

Conneaut City Health Department

Strategic Plan 2018-2021

*Conneaut City
Health Department*



Public Health
Prevent. Promote. Protect.

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From the Board of Health

The Conneaut City Board of Health supports this strategic plan and commits itself, staff, and necessary resources to implement and achieve the outcomes. This Strategic Plan outlines our collective strategy towards our vision of "healthy people living in an optimally healthy and safe community" in Conneaut City.

This plan has been approved and adopted by the Board of Health on January 10, 2018.

Board of Health

President Karl Mischka
Members: Bob Marcy Mary Helen
Marie Jerry Orlando Jim Hockaday
Charlie Deck

Strategic Planning Team (All staff)

Sally Kennedy, Health Commissioner
Louise Cleveland, Director of Nursing
Wendy Julio, Office Manager/Registrar
Nichele Johnson, Director of Environmental Health

Agency Overview

The Conneaut City Health Department is a local government public health agency that provides public health and environmental health services, regulatory compliance and education/training for our community.

Conneaut City is located in the northeastern corner of Ashtabula County in the State of Ohio. The commonwealth of Pennsylvania borders Conneaut to the east and Lake Erie borders the city to the North. The city consists of 26.43 square miles, with a mixture of city, residential and rural areas all within the city limits. As of the most recent census Conneaut City has a population of 12,806. Ashtabula County is found in the Appalachian Region within the State of Ohio and is the northeastern county in the state of Ohio.

About this Document

The Conneaut City Health Department is enthusiastic about the development of its 2018-2021 Strategic Plan. Nationally, public health is being challenged to improve credibility, transparency, and performance. The Conneaut City Health Department welcomes the opportunity to do just that. Keeping the focus on the population health and specific issues identified by local inputs, the Conneaut City Health Department has established strategies and objectives to guide its decision-making over the next four years.

The Strategic Planning Process

The Conneaut City Board of Health and Health Department Staff utilized a seven-phased approach to strategic planning.

The preparation began in spring of 2017 and concluded in December 2017. A summary of activities related to the seven phases is provided below:



Strategic Planning Timeline

Phase 1- Plan to Plan: Strategic Planning Team established an overview of the strategic planning process and a timeline for the project. A strategic planning committee of four was formed to include each department of the Health Department and Board of Health.

Phase 2- Assess the Situation: Strengths-Weaknesses-Opportunities-Threats (SWOT) worksheet was distributed on July 12, 2017 at the regular session of the Board of Health Meeting. All Board members and staff were provided with the worksheet to complete. This information, along with other inputs, used to inform the identification of strategic priorities for the department. A summary of the themes from this survey is provided on the next page.

Phase 3- Articulate Mission, Vision, and Values: The Strategic Planning Team met on October 18, 2017 to review the Board of Health mission, vision, and values.

Phase 4- Agree on Priorities: The Strategic Planning Team met on November 29, 2017, to identify strategic priorities. The team identified three strategic priorities using the SWOT survey, the 2017 Community Health Improvement Plan (CHIP), and data from various state and local health sources. In a small group discussion, planning team members gained clarity on the priority areas and began identifying strategies, objectives, and action steps for each priority area. On December 13, 2017 the team presented the information to the Board of Health.

Phase 5- Write the Plan: The Strategic Planning Team continued to meet throughout the month of December, to finalize the strategic work plan. Timelines and responsible parties were identified. The team finalized the Strategic Plan January 3, 2018, and the Board of Health approved the Strategic Plan on January 10, 2018.

Phase 6- Implement the Plan- the Action Plan: The Strategic Planning Team, along with leadership and staff will implement the action steps of the work plan in an effort to reach the goals and objectives of the strategic plan.

Phase 7- Evaluate and Monitor the Plan: To ensure that the efforts made to address the strategic priorities are effective and relevant, the plan will be evaluated and continually monitored. Revisions will be made as necessary.

SWOT Analysis

Strengths (Internal)	Weaknesses (External)
<ul style="list-style-type: none">• Service to Community• Flexibility• Teamwork• Collaboration/Partnership• Leadership• Experienced, Helpful, Caring, Dedicated and Professional Staff• Locally controlled and administered• Integrity/honesty	<ul style="list-style-type: none">• Technology• Staff Shortages/ Many Roles• Funding• Lack of Public Awareness• Evaluation of Services
Opportunities (Internal)	Threats (External)
<ul style="list-style-type: none">• Partner with other Health Departments• Improve Public Opinion• Partnership with other Agencies• Marketing and Presence in Community• Branding Strategic• Serving the Aging Population• Workforce Development/Education	<ul style="list-style-type: none">• Accreditation• Funding Changes• Meeting Community needs versus Funding• Salary• Technology and Social media

The Conneaut City Health Department has established a strategic plan for accomplishing the mission to protect and improve the environmental health and well-being of the residents of Conneaut. These strategies and objectives are designed to determine the health department's direction and focus organizational efforts to achieve the mission, vision, and values.

