Hocking County Health Department
Strategic Planning Meeting #1
March 23, 2017 | 8:30 am – 3:00 pm

Meeting Purpose:

- Confirm agency mission, vision, & values
- Identify strategic priorities
- Draft goal statements and key measures for each priority
- Identify potential strategies and objectives for one priority area

Time	Topic
8:30 – 8:40 am	**Welcome & Setting the Stage** *Doug Fisher, Health Commissioner*
8:40 – 9:00 am	**Introductions & Charge for the Day** *Joanne Pearsol & Kelly Bragg, Center for Public Health Practice, Ohio State University College of Public Health*
9:00 – 9:25 am	**Confirm Mission, Vision, & Values** *Christinia Kemper, Accreditation Coordinator*
9:25 am – 12:00 pm *(break included)*	**Identify Strategic Priorities**
12:00 – 12:30 pm	**Lunch** *Provided by the Hocking County Health Department*
12:30 – 1:30 pm	**Draft Goal Statements & Key Measures**
1:30-2:45 pm	**Identify Strategies & Objectives**
2:45 – 3:00 pm	**Wrap up, Next Steps & Evaluation**

Rules of Engagement:

- Finish on time
- Stick to task and topic
- Participate fully contributing your best thinking
- Three Cs: Speak candidly, courageously, and considerately
- Strive for consensus; abide by majority
- Look up! Think big, different, better!

Strategic Planning Nomenclature:

1. **Strategic Priority:** highest level of thinking about what needs accomplished; core themes
2. **Goal:** broad, brief, long-term statement of what you hope to accomplish
3. Objectives: major initiatives that need to be undertaken to accomplish the goal; should be SMART
4. Action steps: specific interim steps that need to be taken to meet the objective
5. Timeline: start and end date
6. Responsible party: person(s) responsible for ensuring the objective is met

Identify Strategic Priorities

Strategic priorities are a limited number of broad directions in which collective attention must be focused for the foreseeable future. The best priorities focus on an agency's strengths to seize opportunities and minimize barriers to realizing its vision. Identifying your strategic priorities involves "closing the gap" between your agency's current situation and its vision and ideal future. In essence, it answers the questions: 1) *Where are we now, versus, where we want and need to be*? 2) *What broad areas, if given focus and attention over the next several years, will advance us towards our vision?*

Step #1: Conduct a gap analysis.

Please complete the gap analysis below. Using the spaces provided in the table below to take notes, consider the following in this order:

1) First: Discuss and describe your agency's current state using your own knowledge and experience of the agency as well as referencing the inputs provided. Consider funding, culture, workforce, programs/services, public perception, etc.
2) Next: Discuss and describe your ideal or future desired state using your draft mission and vision statements as a guide.
3) Finally: Discuss what steps need to be taken to bridge the gap between your current and future states. Consider the following as you discuss:
   - *How can we capitalize on our strengths to move us closer to our desired state? What opportunities should we seize?*
   - *What new initiatives are needed to respond to the external environment?*
   - *How do we minimize any external threats?*
   - *What should we keep doing? Stop doing? Start doing*?

Current "as is" State	Bridge the Gap	Future "desired" State

Step #2: Identify and propose strategic priorities for the agency.

Based on your discussion above, *identify 3-5 strategic priority areas in which you need to focus you energy, resources, and efforts over the next 3-5 years in order to move the organization forward and achieve the agency's vision*. Again, these are core themes these are *broad statements*. Think BIG! Think **BOLD**! Think ***FUTURE***!

Include your justification for why you feel the agency needs to focus attention here. Also, include a brief description of how the agency might look different 3-5 years from now if you commit time, energy, resources and efforts to the priority. Be prepared to share with the large group.

Priority #1: _____

Justification:
Description of Future:

Priority #2: _____

Justification:
Description of Future:

Priority #3: _____

Justification:
Description of Future:

Priority #4: _____

Justification:
Description of Future:

Priority #5: _____

Justification:
Description of Future:

Draft Goal Statement & Key Measure

A goal is a broad, brief, long-term statement of what you hope to accomplish long term related to the priority area. A key measure is the high level indicator you will use to determine if you are making progress towards achieving the goal statement. Draft a goal statement and key measure for the priority area you have been assigned.

Example: Strategic Priority: Fiscal Viability
Goal Statement: *The Happytown Health District will diversify its funding sources*
Key Measure: *Three new non-grant revenue streams established by 2020*

Priority: _____

Goal Statement: _____

Key Measure: _____

Priority: _____

Goal Statement: _____

Key Measure: _____

Priority: _____

Goal Statement: _____

Key Measure: _____

Priority: _____

Goal Statement: _____

Key Measure: _____

HOCKING COUNTY HEALTH DEPARTMENT

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Public Health
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Strategic Planning Meeting #1

Meeting Sign-In

March 23, 2017 8:30 AM-3:00 PM

Name – Please Print	Signature
Christina Kemper	CKemper
Emily Norris	Emily Norris
Catherine Knoop	Catherine H. Knoop
debbie elliott	dElliott
Kelly Taulbee	Kelly Taulbee
Jamie McAfee	Jamie McAfee
Shari Schorr	Shari Schorr
DOUG FISHER	Doug Fisher
Ruth Ann Spatar	Ruth Ann Spatar
Wendy Hanna	Wendy Hanna

Mission, Vision and Values

Christinia Kemper

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3/23/2017

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What is a Mission Statement?

