVENTION  
COALITION**  
For a safe and healthy Crawford County.

# About Us

---

Located in Bucyrus, Ohio, Crawford County Public Health has served the residents of Crawford County since August 1919. We currently serve 43,673 residents with a staff of 12 part time employees and 25 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 became nationally accredited by the Public Health Accreditation Board (PHAB) in 2022 and is committed to working hard to ensure the people that live, work, play, 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
- CPR Classes
- QPR (Suicide Prevention) Training
- Handle with Care Training
- Safe at Home Training
- Healthy Relationships for Teens
- HIV and hepatitis C education and testing
- Home visiting
- Developmental screenings and assessments
- Service coordination
- Parent support
- Nutrition education
- Breastfeeding support
- Referral services
- Safety Town (Poison Prevention)
- Health Fairs
- 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 worked with the Ohio State University to provide overall guidance and support using a seven-phase planning approach. The process began in June and concluded in December 2022; 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 2022, when we began working with The Ohio State University to plan our process. The strategic planning team held their first meeting 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 virtual orientation for all team members to set the stage for the planning process.

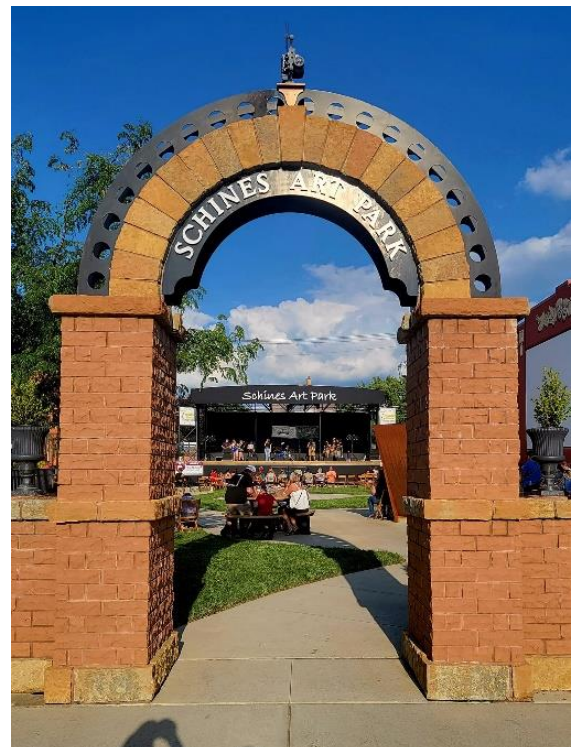
**Phase 2 – Assess the Situation:** In August, an online survey to assess strengths, opportunities, aspirations, results and challenges (SOAR/C) was distributed to all staff, Board of Health members, community partners and the public via social media. A summary of the SOAR/C results is in the next section of this document. In addition to survey results, the Community Health Assessment and the Community Health Improvement Plan priorities and activities were considered.

**Phase 3 - Articulate Mission, Vision, and Values (MVV):** The previously adopted Mission and Vision statements, along with the selected Values, were revisited by our entire staff and Board of Health in August. No changes were suggested.

**Phase 4 – Agree on Priorities:** Taking our 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 strategic priorities were identified (September, 2022).

**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 and approved by our Board (April - May 2023).

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



Schines Art Park, Bucyrus, OH



# Our Writing Team

---

**Robin Blair-Ackison**, The Ohio State University  
College of Public Health

**Blythe Caldwell, REHS**, EH Director

**Lisa Easum, RN**, Public Health Nurse

**Alena Fox**, Emergency Preparedness &  
Accreditation Coordinator

**Ginger George**, Registrar

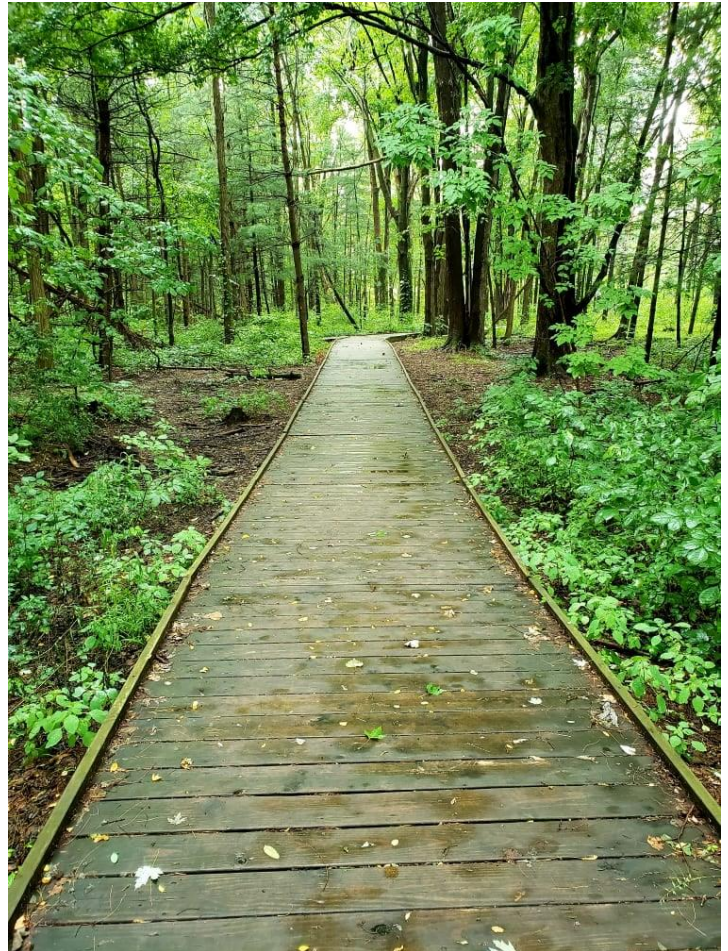
**Vicki Hartschuh**, WIC Clerk

**Christy Holman**, WIC Director

**Jodi Keller**, Board of Health Member

**Katie Rafeld**, Public Health Educator

**Kate Siefert**, Health Commissioner



Lowe-Volk Park Boardwalk, Crestline, OH

## 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 input on the mission statement, vision statement, and values, as well as contribute to the SOAR/C survey. They were also invited to participate in the virtual meetings hosted by The Ohio State University. The Board was updated on the planning process and given the opportunity to give feedback. Adjustments were made accordingly. The Board of Health has final approval authority for the plan. Annual updates will be provided to the Board regarding progress on achieving the set goals and objectives.



