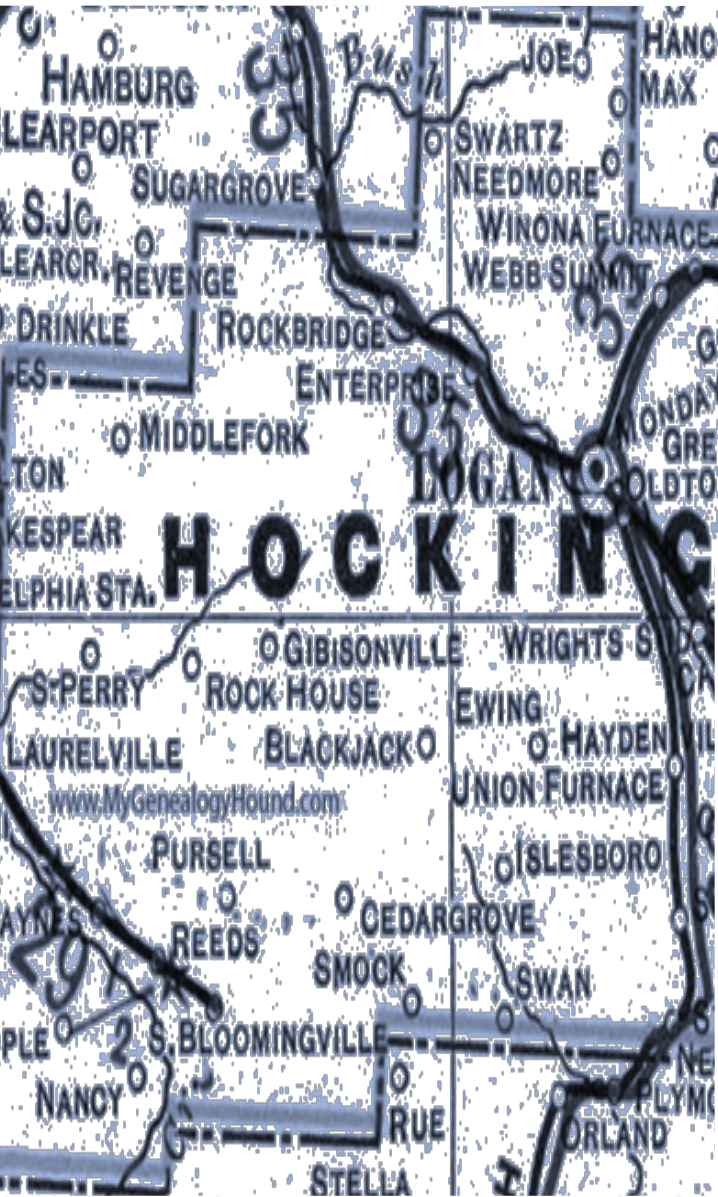




**Public Health**  
Prevent. Promote. Protect.

Hocking County Health Department



# Hocking County Health Department

Strategic Plan  
2018-2020



## Mission Statement

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



## Vision

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



## Values

*Integrity*- Acting honestly and ethically in all that we do.

*Collaboration*- Engaging community partners to achieve common goals.

*Accountability*- Serving our community in a responsible and transparent manner.

*Respect*- Upholding a standard of conduct that values all.

*Excellence*- Providing quality public health programs and services through a skilled workforce.

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## Letter from the Health Commissioner

I am pleased to introduce the Hocking County Health Department's 2018-2020 Agency Strategic Plan. This plan details the goals, objectives, tasks and strategic direction for the Hocking County Health Department over the next three years. The strategic plan was developed by a team of dedicated Board of Health and staff members meeting with guidance and facilitation from The Ohio State University Center for Public Health Practice.

This agreed upon plan provides an outlined course of action that the Board of Health members and staff are looking forward to implementing and completing. It is the desire to attain the goals set forth in this plan. By doing so, the Hocking County Health Department will move forward into the future with certainty and purpose, while promoting and protecting the health and wellbeing of all citizens of Hocking County.



