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.
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
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

TOGETHER WE ARE STRONGER THAN ADDICTION.

#StopTheStigma
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
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.
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.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
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</thead>
</table>
| • Customer Service  
• Small department, but capable of huge outcomes  
• Community Partnerships & Collaborations  
• Leadership within our community  
• Communication  
• Positive Culture | • Community Resilience – increase ability to bounce back  
• Promoting mental health services and awareness  
• Expand WIC into local farmers markets  
• Expand on educational programs  
• Develop a “Friends of the Health Department”  
• Levy (currently not levy supported)  
• Increase use of technology – create an App for CCPH and make the website more interactive |

<table>
<thead>
<tr>
<th>Aspirations</th>
<th>Results</th>
</tr>
</thead>
</table>
| • Community outreach and engagement  
• Improved employee wellness programming  
• Community education | • A more informed and involved public  
• Healthier staff and higher morale  
• Improved health of the community |

<table>
<thead>
<tr>
<th>Internal Weaknesses/Challenges</th>
<th>External Challenges</th>
</tr>
</thead>
</table>
| • Accreditation  
• Funding  
• Adequate staffing | • 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 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:

Kate Siefert, Health Commissioner

May 17, 2023

<table>
<thead>
<tr>
<th>Date</th>
<th>Revision Number</th>
<th>Description of Change</th>
<th>Pages Affected</th>
<th>Reviewed or Changed by</th>
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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 Ffair
- 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?

<table>
<thead>
<tr>
<th>Strength</th>
<th>Strength</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR COMPASSION FOR THE COMMUNITY</td>
<td>WORKING AS A TEAM TO GET GOALS DONE</td>
<td>Providing health services to our community</td>
</tr>
<tr>
<td>Communicating with the public through the web site</td>
<td>Looking for and utilizing grants to optimize service to our community</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>Quick Response</td>
<td>Friendly and informative</td>
</tr>
<tr>
<td>Health Commissioner is approachable and supportive of the staff</td>
<td>Staff support each other and atmosphere is a pleasant work place</td>
<td>Work well with the community</td>
</tr>
<tr>
<td>Communication</td>
<td>Delivery of Service</td>
<td>in tune with community needs</td>
</tr>
<tr>
<td>Frequent, Clear Communication</td>
<td>Willingness to listen and accept input</td>
<td>Flexibility</td>
</tr>
<tr>
<td>We are housed together in the same building. This makes it easier to</td>
<td>We offer late day clinic hours to accommodate working families.</td>
<td>We have friendly staff that do want to help the public.</td>
</tr>
<tr>
<td>coordinate appointments and services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>Planning</td>
<td>executing the plan</td>
</tr>
<tr>
<td>communication</td>
<td>organization</td>
<td>response</td>
</tr>
<tr>
<td>communication of information</td>
<td>knowledge of staff</td>
<td>community engagement</td>
</tr>
<tr>
<td>flexibility - works well with schools &amp; organizations to work through</td>
<td>Communication - excellent ongoing FB posts</td>
<td>responsiveness - listens to unique situations and work with you to figure them out</td>
</tr>
<tr>
<td>COVID requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCPH has a great rapport with the community.</td>
<td>CCPF also has a great rapport with each other and great team building skills.</td>
<td>The staff at CCPH also has great content knowledge.</td>
</tr>
<tr>
<td>Coverage of most of Crawford county</td>
<td>Friendly and cooperative Board- staff relations</td>
<td>Commissioner’s understanding of county health needs</td>
</tr>
<tr>
<td>good multi tasker</td>
<td>good at following direction</td>
<td>friendly/ good with clients</td>
</tr>
<tr>
<td>Communication with public</td>
<td>Cooperation with other outlets that can be of assistance</td>
<td>Personable staff</td>
</tr>
<tr>
<td>experience/longevity</td>
<td>communication</td>
<td>customer service</td>
</tr>
<tr>
<td>Low turnover rate for employees</td>
<td>Less micromanaging</td>
<td></td>
</tr>
<tr>
<td>Internet/ especially facebook regular communications that are pertinent</td>
<td>Organizational skills, vaccine clinics especially when covid vaccines were first available</td>
<td>Knowledgeable, kind, professional staff</td>
</tr>
<tr>
<td>and relevant to the needs in the community.</td>
<td></td>
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<tr>
<td>Strong leadership</td>
<td>Committed competent staff / team</td>
<td>Involved health board members</td>
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<td>-------------------</td>
<td>---------------------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Collaboration</td>
<td>People</td>
<td>Media presence</td>
</tr>
<tr>
<td>Competently knowledgeable, caring staff</td>
<td>Community Partner relationships, Business leadership support</td>
<td>Free Health Education Programs and Trainings</td>
</tr>
<tr>
<td>Health Commissioner is centered on the whole community approach and is invested in the communities that the department serves</td>
<td>Small department gains huge outcomes. Many services available to the county residents.</td>
<td>Leads the local healthcare preparedness coalition</td>
</tr>
<tr>
<td>Great communication with the public!</td>
<td>Caring teams and administration.</td>
<td></td>
</tr>
<tr>
<td>Strong Community Support</td>
<td>Excellent Leadership</td>
<td>Strong Communication</td>
</tr>
</tbody>
</table>