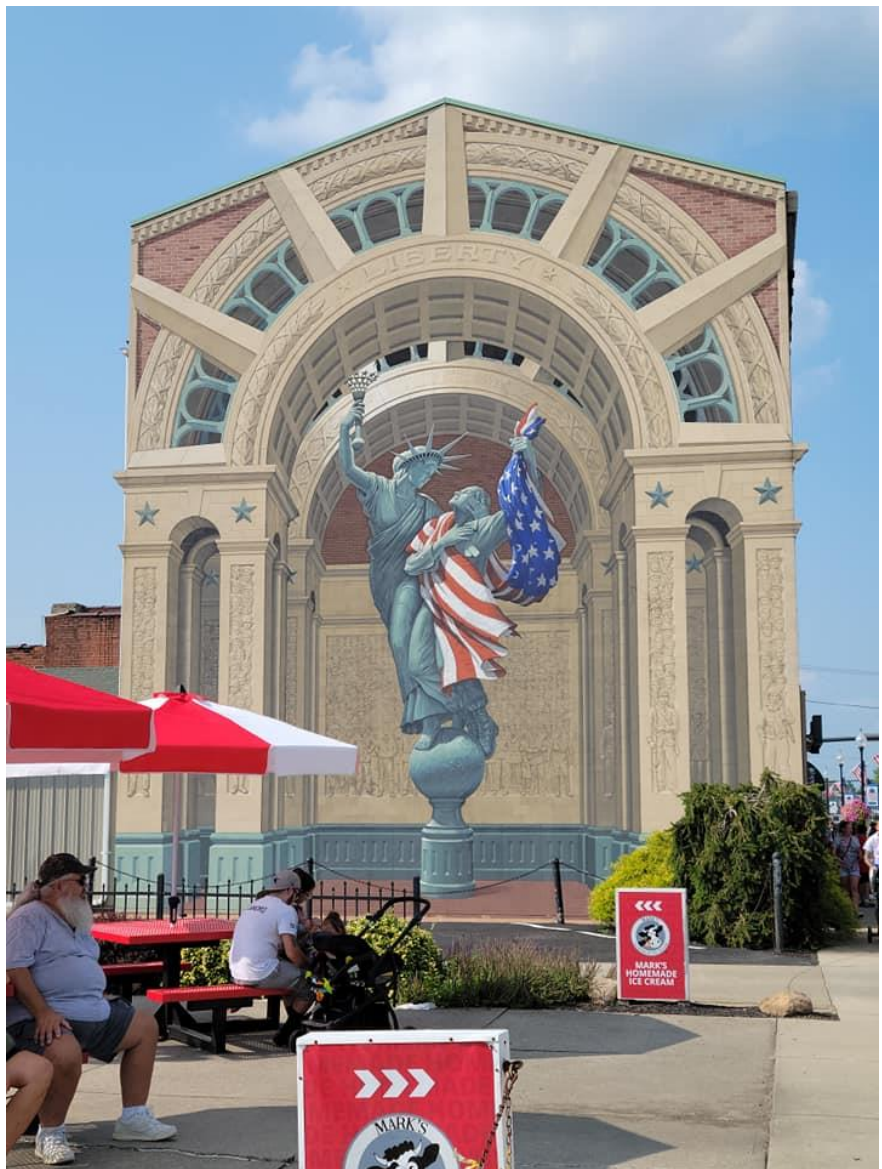
# Environmental Scan

---

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. An additional question focused on health equity opportunities was also included. A summary of that assessment can be found below.

Additionally, 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.



Liberty Remembers Mural, Bucyrus, OH

# SOAR/C +HE 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, 2022 electronic surveys were distributed to 32 employees, 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"> <li>• Customer Service</li> <li>• Small department, but capable of huge outcomes</li> <li>• Community Partnerships &amp; Collaborations</li> <li>• Leadership within our community</li> <li>• Communication</li> <li>• Positive Culture</li> </ul>	<ul style="list-style-type: none"> <li>• Community Resilience – increase ability to bounce back</li> <li>• Promoting mental health services and awareness</li> <li>• Expand WIC into local farmers markets</li> <li>• Expand on educational programs</li> <li>• Develop a “Friends of the Health Department”</li> <li>• Levy (currently not levy supported)</li> <li>• Increase use of technology – create an App for CCPH and make the website more interactive</li> </ul>
Aspirations	Results
<ul style="list-style-type: none"> <li>• Community outreach and engagement</li> <li>• Improved employee wellness programming</li> <li>• Community education</li> </ul>	<ul style="list-style-type: none"> <li>• A more informed and involved public</li> <li>• Healthier staff and higher morale</li> <li>• Improved health of the community</li> </ul>
Internal Weaknesses/Challenges	External Challenges
<ul style="list-style-type: none"> <li>• Accreditation</li> <li>• Funding</li> <li>• Adequate staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Community opinion/perception</li> <li>• Funding</li> <li>• Drug abuse</li> </ul>



Bucyrus Public Library, Bucyrus, OH

# Our Strategic Priorities

---

This section lists our strategic priorities, key measures, goals, and objectives. More detailed work plans are included in the Appendix.

## Strategic priority #1: Reduce Stigma

Creating a non-judgmental environment that reduces stereotypes, promotes diversity, and encourages acceptance of those we don't always agree with or understand.

**Key measure:** 90% (or greater) of CCPh staff will complete inclusion and diversity trainings.

**Goal 1.1** Crawford County Public Health will promote and reflect a culture of acceptance with empathy and positive inclusion.

### Objectives

**1.1.1:** By December 2023, CCPh staff will participate in a de-escalation training.

**1.1.2:** By December 31, 2023, the health educator will provide a training for staff on ensuring an inclusion and diversity approach in educational & promotional materials and social media posts with a focus on language matters.

