THE OHIO STATE UNIVERSITY
COLLEGE OF PUBLIC HEALTH

Public Health
Prevent. Promote. Protect.
Hocking County Health Department

HOCKING COUNTY HEALTH DEPARTMENT STRATEGIC PLAN

ORIENTATION PRESENTATION

JANUARY 2017

Purpose

- Introduce strategic planning process
- Timeline
- Staff expectations

Strategic Plan Defined

A strategic plan results from a deliberate decision - making process and defines where an organization is going. The plan sets the direction for the organization and, through a common understanding of the mission, vision, goals, and objectives, provides a template for all employees and stakeholders to make decisions that move the organization forward.

- PHAB Glossary V1.5

Strategic Plan Phases

Getting Set up for Success						
Phase 1						
Get Ready: Plan to Plan						
Product = Strategic Planning Workplan						

Strategic Plan Phases

Getting Set up for Success	Defining Who We Are					
Phase 1	**Phase 2**					
Get Ready: Plan to Plan	Articulate Mission, Vision, Values					
Product = Strategic Planning Workplan	Product = Mission, Vision Values					

Strategic Plan Phases

Getting Set up for Success	Defining Who We Are	Defining Our Challenges				
Phase 1	**Phase 2**	**Phase 3**				
Get Ready: Plan to Plan	Articulate Mission, Vision, Values	Assess situation				
Product = Strategic Planning Workplan	Product = Mission, Vision Values	Product= Data to inform decisions. SOAR analysis				

Strategic Plan Phases

Getting Set up for Success	Defining Who We Are	Defining Our Challenges	Setting Our Course			
Phase 1	**Phase 2**	**Phase 3**	**Phase 4**			
Get Ready: Plan to Plan	Articulate Mission, Vision, Values	Assess situation	Agree on strategic Priorities			
Product = Strategic Planning Workplan	Product = Mission, Vision Values	Product= Data to inform decisions. SOAR analysis	Product= Decisions/Agreement on Strategies, Goals, Objectives and indicators of success			

Strategic Plan Phases

Getting Set up for Success	Defining Who We Are	Defining Our Challenges	Setting Our Course	Putting the pieces together		
Phase 1	**Phase 2**	**Phase 3**	**Phase 4**	**Phase 5**		
Get Ready: Plan to Plan	Articulate Mission, Vision, Values	Assess situation	Agree on strategic Priorities	Write the Plan Document and Commit		
Product = Strategic Planning Workplan	Product = Mission, Vision Values	Product= Data to inform decisions. SOAR analysis	Product= Decisions/Agreement on Strategies, Goals, Objectives and indicators of success	Product= Strategic Plan [Optional: Budget, Communications plan]		

Strategic Plan Phases

Getting Set up for Success	Defining Who We Are	Defining Our Challenges	Setting Our Course	Putting the pieces together	Making it Happen	
Phase 1	**Phase 2**	**Phase 3**	**Phase 4**	**Phase 5**	**Phase 6**	
Get Ready: Plan to Plan	Articulate Mission, Vision, Values	Assess situation	Agree on strategic Priorities	Write the Plan Document and Commit	Implement the Plan – the Action Plan	
Product = Strategic Planning Workplan	Product = Mission, Vision Values	Product= Data to inform decisions. SOAR analysis	Product= Decisions/Agreement on Strategies, Goals, Objectives and indicators of success	Product= Strategic Plan [Optional: Budget, Communications plan]	Product= Annual Plan (operating plan) & Communications plan Action!	

Strategic Plan Phases

Getting Set up for Success	Defining Who We Are	Defining Our Challenges	Setting Our Course	Putting the pieces together	Making it Happen	Keeping the Plan Relevant
Phase 1	**Phase 2**	**Phase 3**	**Phase 4**	**Phase 5**	**Phase 6**	**Phase 7**
Get Ready: Plan to Plan	Articulate Mission, Vision, Values	Assess situation	Agree on strategic Priorities	Write the Plan Document and Commit	Implement the Plan – the Action Plan	Evaluate and Monitor the Plan
Product = Strategic Planning Workplan	Product = Mission, Vision Values	Product= Data to inform decisions. SOAR analysis	Product= Decisions/Agreement on Strategies, Goals, Objectives and indicators of success	Product= Strategic Plan [Optional: Budget, Communications plan]	Product= Annual Plan (operating plan) & Communications plan Action!	Product= Best practices for future planning. Mechanism for monitoring. Measures, milestones