Sincerely,

A handwritten signature in cursive script that reads "Douglas S. Fisher". The signature is written in black ink and has a long, sweeping underline.

Douglas S. Fisher, DPM

Health Commissioner

## FROM THE BOARD OF HEALTH

The Hocking County Board of Health supports this strategic plan for the period 2018-2020. The Board of Health commits itself, staff and necessary resources to implement and achieve the outcomes.

### Board of Health

Robert Lilley, JD, President

Logan, Ohio

Term Ending: 2019

Ruth Ann Spatar, Vice President

Logan, Ohio

Term Ending: 2021

Steven Carpenter

Logan, Ohio

Term Ending: 2017

Catherine Knoop

Laurelville, Ohio

Term Ending: 2020

John Woltz, D.O.

Logan, Ohio

Term Ending: 2018

Douglas B. Carr, M.D.

Board Medical Director

### Strategic Planning Committee

Doug Fisher

Health Commissioner

Jamie McAfee

Director of Finance

Kelly Taulbee

Director of Nursing

Wendy Hanna

Environmental Health Director

Christinia Kemper

Accreditation Coordinator

Debbie Elliott

Regional Preparedness Coordinator

Emily Norris

Public Health Nurse

Shari Schorr

Deputy Registrar

Ruth Ann Spatar

Board of Health Vice President

Catherine Knoop

Board of Health Member

**ABOUT THIS DOCUMENT**

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

The strategic planning team included representation from staff as well as the Board of Health. This team used a systematic strategic planning process that was facilitated by the Center for Public Health Practice in the College of Public Health at The Ohio State University. This process helped the team analyze data from the Community Health Assessment, the environmental scan and staff knowledge to identify the goals and objectives presented in this plan. The plan and accompanying work plans serve as tools to inform the direction of the health department as well as provide measurements of progress.

The plan aligns with the Community Health Improvement Plan and the Quality Improvement Plan to provide the department with detailed guidance on how to achieve its goals.

The health department will review and update the plan annually as part of its ongoing commitment to continuous quality improvement.

**OUR STRATEGIC PRIORITIES**

Our strategic priorities, and associated goal statements, support our mission and contribute to providing high quality public health services to the Hocking County community.

**Priority #1: Financial Stability**

*Hocking County Health Department will expand funding streams and increase staff knowledge of financial matters.*

**Priority #2: Community Relations**

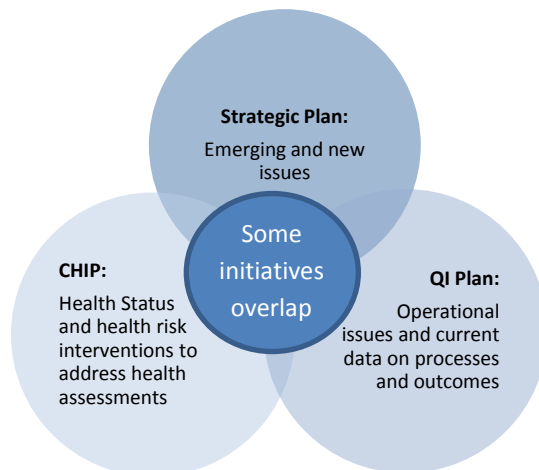
*Hocking County residents will be aware of and understand the Hocking County Health Department’s goals and purpose.*

**Priority #3: Focused Services**

*Hocking County Health Department will provide services based on the needs of the community.*

**Priority #4: Workforce Development**

*Hocking County Health Department will support the professional growth of its staff.*



The Community Health Assessment Informs all three plans

## AGENCY OVERVIEW

The Hocking County Health Department (HCHD) is a general local health district located in the county seat of Logan, Ohio. It has served the Hocking County community since the 1952 merger of the Logan City and Hocking County health departments. The HCHD provides public health services to the nearly 29,000 residents of Hocking County.