## Strategic priority #2: Staff Satisfaction

We will create a workplace that fosters development of personally well, competent, creative, motivated and empowered staff, ensuring they feel valued and their work positively impacts the community.

**Key measure:** Crawford County Public Health will increase in the number of staff members who complete the staff survey and respond they are happy at work and feel valued.

**Goal 2.1:** Crawford County Public Health will increase staff retention and staff satisfaction.

### Objectives

**2.1.1:** By December 31, 2025, conduct three annual staff surveys on staff needs and on how happy they are at work without repercussions

**2.1.2:** By December 31, 2025, a staff recognition program will be developed.

**2.1.3:** By December 31, 2025, all staff wanting to participate will have their work space ergonomics assessed.

**2.1.4:** By December 31, 2025, all staff will be provided training on time management and prioritization skills.

**2.1.5:** By December 31, 2025, CCPh Board of Health will leverage funding to ensure CCPh pay ranges are comparable to other LHD's with similar demographics.

## Strategic priority #3: Develop and Expand Education

Crawford County will be a well-informed community that understands the factors that influence their health and the health of a diverse community. CCPH will be financially stable and able to expand appropriately to ensure quality programming.

**Key measure:** CCPH staff will provide an educational or awareness presentation at least four times per year at area events or to area organizations.

**Goal 3.1:** We will provide opportunities to educate and serve our community concerning public health awareness. We will improve the community's understanding of the factors that impact their health and increase community awareness of the values of our services.

### Objectives

**3.2.1:** By December 31, 2025, CCPH will create a menu of CCPH educational program offerings for the general public and community partners.

**3.2.2:** By December 2023, CCPH will develop a monthly newsletter that will expand awareness within the community on CCPH programs that align with the CHIP.

**3.2.3:** By December 2025, provide staff opportunities to interact with Board of Health members to enhance their awareness of CCPH programs, including those that align with the CHIP

**3.2.4:** By December 31, 2025, add at least two new public health programs offered to the community.

## Strategic priority #4: Expanding Leadership Role in the Community

Be recognized as a health department that is active in the community and perceived as subject matter experts. CCPH will be known as an agency that has an established rapport and is sought out as a respected public health expert.

**Key measure:** Current program collaborations with health systems include: Drug Overdose & Suicide Prevention with ADAMH Board, Mothers' Milk Bank Donations for OhioHealth, WIC Baby Shower with Avita Health System.

Target: Three new/additional collaborations with a local health system.

**Goal 4.1:** Our health department will be recognized within and outside of Crawford county as a team of public health leaders.

### Objectives

**4.1.1:** By December 31, 2025, CCPH will strive to have at least six collaborations with local health systems.



**4.1.2:** By December 31, 2025, a working group with social workers and counselors in local schools will be established and interacting regularly with CCPH staff.

**4.1.3:** By December 31, 2025, CCPH will increase public health community awareness and an understanding of the role we play in the community by speaking with locally elected officials and businesses through 2 public presentations annually and 4 interactions with elected officials throughout the year.

**4.1.4:** By December 31, 2025, the Health Commissioner will chair at least four local coalitions.

**4.1.5:** By December 31, 2025, CCPH will research similar-size health departments for current program offerings and develop a list to increase programming opportunities to implement locally.



Great American Crossroads Mural & Millenium Park, Bucyrus, OH

# 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 and/or Board of Health. Plan revisions will be documented in the table below.

Plan Creation:



---

May 17, 2023

---

Kate Siefert, Health Commissioner

Revisions:

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

# Appendix A

---

## August 2022 Environmental Scan Results & SOAR Survey & Challenges

### **Strengths**

Mighty Mouse - Small Department with huge outcomes

Customer Service

Community Partnerships and Collaborations

Communication

Leadership within our community

Positive Culture

### **Opportunities**

Community Resilience – Increase - Ability to bounce back (COVID-19 response)

Expand WIC into local farmers markets

Promote and increase mental health services and awareness (schools, adults)

Develop Friends of Health Department group

Gain new community partners

Educational and promotion (expand)

Levy (looking at other funding)

Technology – Create an app and make website interactive

### **Aspirations & Results**

Mobile Clinic (vehicle) for screenings and harm reduction

Provide Patient navigators to assist with insurance and medical bills

Syringe exchange program (partner)

More Clinics available

Decrease Depression rates in the elderly

Provide free A1C and cholesterol screenings (CHIP)

Worksite Wellness program for staff including updates to office

More education staff

Expand culture – increase empathy in the community and positive messaging

Community Health Fair

Two Patient Navigators

### **Challenges: Internal**

Employee payrates/compete with private sector to retain and attract quality staff

Staff turnover/trainings (retirement)

Cost of health insurance increase

Stigma reduction (staff)

Decrease in biases towards certain populations (substance abuse, LGBTQ, poverty, low socio-economic status)

### **Challenges: External**

Understanding of public health by elected officials

Misinformation in the public

Lack of state official appreciation of public health

Lack of mental health care providers

Lack of funding

People see public health as an adversary instead of a partnership

Grant funding – risk and management of grants

### **Health Equity**

Groups in the community: Low socio-economic status, single/female head of household, veterans, seniors, LGBTQ, addiction (and those affected by addiction)

Increase hands on cooking education

Increase farmer's market/WIC partnership

Affordable childcare/transportation

Mobile unit to bring services to the people

Website: Dropdown box with specific links for LGBTQ services, addiction services, mental health



## **Bridging the Gap Activity**

### **Current State:**

Recovering from COVID-19

Developing and evolving

Growing

Developing and continuing vaccinations

Educating and being educated

Challenged with stigmas

Challenges in funding

Limitations on funding use

### **Future State**

Education in the lobby, weekly in the community events

More foot traffic in the office. More people coming to use the services

Government that fully understands the role of public health in the community (daily operations)

Invited to every job/health fair

Increased WIC clientele participation

Increased interaction with Lobbyist and state representatives

Approved levy

Help me Grow waiting list

A values resource for education

Staff satisfaction with pay and office setup

Increased marketing in the community. Website, newspaper, billboards – everywhere you go you see public health