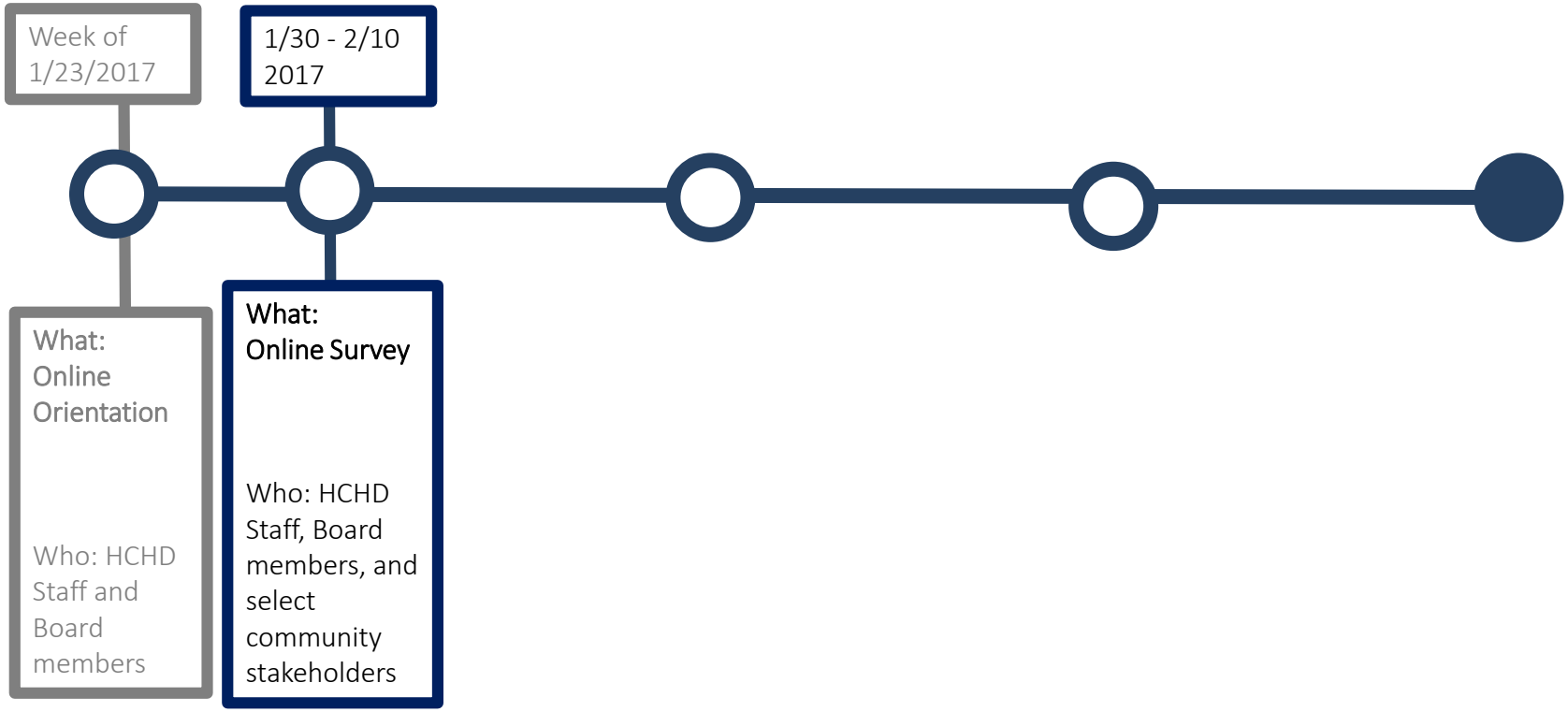
Timeline

Week of 1/23/2017

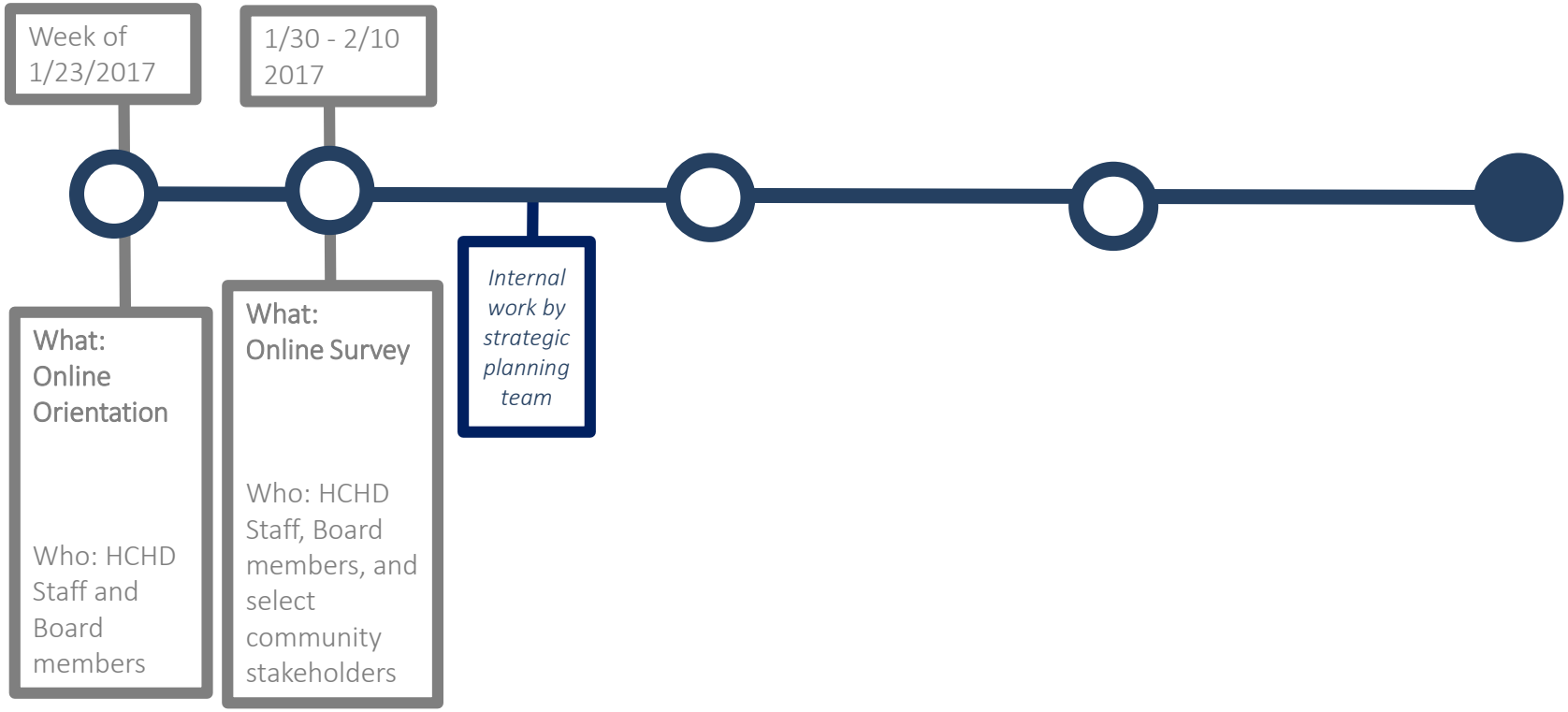
What: Online Orientation

Who: HCHD Staff and Board members

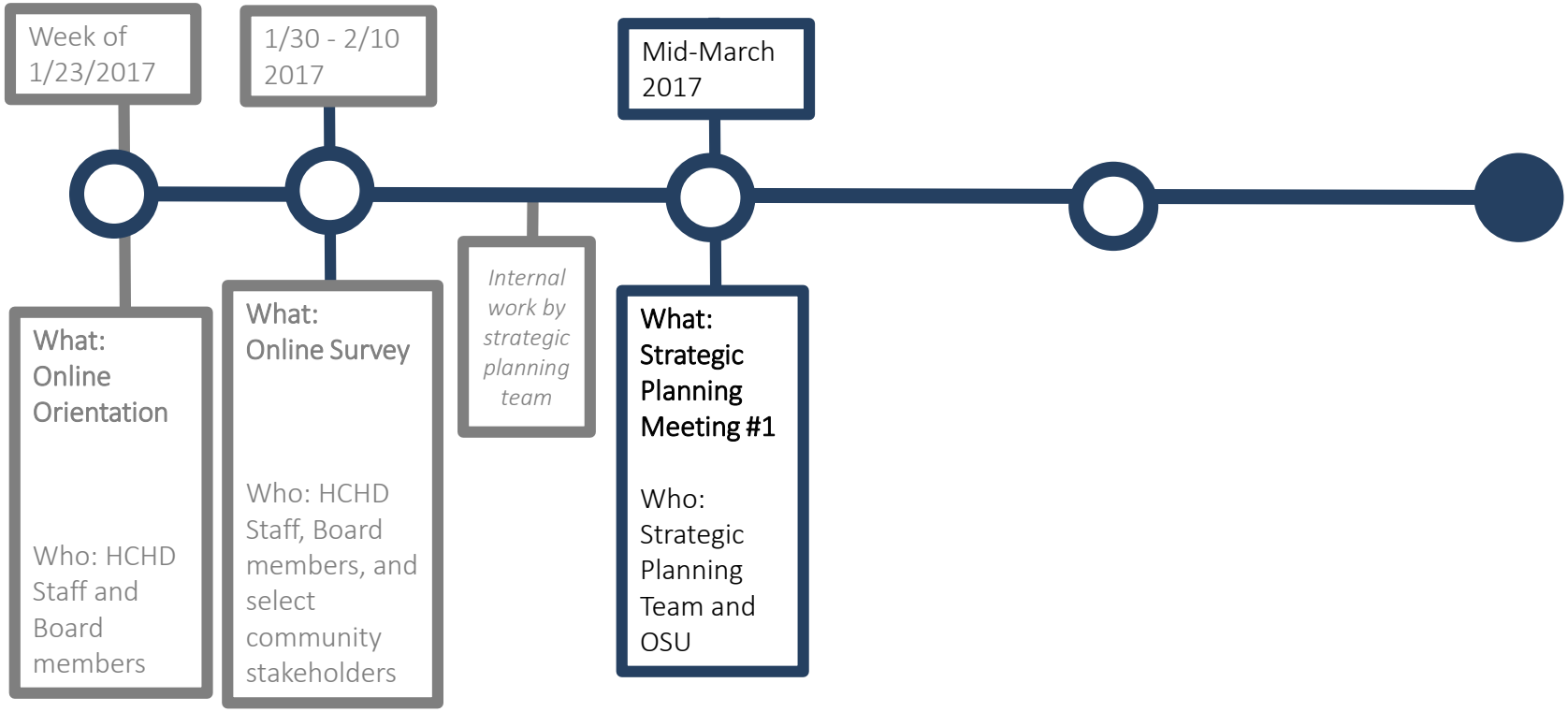
Timeline


Week of 1/23/2017
1/30 - 2/10 2017
What: Online Orientation
Who: HCHD Staff and Board members
What: Online Survey
Who: HCHD Staff, Board members, and select community stakeholders