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?

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Opportunity</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEVY</td>
<td>Safety</td>
<td>Guidance</td>
</tr>
<tr>
<td>Safety</td>
<td>Information</td>
<td>Guidance</td>
</tr>
<tr>
<td>Community Health Needs</td>
<td>Accessibility to Families</td>
<td>Educating the community on healthy trends</td>
</tr>
<tr>
<td>physical accessibility</td>
<td>Online (website) presence, Google search leads to ODH page</td>
<td>More staffing to prevent burnout</td>
</tr>
<tr>
<td>Staffing for mental health services</td>
<td>Collaborating with other agencies to keep the community informed on changes and improvements</td>
<td></td>
</tr>
<tr>
<td>health</td>
<td>education</td>
<td>tracking and sharing of performance measures</td>
</tr>
<tr>
<td>community education</td>
<td>sharing of internal data</td>
<td></td>
</tr>
<tr>
<td>Continue relationships established during COVID</td>
<td>Continue regular communication</td>
<td>Continue to keep schools and organizations apprised on trends and proactive planning</td>
</tr>
<tr>
<td>Communication with the community can always continue to improve. The effort is there but we need to use more survey information to draw conclusions.</td>
<td>More onsite education for the public and private companies would be beneficial so the community is aware of everything we have to offer.</td>
<td>Our website has a great foundation and there is more we can add to it to communicate even more.</td>
</tr>
<tr>
<td>Creating health priorities for the county</td>
<td>Consolidating health reporting</td>
<td>Health system collaboration</td>
</tr>
<tr>
<td>Rapid response to imminent situations</td>
<td>Informing the public of facts negating false information</td>
<td>Serving the overlooked</td>
</tr>
<tr>
<td>betterment of community</td>
<td>Health Education</td>
<td>Financial stability</td>
</tr>
<tr>
<td>Media</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue WIC nutritional services</td>
<td>Continue community training and providing Narcan</td>
<td>Vaccine clinics in school settings with parental permission due to transportation issues, parents working during Vaccine clinic times</td>
</tr>
<tr>
<td>Ongoing COVID-related educations &amp; advocacy</td>
<td>Expanded public education on health issues (e.g. Facebook)</td>
<td>Increased education &amp; advocacy regarding suicide prevention</td>
</tr>
<tr>
<td>Collaborations</td>
<td>Health literacy</td>
<td>Drug/opiate education</td>
</tr>
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<td>--------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
<td>------------------------------------------------------</td>
</tr>
<tr>
<td>Meeting people where they are, bringing the programs to them</td>
<td>Increase number of COVID-19 vaccinated residents</td>
<td>Increase number of MRC volunteers to assist in emergency situations</td>
</tr>
<tr>
<td>Healthcare emergency preparedness</td>
<td>Mental Health</td>
<td>Being better prepared for the next large infectious disease event</td>
</tr>
<tr>
<td>Make ourselves available and accessible.</td>
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</tbody>
</table>

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?