Friends of the health department

Fully funded larger staff

Larger leadership role in the community

Worksite wellness program

Making it part of the culture (M,V,V)

### **Bridging the Gap:**

See strategic priorities

**Q1 - Strengths are internal to the organization and make us unique and good at what we do. Based on that, what are our 3 greatest strengths?**

Strength	Strength	Strength
OUR COMPASSION FOR THE COMMUNITY	WORKING AS A TEAM TO GET GOALS DONE	
Communicating with the public through the web site	Looking for and utilizing grants to optimize service to our community	Providing health services to our community
Communication	Quick Response	Friendly and informative
Health Commissioner is approachable and supportive of the staff	Staff support each other and atmosphere is a pleasant work place	Work well with the community
Communication	Delivery of Service	in tune with community needs
Frequent, Clear Communication	Willingness to listen and accept input	Flexibility
We are housed together in the same building. This makes it easier to coordinate appointments and services.	We offer late day clinic hours to accommodate working families.	We have friendly staff that do want to help the public.
Communication	Planning	executing the plan
communication	organization	response
communication of information	knowledge of staff	community engagement
flexibility - works well with schools & organizations to work through COVID requirements	Communication - excellent ongoing FB posts	responsiveness - listens to unique situations and work with you to figure them out
CCPH has a great rapport with the community.	CCPH also has a great rapport with each other and great team building skills.	The staff at CCPH also has great content knowledge.
Coverage of most of Crawford county	Friendly and cooperative Board- staff relations	Commissioner's understanding of county health needs
good multi tasker	good at following direction	friendly/ good with clients
Communication with public	Cooperation with other outlets that can be of assistance	Personable staff
experience/longevity	communication	customer service
Low turnover rate for employees	Less micromanaging	
Internet/ especially facebook regular communications that are pertinent and relevant to the needs in the community.	Organizational skills, vaccine clinics especially when covid vaccines were first available	Knowledgeable, kind, professional staff

Strong leadership	Committed competent staff / team	Involved health board members
Collaboration	People	Media presence
Competently knowledgeable, caring staff	Community Partner relationships, Business leadership support	Free Health Education Programs and Trainings
Health Commissioner is centered on the whole community approach and is invested in the communities that the department serves	Small department gains huge outcomes. Many services available to the county residents.	Leads the local healthcare preparedness coalition
Great communication with the public!	Caring teams and administration.	
Strong Community Support	Excellent Leadership	Strong Communication



Crawford County Courthouse, Bucyrus, OH

**Q2 - Opportunities are external forces and trends that 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?**

Opportunity	Opportunity	Opportunity
LEVY		
Safety	Information	Guidance
Community Health Needs	Accessibility to Families	Educating the community on healthy trends
physical accessibility		
Staffing for mental health services	Online (website) presence. Google search leads to ODH page	More staffing to prevent burnout
Social media has become the best way to reach the next generations. Using social media to inform the public and offer on line services should be implemented.	Collaborating with other agencies to keep the community informed on changes and improvements	
health	education	service
community education	sharing of internal data	tracking and sharing of performance measures
Continue relationships established during COVID	Continue regular communication	Continue to keep schools and organizations apprised on trends and proactive planning
Communication with the community can always continue to improve. The effort is there but we need to use more survey information to draw conclusions.	More onsite education for the public and private companies would be beneficial so the community is aware of everything we have to offer.	Our website has a great foundation and there is more we can add to it to communicate even more.
Creating health priorities for the county	Consolidating health reporting	Health system collaboration
Rapid response to imminent situations	Informing the public of facts negating false information	Serving the overlooked
betterment of community	Health Education	Financial stability
Media		
Continue WIC nutritional services	Continue community training and providing Narcan	Vaccine clinics in school settings with parental permission due to transportation issues, parents working during Vaccine clinic times
Ongoing COVID-related educations & advocacy	Expanded public education on health issues (e.g. Facebook)	Increased education & advocacy regarding suicide prevention



Collaborations	Health literacy	Drug/opiate education
Meeting people where they are, bringing the programs to them	Increase number of COVID-19 vaccinated residents	Increase number of MRC volunteers to assist in emergency situations
Healthcare emergency preparedness	Mental Health	Being better prepared for the next large infectious disease event
Make ourselves available and accessible.		



Bucyrus, OH – Home of the Bratwurst Festival & Carle's Bratwurst

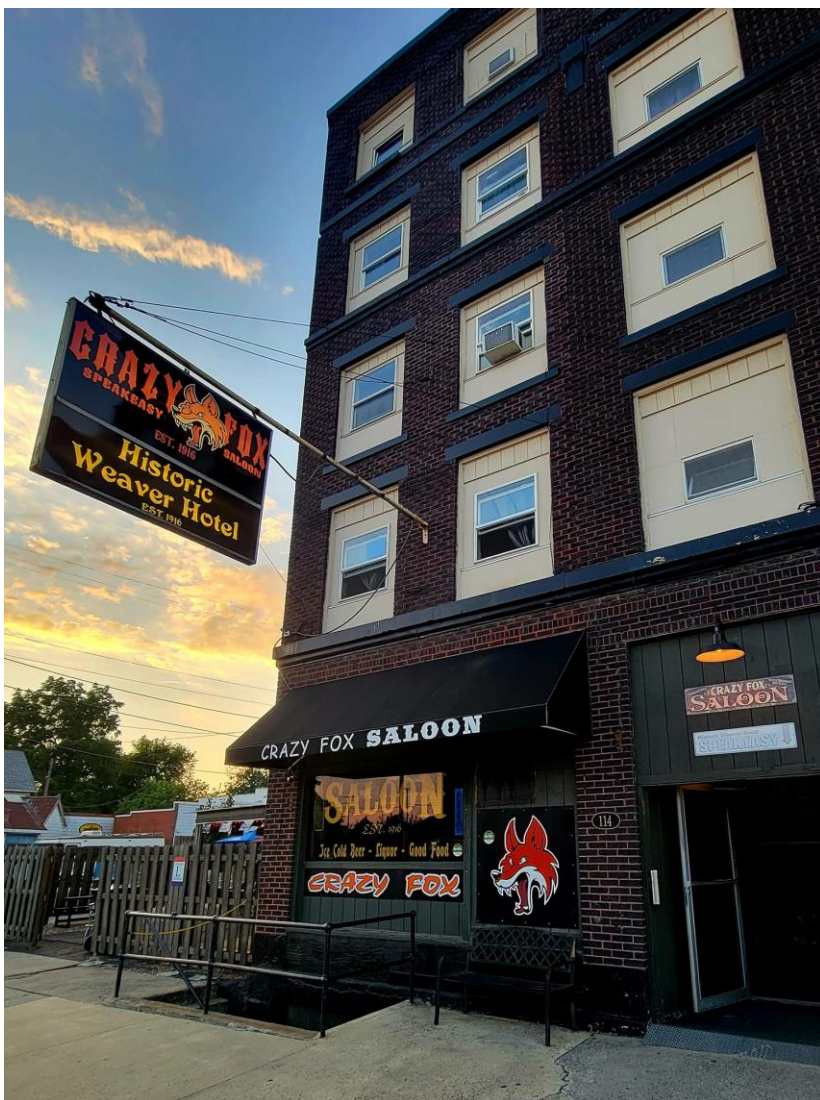
**Q3 - Aspirations are what we care deeply about and represent our preferred future. They are projects, programs, and processes that we want to implement in order to be the best health department we can be. Results are measurable and tell us whether or not we've achieved that preferred future. Based on that, what are three aspirations for the health department and what results will let us know we've achieved them?**