Currently, 18 full-time and two part-time staff serve Hocking County, providing over 30 programs and services in the following areas:

- Public Health Nursing
- Vital Statistics
- Environmental Health
- Emergency Preparedness
- Women Infants & Children (WIC) supplemental nutrition



## THE STRATEGIC PLANNING PROCESS

The health department utilized a seven-phase approach to strategic planning. The process began in January 2017 and concluded in May 2017. A summary of activities related to the first five phases of the strategic planning process is provided below.



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Hocking County Health Department

**Phase 1 - Plan to Plan:** The Center for Public Health Practice (CPHP) and the health department's Accreditation Coordinator established an overview of the strategic planning process and a timeline for the project. A strategic planning team of ten was formed with careful consideration to include each department within the health department and to have participation from all levels of staff including the Board of Health. All staff and Board of Health members viewed an online Strategic Planning Orientation webinar, produced by CPHP, during the week of January 23, 2017 to learn about the strategic planning process.

**Phase 2 - Articulate Mission, Vision and Values (MVV):** All staff and board members were invited and encouraged to participate in an online survey, administered by CPHP, which gathered inputs regarding the agency's MVV. The Strategic Planning Team met on March 14, 2017 to draft the MVV based on inputs gathered through the survey.

**Phase 3 - Assess the Situation:** The online MVV survey also included questions regarding Strengths-Opportunities-Aspirations-Resources-Challenges (SOAR/C) for the health district. This information, along with other inputs, was used to inform the identification of strategic priorities for the agency. A summary of the themes from this survey is provided on the next page.

**Phase 4 - Agree on Priorities:** The Strategic Planning Committee met on March 23, 2017 for a full-day meeting to identify strategic priorities. The meeting was facilitated by CPHP. The committee identified four strategic priorities using SOAR/C survey data, the 2016 Community Health Assessment, the activities included in the SE Regional Community Health Improvement Plan process, and data from various state and local health sources. A second full day meeting, facilitated by CPHP was held on April 12, 2017. Through a series of small and large group discussions, planning committee members gained clarity on the priority areas and began identifying strategies, objectives and action steps for each priority area.

**Phase 5 - Write the Plan:** The committee continued to meet in April and May, with distance-based support from CPHP, to finalize the strategic work plans. Timelines and responsible parties were identified. The committee finalized the Strategic Plan on May 25, 2017 and forwarded the recommendations to the health department's Leadership Team. The Strategic Plan will be adopted by the Board of Health on June 12, 2017.



**THE ENVIRONMENTAL SCAN - THE SOAR/C ANALYSIS**

As part of the overall strategic planning process, the agency conducted an environmental scan known as a SOAR/C analysis. The SOAR/C assess strengths, opportunities, aspirations, and results, both internal and external, as well as the challenges the department faces in achieving its goals. A summary of themes from the SOAR/C analysis are shown in the table below. This information, along with other inputs such as [customer service data, community health improvement plan priorities, and staff satisfaction data], provided the basis for identifying the agency’s strategic priorities and goals.

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Workforce                             <ul style="list-style-type: none"> <li>• Attitude of staff</li> <li>• Leadership</li> <li>• Knowledge and Experience</li> <li>• Teamwork</li> <li>• Flexibility</li> </ul> </li> <li>• Services Offered</li> <li>• Relationship with Community</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with Community</li> <li>• Partnerships with Medical &amp; Health Institutions</li> <li>• Public Image / Awareness</li> <li>• Services and Programs</li> <li>• Infrastructure and Environment</li> <li>• PHAB Accreditation</li> <li>• Funding</li> </ul>
Aspirations/Results	Challenges
<ul style="list-style-type: none"> <li>• Increased Partnerships with Community</li> <li>• Public aware of Health Department value</li> <li>• Stable funding resources</li> <li>• Public awareness &amp; utilization of health department services and programs</li> </ul>	<ul style="list-style-type: none"> <li>• Funding / Resources</li> <li>• Public Image and Support</li> <li>• Ability to Meet Demands</li> <li>• Political climates</li> </ul>