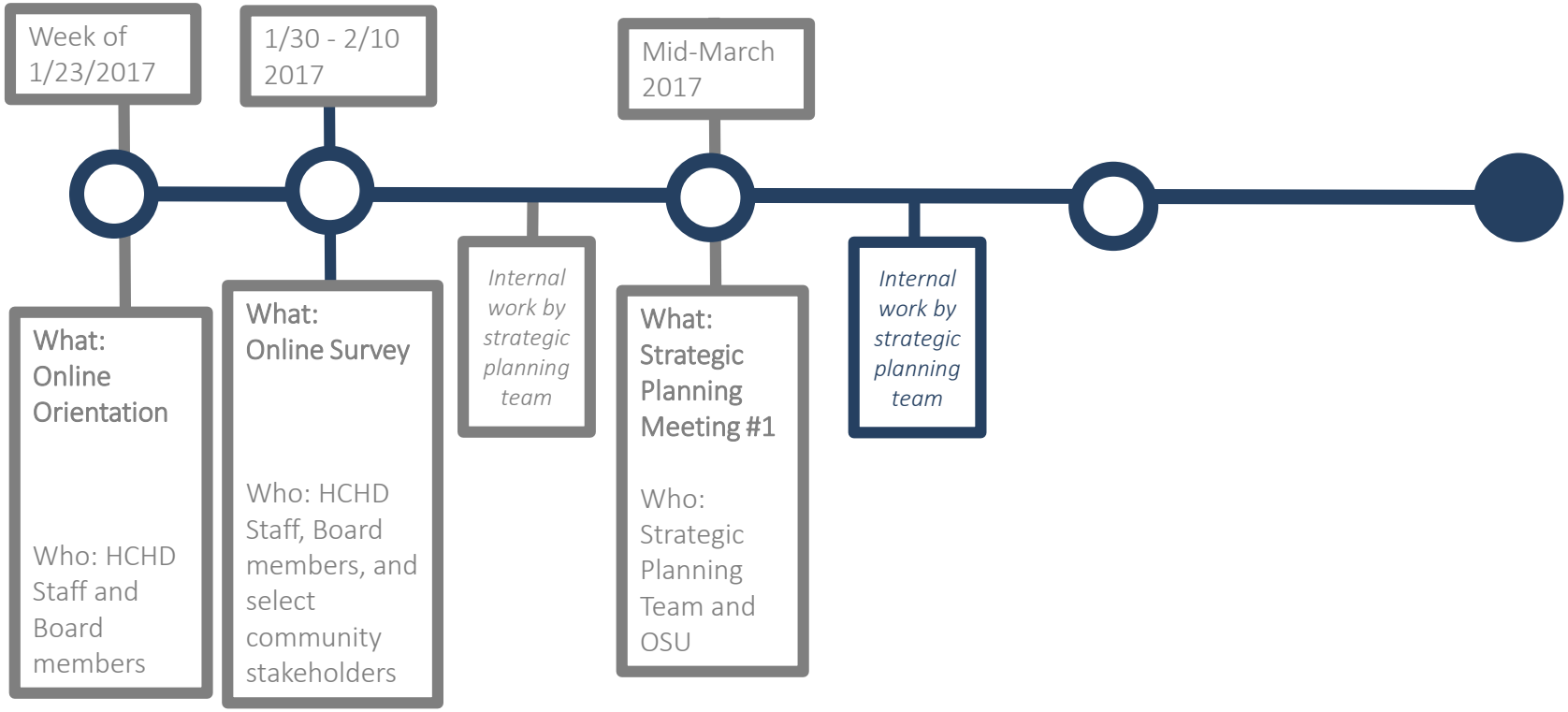
Timeline


Week of 1/23/2017
1/30 - 2/10 2017
What: Online Orientation
Who: HCHD Staff and Board members
What: Online Survey
Who: HCHD Staff, Board members, and select community stakeholders
Internal work by strategic planning team

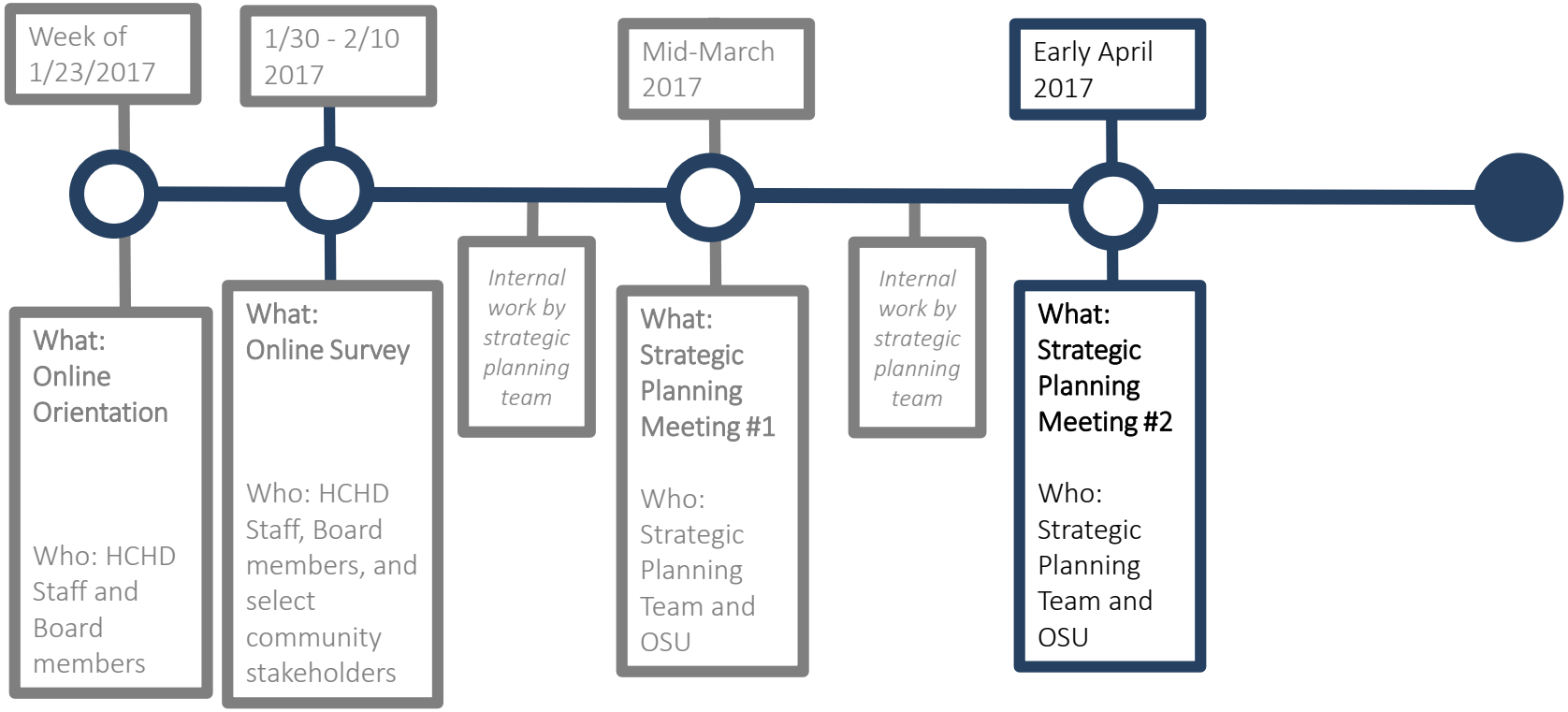
Timeline


Week of 1/23/2017
What: Online Orientation
Who: HCHD Staff and Board members
1/30 - 2/10 2017
What: Online Survey
Who: HCHD Staff, Board members, and select community stakeholders
Internal work by strategic planning team
Mid-March 2017
What: Strategic Planning Meeting #1
Who: Strategic Planning Team and OSU