<table>
<thead>
<tr>
<th>Aspiration 1</th>
<th>Result 1</th>
<th>Aspiration 2</th>
<th>Result 2</th>
<th>Aspiration 3</th>
<th>Result 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>To host/establish/coordinate with a dental care provider.</td>
<td>To be more involved with local farmer markets, WIC in particular.</td>
<td>Starting a WIC Farmer's Market Program. To track WIC vouchers redeemed at the local market.</td>
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<tr>
<td>Maintain partnerships with schools and organizations</td>
<td>HD will keep schools and organizations apprised on trends and help plan proactively</td>
<td>Continue and expand communication</td>
<td>ensure schools, organizations, and community are update on all related resources</td>
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<tr>
<td>Health dashboard</td>
<td>A day-to-day data update that can be used to identify emerging local health issues</td>
<td>Health efficiency</td>
<td>For the dollars spent, determine the community health impact</td>
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<tr>
<td>Reduce amount of population that smokes</td>
<td>Less cancer and other smoking related diseases</td>
<td>Reach out and make people aware of helpful programs for food and health</td>
<td>More people involved in programs and are beneficial for health and development</td>
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<tr>
<td>making sure that the covid tests were out to public in the quickest most efficient way</td>
<td>in our opinion that was achieved by utilizing library to help serve the public locally</td>
<td>being available to present programs when necessary to inform</td>
<td>Library was informed of services and representatives available for programs</td>
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<tr>
<td>financial stability</td>
<td>Employees comfortable in work</td>
<td>Protecting the health and high immunization rate percentage</td>
<td>Making community aware of Community awareness</td>
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<tr>
<td>Longevity (low turnover rates) for an increase in client rapport</td>
<td>Monetary and Non-Monetary Incentives</td>
<td>Focusing on our mission statement</td>
<td>What can we do as an entity to meet our mission statement.</td>
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<tr>
<td>Provides education and resources to avoid drug overdose</td>
<td>Fewer overdoses and overdose deaths</td>
<td>Works with other mental health agencies to use resources and collaboration of ideas to improve mental health services in school and doctor office settings</td>
<td>Decreased suicide attempts in teens and youth</td>
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<tr>
<td>Expanded health outreach to community</td>
<td>Increased number of events / publications / social media posts measured year-over-year</td>
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<td>Promote wellness programs in community</td>
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<tr>
<td>Drug/opiate education</td>
<td>Downturn in deaths</td>
<td>Healthy literacy</td>
<td>Healthier citizens of Crawford County</td>
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<tr>
<td>Decrease annual suicide rates by 50% by 2024</td>
<td>Annual suicide rates are 50% less than in 2020-2021</td>
<td>Improve access to mental health care by decreasing wait times for initial assessments to 0 by 1/2023</td>
<td>Increase regular community events or attendance at other partner events to reach more residents in the jurisdiction with a variety of services.</td>
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<td></td>
<td>Improved health outcomes from increased healthcare opportunti es and health awareness.</td>
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</tbody>
</table>
Encourage each department to use quality improvement to improve processes, programs and interventions. Each department should complete one QI project in the upcoming year.

<table>
<thead>
<tr>
<th>High vaccination numbers for Covid</th>
<th>Increase in numbers</th>
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</thead>
</table>

Healthy Community

Provide 1 quality improvement project for each internal department

Increase vaccination 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.

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?