## PRIORITY #1: Financial Stability

Being fiscally solvent lays the groundwork for the Health Department to continue doing quality work efficiently and without disruption. Financial sustainability can be influenced by our reliance upon local levy resources, government funding and short-term grants. We will capitalize on the work currently being done - and on our capable staff - to expand funding streams by increasing grant revenue and increasing insurance billing. We will also ensure levy passage by educating the community about our services (see Priority #2). All staff will be knowledgeable about our financial status, and while understanding the inherent complexities and uncertainties that surround it.

*More detailed work plans can be found in Appendix A.*

**Goal:** Expand Revenue Services

**Key Measures:** Billable service income

**Objectives:**

1. HCHD will increase income from billable services

Priority #1 Metrics		
	BASELINE 2016	TARGET 2020
Income from billable services	\$219,585.53	\$230,564.81

## PRIORITY #2: Community Relations

Like all public service agencies, the health department must have the support of the community to thrive and be successful. The community must be knowledgeable about our goals, our purpose and our outcomes. An educated community will help us to be successful. The Hocking County Health Department will use updated technologies and innovative outreach efforts to reach the community and assure that health is considered when public decisions are made. We will use our communications plan and branding strategy to become more identifiable to the public and they will understand what we do and the value that it brings.

*More detailed work plans can be found in Appendix A.*

**Goal:** Increase health department visibility

**Key Measures:** Outreach events, social media presence

**Objectives:**

1. HCHD will designate a Public Relations Coordinator
2. HCHD staff will be trained on public relations
3. HCHD will participate in additional community events
4. HCHD will increase its social media presence
5. HCHD will increase traditional messaging outlets

Priority #2 Metrics		
	BASELINE 2016	TARGET 2020
Number of events attended	6 annually	8 annually
Number of social media posts	8 per month	12 per month

### PRIORITY #3: Focused Services

The health of Hocking County, Ohio residents depends on our success. Programs that are driven by community input and focused on need are more likely to improve health outcomes. The needs of our residents and our organization’s goals will be drivers for decision-making about what programs and services we offer. We will provide services the community needs based on qualitative and quantitative data. We will expand the opportunities for our stakeholders and the public to influence program expansion and selection, and provide feedback on our services. The department will leverage its existing workforce talents and target services to address the community’s most pressing needs.

*More detailed work plans can be found in Appendix A.*

**Goal:** Provide needed public health programming in the community

**Key Measures:** County Health Rankings

**Objectives:**

1. HCHD will participant in regional workgroups to support the implementation of the SE Regional Community Health Improvement Plan
2. HCHD will increase new public health programming

Priority #1 Metrics		
	BASELINE 2017	TARGET 2020
County Health Rankings	59 <sup>th</sup> out of 88 Ohio Counties	56 <sup>th</sup> out of 88 Ohio Counties

## PRIORITY #4: Community Relations

Our staff is one of our greatest strengths and their continued competence is imperative to our success as an organization, and also to the health of our community. We seek to support the professional growth of our staff by providing self-directed development planning that is a part of our annual performance appraisal process. We will increase our involvement in local, regional, state and even national associations, as a mechanism for expanding our individual and collective knowledge of current issues and solutions, as well as nurturing our staffs' individual growth and fulfillment. We will further develop a workforce development plan that will build upon the initiatives outlined in our strategic plan.