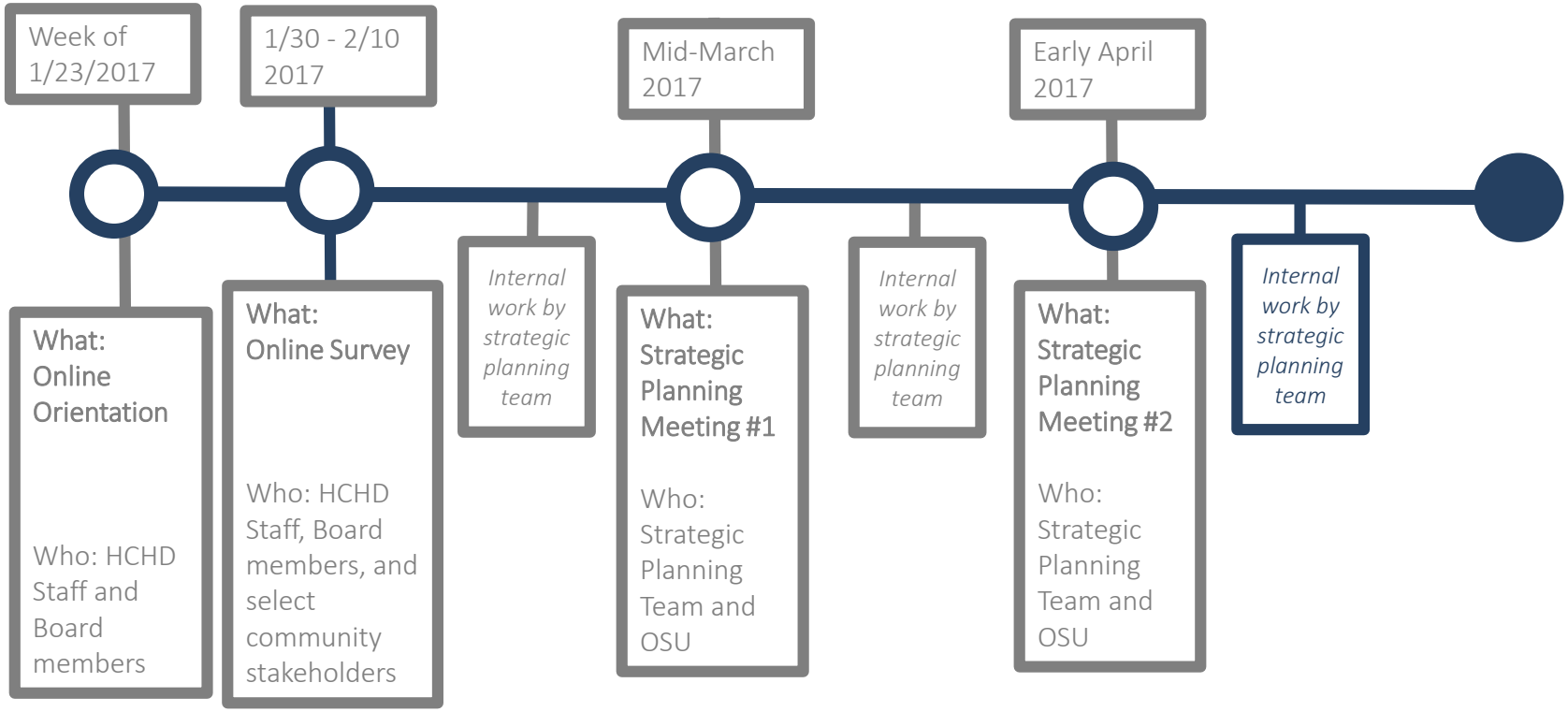
Timeline


Week of 1/23/2017
What: Online Orientation
Who: HCHD Staff and Board members
1/30 - 2/10 2017
What: Online Survey
Who: HCHD Staff, Board members, and select community stakeholders
Internal work by strategic planning team
Mid-March 2017
What: Strategic Planning Meeting #1
Who: Strategic Planning Team and OSU
Internal work by strategic planning team