Aspiration 1	Result 1	Aspiration 2	Result 2	Aspiration 3	Result 3
To host/establish/coordinate with a dental care provider.		To be more involved with local farmer markets, WIC in particular.	Starting a WIC Farmer's Market Program. To track WIC vouchers redeemed at the local market.		
Maintain partnerships with schools and organizations	HD will keep schools and organizations apprised on trends and help plan proactively	Continue and expand communication	ensure schools, organizations, and community are update on all related resources		
Health dashboard	A day-to-day data update that can be used to identify emerging local health issues	Health efficiency	For the dollars spent, determine the community health impact	Health communications	The public has access to health information they can use to make their own improvements
Reduce amount of population that smokes	Less cancer and other smoking related diseases	Reach out and make people aware of helpful programs for food and health	More people involved in programs and are beneficial for health and development		
making sure that the covid tests were out to public in the quickest most efficient way	in our opinion that was achieved by utilizing library to help serve the public locally	being available to present programs when necessary to inform	Library was informed of services and representatives available for programs		
financial stability	Employees comfortable in work	Protecting the health and	high immunization rate percentage	Making community aware of	Community awareness

	environment/foc used	wellness of the community		services we provide throughout all divisions	
Longevity (low turnover rates) for an increase in client rapport	Monetary and Non-Monetary Incentives	Focusing on our mission statement	What can we do as an entity to meet our mission statement.		
Provides education and resources to avoid drug overdose	Fewer overdoses and overdose deaths	Works with other mental heath agencies to use resources and collaboratio n of ideas to improve mental health services in school and doctor office settings	Decreased suicide attempts in teens and youth	Promote wellness programs in community	Decreased obesity rates in county
Expanded health outreach to community	Increased number of events / publications / social media posts measured year-over-year				
Drug/opiate education	Downturn in deaths	Healthy literacy	Healthier citizens of Crawford County	Collaboratio n	New avenues for getting the mission/wo rd out in the community
Decrease annual suicide rates by 50% by 2024	Annual suicide rates are 50% less than in 2020-2021	Improve access to mental health care by decreasing wait times for initial assessments to 0 by 1/2023	Wait times for an initial assessment with any Crawford Co. mental health agency will be non-existent by 1/2023.	Increase regular community events or attendance at other partner events to reach more residents in the jurisdiction with a variety of services.	Improved health outcomes from increased healthcare opportuniti es and health awareness.



Encourage each department to use quality improvement to improve processes, programs and interventions. Each department should complete one QI project in the upcoming year.	Provide 1 quality improvement project for each internal department	Increase vaccinations by 25%	Public information/education is shared and encourage vaccinations. childhood and flu/covid.	A county prepared	Ensure all healthcare partners in Crawford County understand their role and the role of others in the healthcare coalition. Encourage participation in the healthcare coalition
High vaccination numbers for Covid	Increase in numbers				
Healthy Community					



Historic Weaver Hotel & Crazy Fox Saloon, Bucyrus, OH – complete with a basement speakeasy frequented by Al Capone during Prohibition.

**Q4 - What do you consider to be the three biggest internal and external challenges facing the health department in the next three years?**

Internal	Internal	Internal	External	External	External
Maintaining employee satisfaction in the face of increasing inflation			Adjusting to new demands on the public health system		
Being able to adequately staff all programs while expanding services.			Funding.	Public distrust of services ie: immunizations	
Board governance	Attracting and retracing the best public health talent	Financial	Loss of credibility of the public health profession due to the shutdowns	Political changes	Funding changes
Workforce Shortages and Discontent	Cybersecurity	Lack of Price Transparency	Telehealth	Invoicing and Payment Processing	Patient Experience
			Apathy	unable to second guess what the next big health event	public disinformation
Financial issues/stability	Turnover in staff	communication	kickbacks from other county agencies	Community negativity	
Resources necessary to meet increased demands from the state.					
		Seperate health departments within community doing	Loss of belief in the health care systems due to oast conflicting		



		different things example how covid vaccines were distributed was confusing to public	information on COVID-19 from CDC, ODH		
Maintaining competent, tenured staffing	Identifying and planning for tomorrow's health crises	Stable funding	Combating health misinformation -- particularly online / social media	COVID impact dragging on indefinitely and disproportionately draining resources	Effective partnerships / collaboration with regional health systems (Avita, Ohio Health)
Funding	Turnover of employees	New programs	Continued pandemic woes	Negative audience to programs	
Staff retention/talent acquisition	Funding for Programs that have longterm (or unseen/emergency) effects	Innovation in planning programs to transform and meet the needs of the community	Lack of Mental Healthcare providers in the area	Lack of Addiction Services Treatment and Recovery Housing/Programs in the area	Continued support from local leaders
Staffing	Funding		Public misinformation and mistrust	Lack of state infrastructure to back the services and needs of public health in a crisis. i.e. isolation/quarantine/mandates	Lack of elected official support
Retirement of WIC director			Misinformation in the community regarding COVID-19, Monkey Pox and challenging with correct information.		
Financial/Fiscal					