*More detailed work plans can be found in Appendix A.*

**Goal:** Staff at all levels of the organization are competent

**Key Measures:** Professional development plans complete; Staff participating in continuing educational opportunities

### Objectives:

1. HCHD will create professional development plans for all staff
2. All staff will participate in at least 2 continuing educational opportunities per year

Priority #2 Metrics		
	BASELINE 2016	TARGET 2020
Staff with professional development plans	0%	100%
Staff participating in CE opportunities	45%	100%

**This plan will be reviewed annually by the strategic planning team and all changes approved by the Board of Health. All updates will be noted below. Reasons for any adjustments will be noted below.**

Date of Review	Goal Changed	Objective Changed	Reason for change

## Hocking County Health Department Strategic Plan Financial Stability Work Plan

**Priority #1: Financial Stability:** Being fiscally solvent lays the groundwork for the Health Department to continue doing quality work efficiently and without disruption. Financial sustainability can be influenced by our reliance upon local levy resources, government funding and short-term grants. We will capitalize on the work currently being done - and on our capable staff - to expand funding streams by increasing grant revenue and increasing insurance billing. We will also ensure levy passage by educating the community about our services (see Priority #2). All staff will be knowledgeable about our financial status, and while understanding the inherent complexities and uncertainties that surround it.

**Goal 1.1:** Expand revenue sources

**Key Measure(s):** *Billable service income*

Baseline: \$ 219,585.53 (2016)

Target: \$ 230,564.81 (increased by 5% over 2016)

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<p><b>Objective 1.1.1:</b> By December 31, 2020, increase billable dollars brought into the Hocking County Health Department by 5%.</p>	<p>Baseline: \$219,585.53 in 2016. Target: \$230,564.81 in 2020.</p>	<ul style="list-style-type: none"> <li>• Educate staff on regulations of what is billable</li> <li>• Educate staff on coding</li> <li>• Research what infrastructure is needed to increase billing</li> <li>• Call insurance companies to identify possibilities and procedures</li> <li>• Review all services currently offered and check for billing opportunities (e.g.. – environmental health)</li> <li>• Review and update fees annually</li> </ul>	<p>Start: 1/1/2018 End: 12/31/2020</p>	<p>Kelly Taulbee, Director of Nursing; Shari Schorr, Deputy Registrar &amp; Jamie Funk, Director of Finance</p>	

**Notes:**



**Specific**

How will you know it is done?



**Measurable**

Can WE measure it?

**S.M.A.R.T Objectives**



**Achievable**

Can it be done given the time frame and resources?



**Relevant**

Should it be done?



**Time-oriented**

When will it be done?

## Hocking County Health Department Strategic Plan Community Relations Work Plan

**Priority # 2: Community Relations:** Like all public service agencies, the health department must have the support of the community to thrive and be successful. The community must be knowledgeable about our goals, our purpose and our outcomes. An educated community will help us to be successful. The Hocking County Health Department will use updated technologies and innovative outreach efforts to reach the community and assure that health is considered when public decisions are made. We will use our communications plan and branding strategy to become more identifiable to the public and they will understand what we do and the value that it brings.

### Goal 2.1 Increase Health Department Visibility

**Key Measure(s):** *Current number of events; current number of social media posts*

Baseline: 6 events per year; 8 social media posts per month

Target: 8 events per year; 12 social media posts per month

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<b>Objective 2.1.1:</b> By December 31, 2017, designate a staff member as a PR coordinator.	Baseline: 0 coordinators Target: 1 coordinator	<ul style="list-style-type: none"> <li>Assess staff for current PR knowledge</li> <li>Evaluate staff hours for PR availability</li> <li>Assign PR duties</li> <li>Include in personal development plan</li> <li>Provide training when needed</li> </ul>	Start: 7/1/2017  End: 12/31/2017	PR Committee	
<b>Objective 2.1.2:</b> By December 31, 2018, all staff will be trained at least once a year on public relations.	Baseline: 0 trainings Target: 1 training	<ul style="list-style-type: none"> <li>Include public relations education in monthly staff meeting.</li> <li>Include communications and branding strategy in annual staff training</li> <li>Provide all staff with customer service training</li> </ul>	Start: 1/1/2018  End: 12/31/2020	PR Coordinator	
<b>Objective 2.1.3:</b> By December 31, 2020, increase the number of community events the Hocking County Health Department participates in from 6 to 8 per year.	Baseline: 6 Target: 8	<ul style="list-style-type: none"> <li>Create evaluation tool for determining the appropriateness of the reach of events</li> <li>Evaluate current and potential events</li> <li>Conduct a cost analysis on the events</li> <li>Assure appropriate educational giveaways</li> </ul>	Start: 1/1/2018  End: 12/31/2020	PR Committee/ Coordinator	