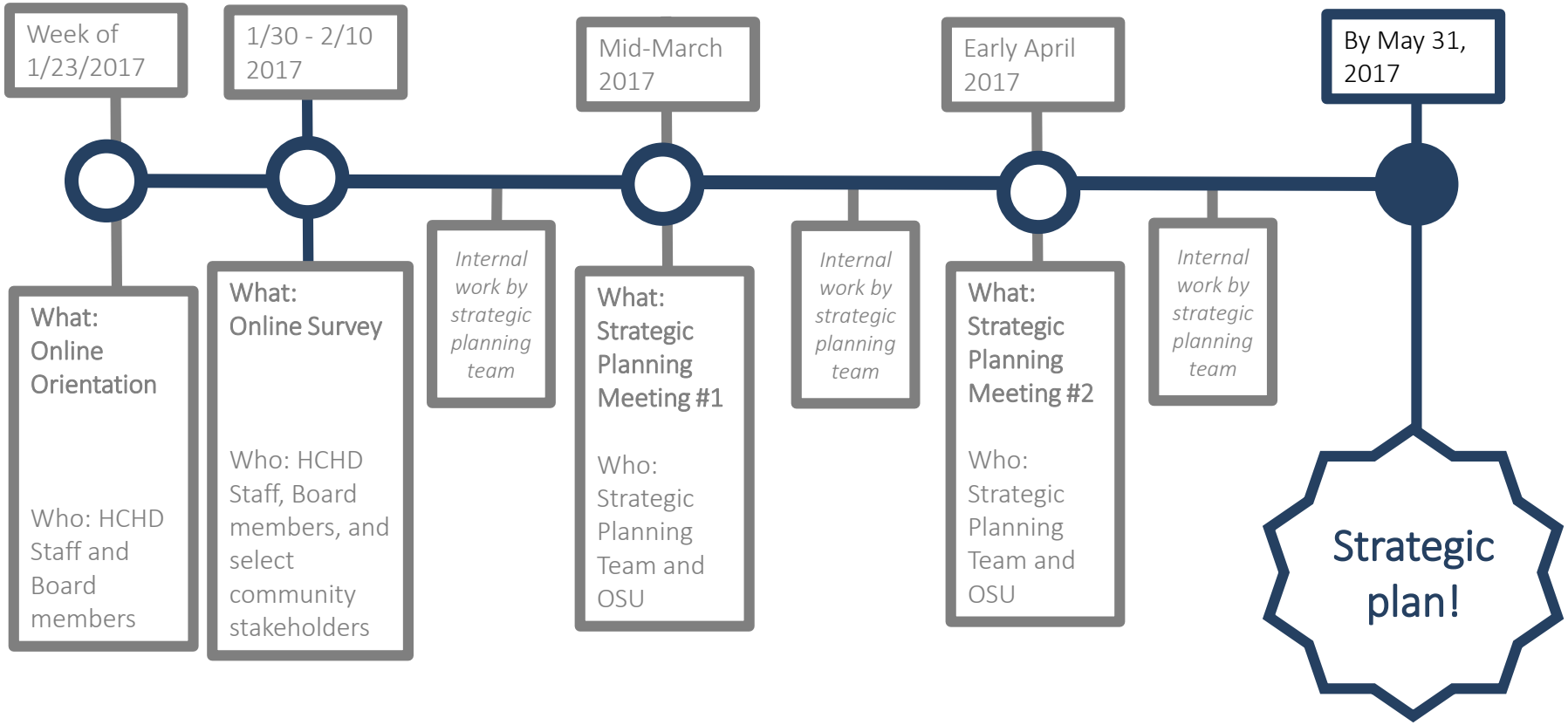
Timeline


Week of 1/23/2017
What: Online Orientation
Who: HCHD Staff and Board members
1/30 - 2/10 2017
What: Online Survey
Who: HCHD Staff, Board members, and select community stakeholders
Internal work by strategic planning team
Mid-March 2017
What: Strategic Planning Meeting #1
Who: Strategic Planning Team and OSU
Internal work by strategic planning team
Early April 2017
What: Strategic Planning Meeting #2
Who: Strategic Planning Team and OSU

Timeline


Week of 1/23/2017
What: Online Orientation
Who: HCHD Staff and Board members
1/30 - 2/10 2017
What: Online Survey
Who: HCHD Staff, Board members, and select community stakeholders
Internal work by strategic planning team
Mid-March 2017
What: Strategic Planning Meeting #1
Who: Strategic Planning Team and OSU
Internal work by strategic planning team
Early April 2017
What: Strategic Planning Meeting #2
Who: Strategic Planning Team and OSU
Internal work by strategic planning team

Timeline


Week of 1/23/2017
What: Online Orientation
Who: HCHD Staff and Board members
1/30 - 2/10 2017
What: Online Survey
Who: HCHD Staff, Board members, and select community stakeholders
Internal work by strategic planning team
Mid-March 2017
What: Strategic Planning Meeting #1
Who: Strategic Planning Team and OSU
Internal work by strategic planning team
Early April 2017
What: Strategic Planning Meeting #2
Who: Strategic Planning Team and OSU
Internal work by strategic planning team
By May 31, 2017
Strategic plan!

HOCKING COUNTY STRATEGIC PLANNING TEAM

Doug Fisher- Health Commissioner

Jamie Funk-Fiscal

Wendy Hanna- EH Director

Kelly Taulbee-WIC/Nursing Director

Christinia Kemper- AC/Nursing

Debbie Elliott-Regional Preparedness Coordinator

Emily Norris-Nursing

Shari Schorr-Clerical

EXPECTATIONS OF STAFF

1. Provide inputs to process that will inform mission, vision, and values; as well as answer questions that will inform the health department's strategic priorities

2. Provide feedback throughout the process during and after planning process

Questions?

Kelly Bragg, OSU Center for Public Health Practice

Bragg.99@osu.edu

Christinia Kemper, Hocking County Health Department

Hocking County Health Department 2017 Strategic Plan Staff Survey

General Instructions:
The purpose of this survey is to gather inputs on the health department's 1) mission, vision, and values, and 2) gather information about the health department's strengths and future direction through a process called SOAR.

<PAGE>

Mission, Vision, Values:
Mission, vision, and values are guiding principles for an agency. They describe what you do (mission), the ideal future you want to create (vision), and how you conduct your work (values). The following three questions give you the opportunity to provide inputs that will help inform the development of the agency's mission, vision, and values. All responses will be combined and considered together as the agency establishes these guiding principles.

1. A mission is a short (≤ 10 words) statement or tag line that describes the reason for the agency's existence. It succinctly identifies what an agency does (or should do) and its customer base. Key components include: target clients, key services delivered, and geographic domain. The mission statement should answer the question, "Why do we exist?".

Based on the description above, and your understanding of the health department, use the space provided below to share up to three key words or phrases that you would like to see incorporated into the agency's mission statement.

2. A vision statement describes the ideal future that you want to see created. It is a little lofty and grant. It provides a picture of the future as seen through the eyes of employees, customers, and stakeholders. A great vision statement will inspire and challenge every employee will be able to see themselves in that future.

Use the space provided below to capture up to three key words or phrases that you would like to see incorporated into the agency's vision statement.

3. Values are the core philosophies describing how an agency conducts itself in carrying out its mission. It is "how" the agency does things. They guide the day-to-day behavior of all employees are the agency's most basic beliefs. They often cover three major areas:

a) People describe how people inside and outside the agency are treated;
b) Process the way the agency is managed, decisions are made, and products and/or services are provided;
c) Performance expectations concerning the agency's responsibilities and the quality of its programs/services.

Considering the three items described above, as well as your responses to questions #1 and #2, share up to five key words or phrases that you feel capture the values of the agency.

<PAGE>

SOAR: Strengths, Opportunities, Aspirations, and Results; Challenges
The next five questions provide an opportunity for you to share your thoughts regarding strengths, opportunities, aspirations, and results (SOAR) and perceived challenges for the health department. Consider your knowledge of the agency, your community, and the world around you, as well as your experience as you answer these questions. All of the responses will be compiled and used to inform the identification of strategic priorities for the agency.

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

2) Opportunities are external forces and trends and impact how we best meet the needs of our stakeholders. Based on that, what are the top three opportunities where we should focus our efforts?

3) 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 measureable results that tell us whether or not we've achieved that preferred future. Based on that, what are three aspirations for the health department and what result will let us know we've achieved them.