Mission, Vision, and Values

Mission:

To promote health, prevent disease and injury and provide essential public health service to the residents of Conneaut City.

Vision:

Healthy people living in an optimally healthy and safe community.

Values:

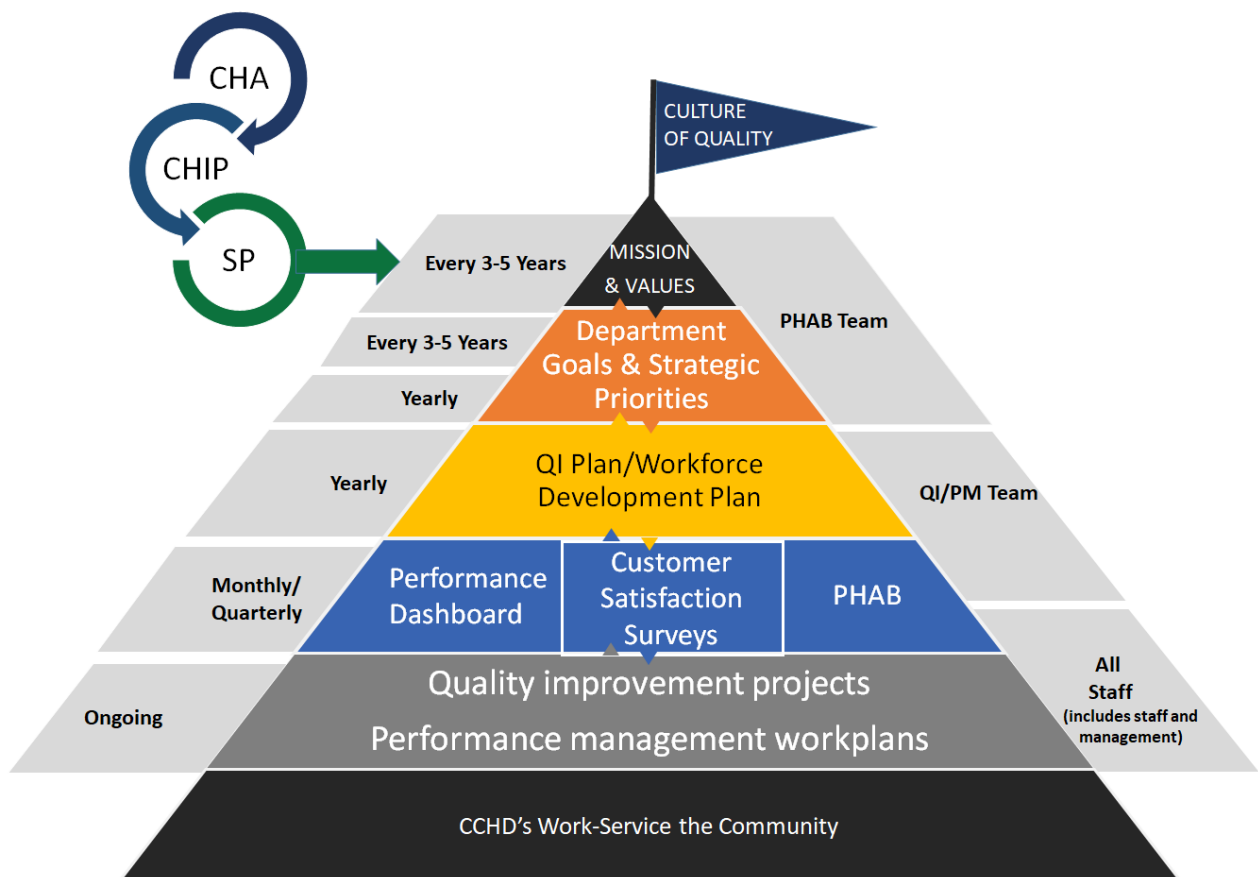
Integrity|Collaboration|Responsiveness|Quality|Professionalism|Respect|Evidence-Based Strategies

Plan Linkages

CCHD has developed an integrated framework with linkages between this strategic plan with the community health improvement plan and health department's Quality Improvement Plan. The purpose of these linkages is to ensure efforts are aligned towards advancing population health outcomes.