**Specific**

*How will you know it is done?*



**Measurable**

*Can WE measure it?*

**S.M.A.R.T Objectives**



**Achievable**

*Can it be done given the time frame and resources?*



**Relevant**

*Should it be done?*



**Time-oriented**

*When will it be done?*



## Hocking County Health Department Strategic Plan Community Relations Work Plan

<p><b>Objective 2.1.4:</b> By December 31, 2020, Hocking County Health Department will establish a consistent social media presence, as evidenced by posting 12 times per month to social media outlets.</p>	<p>Baseline: 8 times per month. Target: 12 times per month.</p>	<ul style="list-style-type: none"> <li>• Include social media strategy in branding strategy that includes budget, goal posts per week, which social media platforms to use, staff time allotted for social media, etc.</li> <li>• Conduct staff education</li> <li>• Evaluate reach</li> </ul>	<p>Start: 1/1/2018 End: 12/31/2020</p>	<p>PR Coordinator or designee.</p>	
<p><b>Objective 2.15:</b> By December 31, 2020, increase the number of traditional media messaging outlets the Hocking County Health Department uses by 2.</p>	<p>Baseline: 2 Target: 3</p>	<ul style="list-style-type: none"> <li>• Create branding strategy that includes traditional media messaging including newspaper and radio PSAs</li> <li>• Conduct feasibility assessment on increasing signage including billboards and health department sign</li> <li>• Review communications and branding strategy annually</li> <li>• Update lobby TV messaging</li> <li>• Conduct survey evaluations to determine reach</li> </ul>	<p>Start: 1/1/2018 End: 12/31/2020</p>	<p>PR Coordinator or designee.</p>	
<p><b>Notes:</b></p>					



**Specific**

*How will you know it is done?*



**Measurable**

*Can WE measure it?*

**S.M.A.R.T Objectives**



**Achievable**

*Can it be done given the time frame and resources?*



**Relevant**

*Should it be done?*



**Time-oriented**

*When will it be done?*

## Hocking County Health Department Strategic Plan Focused Services Work Plan

**Priority # 3: Focused Services:** The health of Hocking County, Ohio residents depends on our success. Programs that are driven by community input and focused on need are more likely to improve health outcomes. The needs of our residents and our organization’s goals will be drivers for decision-making about what programs and services we offer. We will provide services the community needs based on qualitative and quantitative data. We will expand the opportunities for our stakeholders and the public to influence program expansion and selection, and provide feedback on our services. The department will leverage its existing workforce talents and target services to address the community’s most pressing needs.

**Goal 3.1:** Provide needed public health programming in the community

**Key Measure(s):** *County Health Ranking*

Baseline: 59<sup>th</sup> of 88 Ohio Counties (2017 RWJF County Health Rankings)

Target: 56<sup>th</sup> of 88 Ohio Counties (2020 RWJF County Health Rankings)