**Q5 - Health equity is a focus of the health department. Health equity means that everyone has a fair and just opportunity to be as healthy as possible. What are some meaningful efforts that the health department can take to promote and increase health equity in our community?**

Click to write Choice 1	Click to write Choice 2	Click to write Choice 3
communicate in multiple forms healthy opportunities (farmers markets, workshops, data, etc)	Provide education and share resources with all ages	Support schools and organizations to share information with those they serve
Understand the varieties of social groups in the county	Compare health outcomes of those various groups	Devise programming that seeks to improve the health outcomes of those groups that are worst
Put word out about what it means and boast that the health department proudly practices		
Go to where the issues occur within the county		
The ability to afford healthy foods. Possibly working with farmers markets to allow EBT/SNAP.	Increase in education to low-income families through media outlets and presentations.	
Additional outreach programs for socially / economically vulnerable populations		
Take every opportunity to reach the diverse audience that is our community.	Healthy eating classes/WIC/SNAP collaborations.	
Universal Healthcare	Universal Healthcare	Universal Healthcare
Provide clinics in multiple locations for transportation ease	Provide education in multiple languages, in case they are needed	Provide clinics at off hours to allow for equal opportunity for those working to attend education or receive treatment or vaccines.
I think we are doing a great job regarding vaccinations. We offer clinics at CCPH but also are going in to all the schools we serve with clinic opportunities as well as our satellite clinic in New Washington.		
Health Promotion Strategies		

# Appendix B

## Workplan for each priority

<b>Priority #:</b>					
<b>Goal:</b>					
<b>Key Measure(s):</b>					
Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<b>Notes:</b>					



**American Heart Association**

**Get Certified in CPR!**

*Classes are kept small and space is limited. Register today!*

**CRAWFORD COUNTY PUBLIC HEALTH**  
PREVENT • PROMOTE • PROTECT

REGISTER BY CALLING: (419)562-5871

**Thursday 5:00pm -**  
Crawford Co  
1520 Isaac Beal  
Bucyrus, Ohio  
(419)562-5871

**Training Inc.**  
• Heartsaver  
• Heartsaver  
• Heartsaver

**Fee:**  
• \$30 per person  
• \$15 for school

**QPR Training**  
Suicide Prevention  
FREE & Open to the Public

**January 11th, 6:00-7:30pm @ Bucyrus YMCA**  
1655 E. Southern Ave., Bucyrus

**January 12th, 5:00-6:30pm @ Crawford County Public Health**  
1520 Isaac Beal Rd., Bucyrus

**Question. Persuade. Refer.**  
THREE SIMPLE STEPS THAT COULD SAVE A LIFE

**Question**  
Learn to recognize the signs of suicide.

**Persuade**  
Know how to offer hope.

**Refer**  
Know how to get help and save a life.

**988 SUICIDE & CRISIS LIFELINE**

**CRAWFORD COUNTY SUICIDE PREVENTION COALITION**

**CONTACT US**  
Katie Rafeld, Public Health Educator  
Crawford County Public Health  
1520 Isaac Beal Rd.  
Bucyrus, OH 44820  
(419)562-5871 EXT 1212  
katie.rafeld@crawfordhealth.org

**THE CRAWFORD COUNTY HEALTHCARE COALITION PRESENTS:**

**STOP THE BLEED**

The "Stop the Bleed" campaign is a part of a Homeland Security initiative to get individuals, parents, business owners, and community leaders involved to build better, safer communities.

The campaign is presented locally through partnerships with Central Ohio Trauma System, Crawford County Public Health, and the Crawford County Healthcare Coalition.

**Saturday, December 3, 2022, 9:00am**  
Holmes VFD Township Hall,  
5460 Holmes Center Rd., Bucyrus, Ohio

Call or email today to reserve your free spot! Class size is limited and seats are firstcome, first serve.

Please RSVP to (419) 562-5871 ext. 1257  
or email Alena.fox@crawfordhealth.org

**OPEN TO ALL!**

**BE SURE TO RESERVE YOUR SEAT FOR THIS FREE TRAINING!**

Free Tourniquets Supplied to Class Participants

**CRAWFORD COUNTY PUBLIC HEALTH**  
PREVENT • PROMOTE • PROTECT

<b>Priority #1: Reducing Stigma</b> Creating a non-judgmental environment that reduces stereotypes, promotes diversity, and encourages acceptance of those we don't always agree with or understand.					
<b>Goal __1.1__:</b> <i>Crawford County Public Health will promote and reflect a culture of acceptance with empathy and positive inclusion.</i>					
<b>Key Measure(s): 90% (or greater) CCPH staff will complete inclusion and diversity trainings.</b>					
Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<b>Objective __1.1.1__:</b> By December 2023, CCPH staff will participate in a de-escalation training.	Baseline: Pre-test responses  Target: Post-test	1. Search for training options 2. Select appropriate training options 3. Determine if workforce development grant will cover cost of training. 4. Develop, distribute & analyze staff surveys.	Start: May 2023  End: Dec. 2023	Katie Rafeld	
<b>Objective __1.1.2__:</b> By December 31, 2023, the health educator will provide a training for staff on ensuring an inclusion and diversity approach in educational & promotional materials and social media posts with a focus on language matters.	Baseline: 0 staff currently trained  Target: Documentation of at least 3 staff completing a training on diversity, equity & inclusion.	1. Research outside sources for services. 2. Evaluate internal documents/images. 3. Research community demographics. 4. Utilize social media insights to document audience usage. 5. Incorporate inclusion trainings into the annual All-Staff training agenda. 6. Provide Language Matter trainings to all staff. 7. Ensure at least one staff member participates in the Board of DD Inclusion Day each year. 8. Report quarterly in a newsletter on CCPH efforts on inclusion. 9. Summarize annually CCPH inclusion and diversity efforts. 10. Share how CCPH is working to reduce stigma at community meetings and Board meetings.	Start: March 2023  End: Dec. 2023	Katie Rafeld	
<b>Notes:</b>					