Aspirations	Results

4) What do you consider to be the 3 biggest challenges facing the health department in the next 3 years?

<PAGE>

Optional: Use the space provided below to add any additional comments regarding mission, vision, values or the SCOAR that were not captured above.

Hocking County Health Department
Strategic Planning Meeting #1
Strengths, Opportunities, Assets, Resources, and Challenges (SOAR/C) Results

Public Health
Prevent. Promote. Protect.
Hocking County Health Department

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

Attitude of Staff	Leadership	Knowledge and Experience	Relationship with Community	Teamwork
• Compassion • Work ethic • Like minded • Good work ethics • Friendliness (2) • Professional • Caring • Friendly environment • Dedication • Friendliness of the staff • Excellent professionalism • Service oriented • Quality and professionalism of staff • Desire to provide needed resources for the county • Caring attitude by professionals	• Leadership • Communication between leadership and employees	• Staff knowledge/experience • Experience • Knowledgeable • Knowledge of the staff • Know the laws • Highly trained and experienced • Knowledge • High knowledge in public health • Use technology effectively	• Community involvement (2) • Health and welfare of the community • Good community communication • Location • Relationships with community partners • Perceived good reputation amongst the community • Our ties with the community • Ability to serve those in need	• Work well together • Work well as a team to accomplish tasks • Teamwork • Work together

Flexibility	Finances	Services Offered		Other Responses
• Availability of the staff		• Variety of services • Environmental Health and Safety • Food Safety • Education (2) • Develop policies • Monitor health	• Outreach (2) • Promoting healthy lifestyles • Trainings • Information provided/outreach • The number of services we provide	• High efficiency • Prompt service in all departments • Low turnover amongst employees

2) <u>Opportunities</u> are external forces and trends and impact how we best meet the needs of our stakeholders. Based on that, what are the top three opportunities where we should focus our efforts?

Partnerships with Community	Partnerships with Medical & Health Institutes	Public Image	Services & Programs	Infrastructure & Environment
• Expand partnerships • Community partners • Cooperation with county government • Work with community partners • Organizations • Coordinate with surrounding counties • Involvement within the community • Communication with the community • Increase working relationship with non-traditional agencies • Cooperation of the schools • Community involvement • Working with other agencies/organizations to provide resources for the county	• Collaboration with surrounding health departments • Cooperation of other health care providers	• Public image/awareness of public health • Public relations • Be seen more in the community	• Public education and outreach • Health education • WIC • Clinics • Education (2) • Outreach • Community assessments • Determine health service needs • Educate the public on our services offered • Promote programs that reach out to the greatest needs of community • Provide reduced cost/free programs that benefit improved health of citizens • Meetings • Meals • Awareness • Illegal drugs • Obesity (2) • Safety in home and community • Environmental health • Healthy diet and exercise for children • Drug abuse prevention • Health education/promotion • Poverty • Drug use • Education of the public on health issues • Continuing to provide quality leadership on community health issues	• Continuous guidance • Leadership by example • Staff • Staff training

Opportunities, cont.

Accreditation	Funding	Other Responses
• Accreditation	• Grant funding	• Staying progressive with modern technology • Prior to need • Prior to crisis • Technology • Technology development • Information sharing

3) 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. What are 3 aspirations for the health department?

Partnerships with Community	Public Image	Services & Programs	Funding/Resources	Other Responses
• Presence in the local community • Work closely with churches • Stay active with community • Active in community projects/partnering with other services • New relationships with agencies	• Customer satisfaction • Complete community acceptance • Continued community support	• Greater use by the community • Improvement of benchmarks for public health (smoking, safety, etc.) • Health and safety of our community • Promote health • Enforce Sanitary Codes • Provide care • Smoking cessation • Safe food handling • Mosquito control • Avert crisis • Make a difference • Improve our community • Provide more outreach • Educate public prevent	• Financial stability • More funding • Health department levy • Pass levy	• PHAB accreditation (2) • Compliance with state and local laws • Keep up with the future • Qualities

Aspirations, cont.

Partnerships with Community	Public Image	Services & Programs	Funding/Resources	Other Responses
		• Provide services for all residents • Public health • Safety • Environmental health • Illuminate illegal drugs • Reduce obesity in adults and children • Provide a safe community • Increased nursing/WIC services • Community outreach—Immunizations, Testing • New health promotion programs • Public services • Make Hocking healthier • Making our people healthier • Breastfeeding rates above 90% • Outreach to community to increase access to WIC/healthy food/breastfeeding education • Increase awareness of HepC testing/prevention of spreading • Increase breastfeeding awareness, start a breastfeeding support group to prevent obesity from the start • Continued monitoring and response to environmental issues, so that citizens are following the expectations of the department • Continued work to provide immunizations and publicize • messages regarding health issues		

4) <u>Results</u> are measureable results that tell us whether or not we've achieved that preferred future. What are three results that correspond with the aspirations?

Partnerships with Community	Public Image	Services & Programs	Funding/Resources	Other Responses
• Public input • Media • Increased programming/relationships with new agencies	• People will know to come to you with questions or concerns • People more aware of what we do • More people coming into the health department • The community's perception of the health dept • Increase in clients • Community support • Public acceptance	• Disease and sickness will decrease • Fewer permit violations and disapprovals • Reduced disease • Longer lives • Less drug use • Up to date children immunizations • Healthy community • Surveys on number of people who smoke • No foodborne illness outbreaks • Having no known cases of Zika or other diseases carried by mosquitoes • Improved community assessment • Performance improvement, i.e., county vs. state ratings for health • Health of community improves • Decrease in morbidity/mortality • Increase in environmental quality • Increase in public knowledge • No deaths in the use of illegal drugs • BMI of children and adults be less than 30 • Clean, safe, etc. community • Increase in programs • WIC caseload	• Balanced budget/carryover • Levy passage (2) • Sewage grants	• PHAB plaque in lobby • Surveys (2) • Improved health survey results • Newspaper • Business • Good leadership • Time manage • Working together • Employee input • Accreditation

Results, cont.