<table>
<thead>
<tr>
<th>Internal</th>
<th>Internal</th>
<th>Internal</th>
<th>External</th>
<th>External</th>
<th>External</th>
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</thead>
<tbody>
<tr>
<td>Maintaining employee satisfaction in the face of increasing inflation</td>
<td>Adjusting to new demands on the public health system</td>
<td></td>
<td>Funding.</td>
<td>Public distrust of services ie: immunizations</td>
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<tr>
<td>Being able to adequately staff all programs while expanding services.</td>
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<tr>
<td>Board governance</td>
<td>Attracting and retracing the best public health talent</td>
<td>Financial</td>
<td>Loss of credibility of the public health profession due to the shutdowns</td>
<td>Political changes</td>
<td>Funding changes</td>
</tr>
<tr>
<td>Workforce shortages and Discontent</td>
<td>Cybersecurity</td>
<td>Lack of Price Transparency</td>
<td>Telehealth</td>
<td>Invoicing and Payment Processing</td>
<td>Patient Experience</td>
</tr>
<tr>
<td>Financial issues/stability</td>
<td>Turnover in staff</td>
<td>communication</td>
<td>kickbacks from other county agencies</td>
<td>Community negativity</td>
<td></td>
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<tr>
<td>Resources necessary to meet increased demands from the state.</td>
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<tr>
<td>Seperate health departments within community doing</td>
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<td>Loss of belief in the health care systems due to oast conflicting</td>
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</tbody>
</table>
Maintaining competent, tenured staffing

Identifying and planning for tomorrow’s health crises

Stable funding

Combatting health misinformation -- particularly online/social media

COVID impact dragging on indefinitely and disproportionately draining resources

Effective partnership/ 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?

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

**Workplan for each priority**

<table>
<thead>
<tr>
<th>Priority #</th>
<th>Goal</th>
<th>Key Measure(s)</th>
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<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measure</th>
<th>Action Steps</th>
<th>Timeframe</th>
<th>Person Responsible</th>
<th>Status</th>
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</table>

**Notes:**

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**Training Available!**

**LEARN CPR & AED SKILLS**

- **American Heart Association.**
- Get Certified in CPR.
- Classes are kept small and space is limited. Register today!

**Thursday 5:00pm**

- Crawford Civic Center
- 1520 Iowa St. Bucyrus, OH 44820
- (419)562-5571

**Training include:**
- HeartSaver CPR
- HeartSaver AED
- First Aid

**Free:**
- $50 per person
- $15 for each additional family member

---

**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 Iowa Blvd Rd., Bucyrus

**Question. Persuade. Refer.**

Three Simple Steps that could save a life.

---

**The Crawford County Healthcare Coalition Presents:**

**STOP THE BLEED**

The 'STOP the BLEED' campaign is part of a Home and 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**

- Midway V.F.S. Township Hall
- 5650 Holmes Center Rd., Bucyrus, Ohio

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

Please RSVP to (419) 562-5571 ext. 1297 or email:Allen fox@crawfordhealth.org

---

**Open to All!**

Be sure to reserve your seat for this free training!

Free Tourniquets Supplied to Class Participants
Priority #1: Reducing Stigma
Creating a non-judgmental environment that reduces stereotypes, promotes diversity, and encourages acceptance of those we don’t always agree with or understand.

Goal __1.1__. Crawford County Public Health will promote and reflect a culture of acceptance with empathy and positive inclusion.

Key Measure(s): 90% (or greater) CCPH staff will complete inclusion and diversity trainings.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measure</th>
<th>Action Steps</th>
<th>Timeframe</th>
<th>Person Responsible</th>
<th>Status</th>
</tr>
</thead>
</table>
| Objective _1.1.1_.: 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       |        |

Objective _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.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Action Steps</th>
<th>Timeframe</th>
<th>Person Responsible</th>
<th>Status</th>
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</thead>
</table>
| 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       |        |