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<b>Objective 3.1.2:</b> By December 31, 2020, the Hocking County Health Department will participate in 2 workgroups as part of local Community Health Improvement Plan.	Baseline: 0 workgroups Target: 2 workgroups	<ul style="list-style-type: none"> <li>• HD representation at Substance Abuse &amp; Chronic Disease work groups</li> <li>• Use EBPH practices in HD programming</li> <li>• Assist in monitoring, evaluating and updating the CHIP work plans as needed</li> </ul>	Start: 9/1/2017  End: 12/31/2020	Kelly Taulbee, Director of Nursing & Emily Norris, Public Health Nurse	
<b>Objective 3.1.3:</b> By December 31, 2020, the Hocking County Health Department will increase new public health programs by 1 per year.	Baseline: To be determined Target: 3 new programs by 2020.	<ul style="list-style-type: none"> <li>• Establish baseline</li> <li>• Evaluate current programming</li> <li>• Review available community resources</li> <li>• Communication with partners about need for new programming/ collaboration with implementation</li> <li>• Review data available</li> <li>• Determine strategy for gathering public input</li> <li>• Apply for new grant funding if applicable</li> <li>• Develop and use toolkits</li> <li>• Review budget and staffing and refocus staffing as needed</li> <li>• Evaluate impact</li> </ul>	Start: 1/1/2018  End: 12/31/2020	Kelly Taulbee, Director of Nursing; Jamie Funk, Director of Finance; Wendy Hanna, Director of Environmental Health	

Notes:



**Specific**

How will you know it is done?



**Measurable**

Can WE measure it?

**S.M.A.R.T Objectives**



**Achievable**

Can it be done given the time frame and resources?



**Relevant**

Should it be done?



**Time-oriented**

When will it be done?

## Hocking County Health Department Strategic Plan Workforce Development Work Plan

**Priority #4: Workforce Development:** Our staff is one of our greatest strengths and their continued competence is imperative to our success as an organization, and also to the health of our community. We seek to support the professional growth of our staff by providing self-directed development planning that is a part of our annual performance appraisal process. We will increase our involvement in local, regional, state and even national associations, as a mechanism for expanding our individual and collective knowledge of current issues and solutions, as well as nurturing our staffs' individual growth and fulfillment. We will further develop a workforce development plan that will build upon the initiatives outlined in our strategic plan.

**Goal 4.1:** Staff at all levels of the organization are competent.

**Key Measure(s):** *Professional development plans complete; Staff participating in continuing educational opportunities*

Baseline: 0% of staff have professional development plan; 45% of staff are participating in continuing educational opportunities

Target: 100% of staff have professional development plan; 100% of staff are participating in continuing educational opportunities

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
<p><b>Objective 4.1.1:</b> By December 31, 2019, all HCHD employees will have a personal plan for professional development that is part of our annual performance appraisal process.</p>	<p>Baseline: 0% of staff have professional development plans</p> <p>Target: 100% of staff have professional development plans</p>	<ul style="list-style-type: none"> <li>• Research existing practices and processes</li> <li>• Develop guidelines for professional development planning (eligibility, funding, decision-making, association participation, etc.)</li> <li>• Draft, review, revise documentation</li> <li>• Evaluate and make changes as needed</li> <li>• By 1/1/2019 implement organization-wide</li> </ul>	<p>Start:10/1/2017</p> <p>End: 12/31/2019</p>	<p>Doug Fisher, Health Commissioner; Kelly Taulbee, Director of Nursing; Jamie Funk, Director of Finance; Wendy Hanna, Director of Environmental Health</p>	
<p><b>Objective 4.1.3:</b> By December 31, 2020, all staff will participate in at least 2 continuing educational opportunities per year.</p>	<p>Baseline: 45% of staff</p> <p>Target: 100%</p>	<ul style="list-style-type: none"> <li>• Educate staff on continuing education opportunities</li> <li>• Managers ensure that staff feel empowered the seek out CE opportunities</li> <li>• Management create new professional leave form to streamline process</li> </ul>	<p>Start: 1/1/2018</p> <p>End: 12/31/2020</p>	<p>Doug Fisher, Health Commissioner; Kelly Taulbee, Director of Nursing; Jamie Funk, Director of Finance; Wendy Hanna, Director of Environmental Health</p>	

**Notes:**



How will you know it is done?



Can WE measure it?

S.M.A.R.T Objectives



Can it be done given the time frame and resources?



Should it be done?



When will it be done?