**Priority #2: Staff Satisfaction:** *We will create a workplace that fosters development of personally well, competent, creative, motivated and empowered staff, ensuring they feel valued and their work positively impacts the community.*

**Goal 2.1:** *Crawford County Public Health will increase staff retention and staff satisfaction.*

**Key Measure(s):** Increase in the number of staff members surveyed responding they are happy at work and feel valued.

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<b>Objective 2.1.1</b> By December 31, 2025, conduct three annual staff surveys on staff needs and on how happy they are at work without repercussions	Baseline:  Target: 90% of staff show favorable results on staff survey	1. Develop staff satisfaction survey. 2. Administer survey in September 2023. 3. Compile initial survey results. 4. Administer same staff satisfaction survey in September 2025. 5. Compare the survey results.	Start: December 2023  End: December 2025	Alena Fox	
<b>Objective 2.1.2</b> By December 31, 2025, a staff recognition program will be developed.	Baseline: Only recognition of staff is upon retirement.  Target: 100% implementation of developed program.	1. Survey staff on types of recognition they would value and like to receive. 2. Compile results and develop options. 3. Draft a revised Recognition policy. 4. Have the Board of Health approve the policy. 5. Implement policy and staff recognition.	Start: May 2023  End: December 2025	Blythe Caldwell	
<b>Objective 2.1.3</b> By December 31, 2025, all staff wanting to participate will have their work space ergonomics assessed.	Baseline:  Target: 30% Decrease of use of sick leave for staff to go to chiropractor appointments.	1. Research options for ergonomics consultations. 2. Receive recommendations on any changes to improve work space ergonomics. 3. Secure funding for suggested changes. 4. Review options with staff. 5. Purchase/install work space changes.	Start: May 2023  End: December 2025	Barb Roberts	



<b>Objective 2.1.4</b> <b>By December 31, 2025, all staff will be provided training on time management and prioritization skills.</b>	Baseline: No previous training provided  Target: Training/Class provided every other year at an All-Staff training day.	<ol style="list-style-type: none"> <li>1. Identify appropriate class/training.</li> <li>2. If needed, secure funding.</li> <li>3. Schedule training to be provided to all staff.</li> <li>4. Survey staff on time management &amp; prioritization skills before training.</li> <li>5. Survey staff after training with inclusion of ways they can utilize these skills.</li> </ol>	Start: December 2023  End: December 2025	Katie Rafeld	
<b>Objective 2.1.5</b> By December 31, 2025, CCPH Board of Health will leverage funding to ensure CCPH pay ranges are comparable to other LHD's with similar demographics.	Baseline:  Target:	<ol style="list-style-type: none"> <li>1. Conduct Bi-annual review of pay/benefits comparison to other LHDs that have similar demographics.</li> <li>2. Present comparison/findings to the Board of Health.</li> <li>3. Adjust pay ranges, if needed.</li> <li>4. Discuss options with the Board of Health for benefit packages or incentives for retention.</li> <li>5. Board of Health adoption of any needed adjustments/additions.</li> </ol>	Start: December 2023  End: December 2025	Kate Siefert	
<b>Notes:</b>					

**Priority #3: Expand Education & Outreach Activities:** Crawford County will be a well-informed community that understands the factors that influence their health and the health of a diverse community. CCPH will be financially stable and able to expand appropriately to ensure quality programming.

**Goal 3.1** We will provide opportunities to educate and serve our community concerning public health awareness. We will improve the community's understanding of the factors that impact their health and increase community awareness of the values of our services.

**Key Measure(s):** CCPH staff will provide an educational or awareness presentation at least four times per year at area events or to area organizations.

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<b>Objective 3.1.1</b> <b>By December 31, 2025, create a menu of CCPH educational program offerings for the general public and community partners.</b>	Baseline: There is not a current listing of offerings available.  Target: A list of educational program offerings available that is reviewed and updated annually.	<ol style="list-style-type: none"> <li>1. Compile listing of existing educational programs.</li> <li>2. Ensure programs align with the CHIP.</li> <li>3. Secure grant funding to increase staff available to provide educational programs.</li> <li>4. Annually survey the general public and community partners on what additional classes or programs that may be desired.</li> <li>5. Maintain a calendar of events that is shared publicly.</li> </ol>	Start: May 2023  End: December 2025	Katie Rafeld	
<b>Objective 3.1.2</b> <b>By December 2023, develop a monthly newsletter that will expand awareness within the community on CCPH</b>	Baseline: There is no newsletter released on a consistent schedule.  Target: Monthly release of information through a	<ol style="list-style-type: none"> <li>1. Establish relationships with three new community partners/agencies or local coalitions.</li> <li>2. Distribute a newsletter by the 25<sup>th</sup> of each month that includes programs and activities that align with the CHIP.</li> </ol>	Start: May 2023  End: December 2023	Katie Rafeld & Kate Siefert	

<b>programs that align with the CHIP.</b>	newsletter that is emailed to community partners and posted on our social media and/or website by the end of each month.	3. Release press releases on CCPH activities/programs at least four times per year.			
<b>Objective 3.1.3 By December 2025, provide staff opportunities to interact with Board of Health members to enhance their awareness of CCPH programs, including those that align with the CHIP.</b>	Baseline: Division reports are included in the Board meeting packets.  Target: Interactions with at least 8 different staff members regarding 8 different programs CCPH offers by the end of 2023.	1. Provide a program spotlight at each Board of Health meeting. 2. Provide annual reports to the Board of Health 3. Share CHIP progress reports with the Board of Health	Start: May 2023  End: December 2025	Kate Siefert	
<b>Objective 3.1.4 By December 31, 2025, add at least two new public health programs offered to the community.</b>	Baseline: Pre-survey on the perceptions of program offerings and the value they provide.  Target: Post-survey.	1. Survey the community and community partners on the impact of the programs we provide. 2. Secure two new grants for programs not currently offered. 3. Secure funding to expand staffing by at least two new members. 4. Secure additional funding sources outside of the appropriated/designated fund that have restricted uses.	Start: May 2023  End: December 2025	Katie Rafeld & Kate Siefert	