Notes:
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.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measure</th>
<th>Action Steps</th>
<th>Timeframe</th>
<th>Person Responsible</th>
<th>Status</th>
</tr>
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<tbody>
<tr>
<td><strong>Objective 2.1.1</strong>&lt;br&gt;By December 31, 2025, conduct three annual staff surveys on staff needs and on how happy they are at work without repercussions</td>
<td>Baseline:</td>
<td>1. Develop staff satisfaction survey.</td>
<td>Start: December 2023&lt;br&gt;End: December 2025</td>
<td>Alena Fox</td>
<td></td>
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<tr>
<td></td>
<td>Target: 90% of staff show favorable results on staff survey</td>
<td>2. Administer survey in September 2023.</td>
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<td></td>
<td>Target: 100% implementation of developed program.</td>
<td>3. Compile initial survey results.</td>
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<td>4. Administer same staff satisfaction survey in September 2025.</td>
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<td>5. Compare the survey results.</td>
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<tr>
<td><strong>Objective 2.1.2</strong>&lt;br&gt;By December 31, 2025, a staff recognition program will be developed.</td>
<td>Baseline: Only recognition of staff is upon retirement.</td>
<td>1. Survey staff on types of recognition they would value and like to receive.</td>
<td>Start: May 2023&lt;br&gt;End: December 2025</td>
<td>Blythe Caldwell</td>
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<tr>
<td></td>
<td>Target: 100% implementation of developed program.</td>
<td>2. Compile results and develop options.</td>
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<td>3. Draft a revised Recognition policy.</td>
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<td>4. Have the Board of Health approve the policy.</td>
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<td>5. Implement policy and staff recognition.</td>
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<tr>
<td><strong>Objective 2.1.3</strong>&lt;br&gt;By December 31, 2025, all staff wanting to participate will have their work space ergonomics assessed.</td>
<td>Baseline:</td>
<td>1. Research options for ergonomics consultations.</td>
<td>Start: May 2023&lt;br&gt;End: December 2025</td>
<td>Barb Roberts</td>
<td></td>
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<tr>
<td></td>
<td>Target: 30% Decrease of use of sick leave for staff to go to chiropractor appointments.</td>
<td>2. Receive recommendations on any changes to improve work space ergonomics.</td>
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<td>3. Secure funding for suggested changes.</td>
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<td>4. Review options with staff.</td>
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<td>5. Purchase/install work space changes.</td>
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<tr>
<td>Objective 2.1.4</td>
<td>Baseline: No previous training provided</td>
<td>1. Identify appropriate class/training.</td>
<td>Start: December 2023</td>
<td>Katie Rafeld</td>
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<tr>
<td>By December 31, 2025, all staff will be provided training on time management and prioritization skills.</td>
<td>Target: Training/Class provided every other year at an All-Staff training day.</td>
<td>2. If needed, secure funding.</td>
<td>End: December 2025</td>
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<td>3. Schedule training to be provided to all staff.</td>
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<td>4. Survey staff on time management &amp; prioritization skills before training.</td>
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<td>5. Survey staff after training with inclusion of ways they can utilize these skills.</td>
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<td>Objective 2.1.5</td>
<td>Baseline:</td>
<td>1. Conduct Bi-annual review of pay/benefits comparison to other LHDs that have similar demographics.</td>
<td>Start: December 2023</td>
<td>Kate Siefert</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>Target:</td>
<td>2. Present comparison/findings to the Board of Health.</td>
<td>End: December 2025</td>
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<td>3. Adjust pay ranges, if needed.</td>
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<td>4. Discuss options with the Board of Health for benefit packages or incentives for retention.</td>
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<td>5. Board of Health adoption of any needed adjustments/additions.</td>
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<td>Notes:</td>
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**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.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measure</th>
<th>Action Steps</th>
<th>Timeframe</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td><strong>Objective 3.1.1</strong>&lt;br&gt;By December 31, 2025, create a menu of CCPH educational program offerings for the general public and community partners.</td>
<td>Baseline: There is not a current listing of offerings available.&lt;br&gt;Target: A list of educational program offerings available that is reviewed and updated annually.</td>
<td>1. Compile listing of existing educational programs.&lt;br&gt;2. Ensure programs align with the CHIP.&lt;br&gt;3. Secure grant funding to increase staff available to provide educational programs.&lt;br&gt;4. Annually survey the general public and community partners on what additional classes or programs that may be desired.&lt;br&gt;5. Maintain a calendar of events that is shared publicly.</td>
<td>Start: May 2023 End: December 2025</td>
<td>Katie Rafeld</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 3.1.2</strong>&lt;br&gt;By December 2023, develop a monthly newsletter that will expand awareness within the community on CCPH</td>
<td>Baseline: There is no newsletter released on a consistent schedule.&lt;br&gt;Target: Monthly release of information through a</td>
<td>1. Establish relationships with three new community partners/agencies or local coalitions.&lt;br&gt;2. Distribute a newsletter by the 25th of each month that includes programs and activities that align with the CHIP.</td>
<td>Start: May 2023 End: December 2023</td>
<td>Katie Rafeld &amp; Kate Siefert</td>
<td></td>
</tr>
</tbody>
</table>
| 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. | 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 | Kate Siefert  
End: December 2025 |
| Objective 3.1.4 | By December 31, 2025, add at least two new public health programs offered to the community. | 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 | Katie Rafeld & Kate Siefert  
End: December 2025 |
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.