- A mission is a *short* statement or tag line that answers the question, "*Why* do we exist?"
- It succinctly identifies what an organization does (or should do) and its customer base.
- No one should forget their organization's mission!

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Hocking County Health Department Mission

Promote and protect the health and well-being of *all* Hocking County Residents.

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What is a Vision Statement?

- A vision statement is a description of what the organization and/or community could be in the future.

- It's what your organization believes are the ideal conditions for your community; that is, how things would look if the issue important to you were completely, perfectly addressed.

- A great vision statement will inspire and challenge - every employee will see themselves in that future.

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Hocking County Health Department Vision

Hocking County residents will enjoy longer, safer lives as a result of our department achieving excellence in public health promotion, disease prevention and environmental health protection.

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What are Values?

- Whether you call them values, guiding principles, or beliefs, these are the core philosophies describing *how* an organization conducts itself in carrying out its mission.

- Guide the day-today behavior of all employees and are the organizations most basic beliefs.

- Express the organization's attitude and values about three things:
  - 1) *People*: the way people inside and outside the organization are treated,
  - 2) *Process*: the way the organization is managed, decisions are made, and products and/or services are provided, and
  - 3) *Performance*: expectations concerning the organization's responsibilities and the quality of its products and services.

Hocking County Health Department Values

- Service Excellence- Providing quality public health programs and services through a skilled workforce.
- Accountability- Serving our community in a responsible and transparent manner.
- Collaboration- Engaging community partners to achieve common goals.
- Respect- Upholding a standard of conduct that values all.
- Integrity- Acting honestly and ethically in all that we do.

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Questions/Comments?

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Gap Analysis for Strategic Plan (SP) | March 23, 2017

Where we are (current state)	*How we get there* *(potential action steps)*	Where we want to be (future state)
Financial stability • Funding fears/anxiety • Stable funding & staff • Fiscal stability	**Financial stability** • Awareness of staff for funding needs • Apply for grants, pass levy • Billable services	**Financial stability** • Financially stable • Maintain funding & continue to obtain funds/grants as available • Fiscal stability- ↑revenue sources o More billable services • Services focused on *our* priorities (not grants')

Workforce Development
• Staff/time maxed out
  o Still have staffing needs
• Quality of staff
  o Knowledge
  o Longevity
• Engaged in state level/awareness
• Stable funding & staff
	Workforce Development
	• Follow through with workforce development plan
	• Trainings offered to encourage professional development
	  o Staff education
	• Conscious effort – enlist leadership to educate staff, encourage attendance
		Workforce Development
		• Encourage growth to maintain the quality & knowledge of staff
		• Increase staff involvement in regional & state associations
		  o ↑ staff other than leadership in regional & state associations
		• Increase awareness & involvement in the political climate
		  o ↑ staff awareness of external factors
		• All staffing needs are met, re: services provided

Focus services/community programming • Focused on services & programs • Are our services geared toward our goals? • Number of services provided • Health issues in our county • Lack of customer service evals • Gap: community involvement • Many services—not focused	**Focus services/community programming** • Review health assessment & develop indicated services • Community-driven programs- CHA for needs • Actually do services • Inventory and refocus services; align to goal, objectives	**Focus services/community programming** • Elected officials include PH in all decisions • Services focused on goals • Increase the number of services related to community needs o ↑ appropriate/needed services • Excellence in customer service – oeb *[?]* evals

Hocking County Health Department
Gap Analysis for Strategic Plan (SP) | March 23, 2017

Current state, continued	*How we get there, continued*	*Future state, continued*

Community engagement
• Gap w/ community involvement/understanding
  o Priorities, goals, services
• Lack use of technology
• Public perception: Nurses good/EH bad
• Established working partnerships
• Work with regional HD
  o Engaged with PH outside our facility
• Lack of community understanding/services & funding/ knowledge
• Involved but lack of community understanding & educated staff
	Community engagement
	• PR person
	• List partners have & desire- then how to work on relationships
	• Making access to information more available
	• HD outreach to representation on community needs
	• Develop a PR plan for HD & community awareness
	• PR of HCHD* plan
	• HCHD staff involved in community coalitions
	• Continue community engagement and outreach- be friendly, m. involved w/ ODH *[?]* represent.
	• ID new contacts, groups, opportunities
		Community engagement
		• Use technology to reach out to community on what HD is
		  o "Health in All Policies"
		  o Priorities, goals, objectives, & available services
		• Use newer technology
		• Increase # and types of partnerships & utilize the ones we have
		• Increase public knowledge & understanding of healthy lifestyles and services provided by health department
		• ↑ awareness: importance to our community of political client

Other • Premature death due to unhealthy/unsafe lifestyles/choices • Difficult to measure prevention • Working toward accreditation • Volatile political climate – ODH • Involved in substance abuse & chronic disease measures • Health issues—opiate crisis	**Other** • Continue the Accred. plan • Prevention	**Other** • Everyone lives beyond 75 y.o./has a healthy life • Opiate epidemic, obesity • Become accredited