Partnerships with Community	Public Image	Services & Programs	Funding/Resources	Other Responses
		• Health surveys decrease in rates • Disease rates decreasing • Breastfeeding rates increasing • Compare pre/post # of HepC testing • Sign in sheets from support group • A higher percentage of citizens following environmental health expectations • More citizens/children getting immunized and larger % responding to issues such as head lice or bedbugs • Records of training received		

5) What do you consider to be the 3 biggest <u>challenges</u> facing the health department in the next 3 years?

Funding/ Resources	Public Image & Support	Ability to Meet Demands	Politics	Services & Programs
• Passing 2018 levy • Getting the levy passed • Funding challenges at the state level • Passage of levy (3) • Funding (3) • Funds • Time and funds for community outreach • Levy (3) • Grants (2) • Staff changes • Financial • Funding issues	• Gaining a positive presence in the community • Community awareness of services • Public support of regulation duties • Ability to reach more members of the community so that they understand the priorities of the health department	• Personnel • Appropriate staffing • Time—our staff all work to their full capacity—how do we set new expectations and then support the staff if they take on more responsibilities?	• Political support for PH/PH funding cuts in state/federal budgets • Political climate • Regulation changes • Federal and state policies • Support and help from ODH	• Premarital sex education • Greater use of birth control by teenagers • Enforcement of sanitary codes • Continuation of services to the poor/poverty level • Drug related challenges • Fighting increased opiate use • Reducing the number of people who smoke • Healthy babies and children/proper care • Illegal use of drugs

Challenges, cont.

Funding/ Resources	Public Image & Support	Ability to Meet Demands	Politics	Services & Programs
• Receiving grants/fiscal outlook • Money • Financial resources • Economic atmosphere • Funding/Money • Ongoing issue of budget to meet needs of the department				• Generational health issues • Drug epidemic

Other Responses
• Receiving PHAB accreditation • Accreditation (3) • Technology • Employee morale

Additional Comments

- All communities strive to illuminate illegal drugs, etc., but funding continues to be a need.
- I feel that our health department presently does an amazing job! I hope that with the new administration, we are able to continue our priorities and will have the funding to be the resource that our county has become accustomed to.

Mission Statement Responses

Phrases
• Improve/Promote health/healthy lifestyle • Protect environment & people • Promotion of health • Prevention of disease • Protection from spread of hazards • Health & safety for all • Protect the citizens of our county • Educate the public • Provide for the public • Make health available to all • Awareness of who we are • Awareness of what we offer • Public health education • Hocking County community • Promote wellness and safety • Community health (focus on illegal drugs & obesity) • Best practices (provide information & preparedness) • Public relations (identify services to community members) • To promote a healthy body and/or life • To provide services for a healthier community • To prevent health risks or diseases • Facilitate good health practices of Hocking County residents • Educate the public on health related issues • Provide a resource of trained professionals that can respond to health needs

Words		
• Community (2)	• Prevent disease (2)	• Awareness
• Education (2)	• Health	• Public Health
• Hocking County	• Environmental Health	• Protect environment
• Care	• Promote health (2)	• Guide future
• Prevention	• Educate (2)	• Prevent
• Promote	• Surveillance	• Friendly service
• Community	• Protect	• Lead
• Serve	• Health Promotion	• Prevent
• Promote	• Protect	

Vision Statement Responses

Phrases
• Healthy people in a safe, healthy community • People who live, work in & visit our county • Safe and healthy environment • Safe and healthy community • For present and future generations • Healthier Hocking County • Safer Hocking County • Stronger Hocking County • Aid in the health and welfare of our citizens • Identify target areas to reach as many citizens • Improve the quality of life • Improve the health of Hocking County • Make Hocking County the healthiest county • Public health education • Services will be available • We will serve all • Friendly and helpful • Wellness as a social norm • Decrease in preventable diseases/conditions • All children & adults have a healthy lifestyle • Promote safe community • Promote physical activities • Meet the needs of community • Leadership in public health • Lack of disease • Working hand in hand with all health professionals • Plan the direction for the improvement of health issues in the county • Provide direction for healthy lifestyles in Hocking County • Be the community resource for public awareness and health education • Plan the direction for the improvement of health issues in the county

• Community service	• Preparedness	• Education
• Inspiring	• Knowledgeable	• Inform
• Empower	• Educate	• Community
• Future	• Health	• Together
• Healthy	• Educated	• Secure
• Disease prevention	• Disaster preparedness	• Disparate populations
• Healthy community (2)	• Optimum health	• Excellence
• Sound spirit	• Clean environment	• Healthiest county
• Access	• Reach	• Community

Value Statement Responses

Phrases	
• Health and safety • Education and outreach • Foster ideas with management in the agency • Services are determined by community assessments • Provide accessible health information • Everyone treated equally • Responsibility to protect our community • Birth Certificates available for all Ohio births • Support from leadership • Follow the laws • Respect for clients • Here to serve the community • Go above and beyond • Knowledge of up to date practices regarding community health • Direction through discussion and facilitation Among main HD employees	• Presence in the community • People are treated with respect inside and outside the agency • Participate in health education efforts schools, churches, etc. • Treated like family • Value health education • Provide services for all residents • Experts in our field of work • Role models on and off job site • Educate the public • Service beyond expectations • Doing what's best for the community • Professional services to improve health issues for the county • Quality leadership within the department for all areas

• Collaborative • Professional • Transparency • Action • Cooperative • Educated • Friendly • Protect • Kindness • Respect (3) • Time management • Nursing • High standards • Community involvement • Hardworking • Accountability • Collaboration • Support	• Respectful (2) • Quality • Listening • Follow-up • Caring (3) • Accessible (2) • Guidance • Educate • Equal • Leadership • WIC • Community based • Professionalism • Friendliness • Proficient • Outreach • Evidence based • Honesty	• Credible • Care (2) • Efficient • Education • Fair (2) • Community minded • Promote • Abate • Timely (2) • Close knit • Environmental Services • Accurate information • Ethical • Honest • Ready • Quality/Excellence • Diversity • Devotion