		5. Explore the development of a "Friends of the Health Department" non-profit to partner with. 6. Research the impact of a levy on funding/staffing/program delivery. 7. Conduct a post-survey of community and community partners in Fall of 2025 on the impact of the programs we provide.			
<b>Notes:</b>					

<b>Priority #4: Expanding Leadership Role in the Community:</b> <i>Be recognized as a health department that is active in the community and perceived as subject matter experts. CCPH will be known as an agency that has an established rapport and is sought out as a respected public health expert.</i>					
<b>Goal 4.1: Our health department will be recognized within and outside of Crawford county as a team of public health leaders.</b>					
<b>Key Measure(s):</b> Current program collaborations with health systems include: Drug Overdose & Suicide Prevention with ADAMH Board, Mothers' Milk Bank Donations for OhioHealth, WIC Baby Shower with Avita Health System. Target: Three new/additional collaborations with a local health system.					
Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<b>Objective 4.1.1</b> <b>By December 31, 2025, CCPH will strive to have at least six</b>	Baseline: No documentation that defines and describes collaborative efforts	1. Compile a list of existing collaborations with Avita, OhioHealth, ADAMH Board and other health systems.	Start: May 2023	Kate Siefert	

<b>collaborations with local health systems.</b>	<p>with local health systems.</p> <p>Target: An annual report provided to the Board of Health.</p>	<ol style="list-style-type: none"> <li>2. Research collaborative efforts by other health departments.</li> <li>3. Establish or reinforce relationships with existing collaborations.</li> <li>4. Report collaborative efforts in each Annual Report.</li> </ol>	<p>End: December 2025</p>		
<p><b>Objective 4.1.2</b></p> <p><b>By December 31, 2025, a working group with social workers and counselors in local schools will be established and interacting regularly with CCPH staff.</b></p>	<p>Baseline: Currently only meeting with social workers and counselors for the delivery of the Handle with Care and the Safe At Home programs.</p> <p>Target: Regularly, scheduled meetings that occur at least twice per year.</p>	<ol style="list-style-type: none"> <li>1. Meet with each school to brainstorm on ways our agency can work with them to improve the health of their staff and student population.</li> <li>2. Create a listing of programs/information we can provide that meets their needs.</li> <li>3. Meet with the schools at least twice per year for feedback on program delivery and to explore additional options.</li> </ol>	<p>Start: May 2023</p> <p>End: December 2025</p>	Katie Rafeld	
<p><b>Objective 4.1.3</b></p> <p><b>By December 31, 2025, CCPH will increase public health community awareness and an understanding of the role we play in the community by speaking with locally elected officials and businesses through 2 public presentations annually and 4 interactions with elected officials throughout the year.</b></p>	<p>Baseline: Release of the Annual Report every Spring and one meeting with the DAC each March.</p> <p>Target: Interactions with a locally elected official or business/organization at least once every quarter.</p>	<ol style="list-style-type: none"> <li>1. Meet with the County Commissioners at least once per quarter.</li> <li>2. Meet with the City Mayor at least twice per year.</li> <li>3. Present to two different local community service organizations each year.</li> <li>4. Release press releases at least 10 times per year.</li> <li>5. Distribute the Annual Report to all locally elected officials by June 1<sup>st</sup> and post it on our website.</li> </ol>	<p>Start: May 2023</p> <p>End: December 2025</p>	Kate Siefert	



<p><b>Objective 4.1.4</b></p> <p><b>By December 31, 2025, the Health Commissioner will chair at least four local coalitions.</b></p>	<p>Baseline: Three local Coalitions chaired by the Health Commissioner.</p> <p>Target: Four different local coalitions chaired by the Health Commissioner.</p>	<ol style="list-style-type: none"> <li>1. Review existing participation in local coalitions.</li> <li>2. Health Commissioner will request to be elected to Chair at least 4 local coalitions for at least one year.</li> <li>3. Listing of all local coalition involvements will be included in the annual report.</li> </ol>	<p>Start: May 2023</p> <p>End: December 2025</p>	<p>Kate Siefert</p>	
<p><b>Objective 4.1.5</b></p> <p><b>By December 31, 2025, CCPH will research similar-size health departments for current programs offerings and develop a list to increase programming opportunities to implement locally.</b></p>	<p>Baseline: Existing programs offered.</p> <p>Target: List of potential programs similar LHDs provide presented to the Board of Health for consideration.</p>	<ol style="list-style-type: none"> <li>1. Compile list of the LHDs in Ohio that serve 50,000 people or less.</li> <li>2. Review websites of the identified LHDs for programs.</li> <li>3. Determine funding sources for programs.</li> <li>4. Present findings to the Board of Health.</li> </ol>	<p>Start: May 2023</p> <p>End: December 2025</p>	<p>Kate Siefert &amp; Krista Whitmeyer</p>	
<p><b>Notes:</b></p>					



# SERVICES

## CRAWFORD COUNTY PUBLIC HEALTH

1520 Isaac Beal Rd., Bucyrus, OH 44820



## HOURS OF SERVICE

**Regular Hours (Open to the Public): Monday through Friday, 8:00am-4:30pm**

## CONTACT US:

**Nursing Division: (419)562-5871 ext. 1209**

**Environmental Health: (419)562-5871 ext. 1203**

**Vital Statistics: (419)562-5871 ext. 1201**

**WIC: (419)562-5859**

**Help Me Grow: (419)562-4667**

**Health Commissioner: (419)562-5871 ext. 1213**

**Website: [www.crawfordhealth.org](http://www.crawfordhealth.org)**

**Email: [cchd@crawfordhealth.org](mailto:cchd@crawfordhealth.org)**