Notes:

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.

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

Key Measure(s):
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.

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<tr>
<th>Objectives</th>
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<th>Action Steps</th>
<th>Timeframe</th>
<th>Person Responsible</th>
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</tr>
</thead>
</table>
| Objective 4.1.1
By December 31, 2025, CCPH will strive to have at least six | 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 |
<table>
<thead>
<tr>
<th>Objective 4.1.2</th>
<th>Baseline: Currently only meeting with social workers and counselors for the delivery of the Handle with Care and the Safe At Home programs. Target: Regularly, scheduled meetings that occur at least twice per year.</th>
<th>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. 2. Create a listing of programs/information we can provide that meets their needs. 3. Meet with the schools at least twice per year for feedback on program delivery and to explore additional options.</th>
<th>Start: May 2023</th>
<th>End: December 2025</th>
<th>Katie Rafeld</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 4.1.3</td>
<td>Baseline: Release of the Annual Report every Spring and one meeting with the DAC each March. Target: Interactions with a locally elected official or business/organization at least once every quarter.</td>
<td>1. Meet with the County Commissioners at least once per quarter. 2. Meet with the City Mayor at least twice per year. 3. Present to two different local community service organizations each year. 4. Release press releases at least 10 times per year. 5. Distribute the Annual Report to all locally elected officials by June 1st and post it on our website.</td>
<td>Start: May 2023</td>
<td>End: December 2025</td>
<td>Kate Siefert</td>
</tr>
</tbody>
</table>
### Objective 4.1.4
**By December 31, 2025, the Health Commissioner will chair at least four local coalitions.**

| Baseline: Three local Coalitions chaired by the Health Commissioner. |
| Target: Four different local coalitions chaired by the Health Commissioner. |
| 1. Review existing participation in local coalitions. |
| 2. Health Commissioner will request to be elected to Chair at least 4 local coalitions for at least one year. |
| 3. Listing of all local coalition involvements will be included in the annual report. |

| Start: May 2023 |
| End: December 2025 |

Kate Siefert

### Objective 4.1.5
**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.**

| Baseline: Existing programs offered. |
| Target: List of potential programs similar LHDs provide presented to the Board of Health for consideration. |
| 1. Compile list of the LHDs in Ohio that serve 50,000 people or less. |
| 2. Review websites of the identified LHDs for programs. |
| 3. Determine funding sources for programs. |
| 4. Present findings to the Board of Health. |

| Start: May 2023 |
| End: December 2025 |

Kate Siefert & Krista Whitmeyer

### Notes:
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
Email: cchd@crawfordhealth.org