As reflected in the pyramid below, the Ashtabula County Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP), which is inclusive of Conneaut City data, establishes health priorities and strategies to improve health at both City and County levels. CCHD's strategic plan is informed by the CHA and CHIP priorities which are the main drivers to inform the health departments activities to influence improved health outcomes.

Internally, CCHD uses its performance management dashboard, customer satisfaction surveys, and the accreditation process to monitor performance, which inform the agency's goals and objectives contained within this plan, as well as the QI and Workforce Development Plan. Both the implementation of performance management workplans and QI projects are generated through CCHD's foundational work to provide programs and public health services in the community. CCHD recognizes that the department's goals and strategic priorities may lead to quality improvement projects, which must be supported by competent staff. a visual depiction of the alignments of agency plans and processes is reflected in the pyramid below, which also reflects the timeframes for reporting and the teams responsible.



Our Strategic Priorities

The Conneaut City Health Department's strategic priorities and associated goal statements support the mission and contribute to providing high quality public health services to the City of Conneaut. Strategic priorities were identified as the result of an assessment of the health needs of the community through the Community Health Assessment (CHA) and in alignment with the Community Health Improvement Plan (CHIP).

In addition, our priorities were identified for the next three years based on input collected from strategic planning participants throughout the process, especially results of the SWOT analysis. Priorities were selected to specifically address capacity and areas in which the field in advancing quickly; including, information management (tied to each of the three priorities), workforce development (Priority #1), communication, including branding (Priority #2), and financial sustainability (all priorities).

Priority #1: Invest in Workforce	The Conneaut City Health Department will provide employees the needed education and support for advanced service to the public.
Priority #2: Improve Public Opinion	The Conneaut City Health Department is recognized as a community partner, working to keep our residents healthy and safe.
Priority #3: Health Promotion/ Prevention and Education	The Conneaut City Health Department is committed to providing public health education that benefits all residents, businesses, and area agencies.

The following pages describe specific goals and objectives with timeframes for implementation by priority.

PRIORITY #1: Invest in Workforce

A high quality, competent, engaged workforce is at the center of any successful organization. We invest in our employees by providing ongoing workforce development and continuing education opportunities. We ensure that staff has the necessary resources to do their work. We provide competitive salaries. Our employees see how their work contributes to the overall mission and success of the department. They feel valued and supported in their roles. Everyone has a voice and mutual respect abounds. Staff is empowered to act in the best interest of the public's health. We have strong, visible leadership at every level of the department. We plan to succeed by capitalizing on existing knowledge and expertise.

Goal Statement: Achieve an empowered and engaged workforce by fostering employee satisfaction, career development and employee wellness

Strategies & Objectives:

1. Expand training and engagement opportunities in order to encourage positive interaction among all staff
 - a. Assess working relationships and identify areas for opportunity
 - b. Offer training opportunities
 - c. Explore new ways to communicate policies, procedures and pertinent issues
 - d. Ensure consistent department wide application of existing and new policies and procedures
2. Create an agency wide employee recognition program
 - a. Track job-related certifications, skills and accomplishments
 - b. Maintain inventory of staff credentials, continuing education
 - c. Define and implement recognition of employees that engage in collaborations, meet or surpass required competencies, and demonstrate professional skills and leadership- July 13, 2017- Employee Appreciation Picnic
3. Promote specific staff skills and talents and provide career growth opportunities that support the workforce development plan
 - a. Assess staff and department needs to identify potential training and development topics
 - b. Implement training programs and opportunities for career specific maintenance and professional development which support the department wide Workforce Development Plan- February 2017-Training Needs Assessment Analysis
 - c. Promote support for educational opportunities
4. Achieve and promote work- life balance and promote staff wellness
 - a. Train staff about policies and procedures
 - b. Assist with implementation and promotion of wellness initiatives

PRIORITY #2: Improve Public Opinion

Residents, community partners, and county leaders understand and value our role in the community. They recognize that public health touches everyone, we are their health district. We are trusted by our community. Our staff is known for providing consistent, high quality, customer service at all levels of our department. We work on keeping our community healthy and safe. Our commitment extends to ensuring that services, programs, activities and communications are accessible to all people with disabilities when possible and addressing other health inequities that exist.

Goal Statement: Build capacity to improve internal and external message delivery with clients, stakeholders and the public through the use of effective communication and marketing strategies.

Strategies & Objectives:

1. Increase public awareness of Health Department services
 - a. BOH approved logo and sign on December 13, 2017
 - b. Develop branding and marketing strategy by March 1, 2018
 - c. March 1, 2018, implementation of the new branding will begin through the newspaper, website, social media, and other avenues as appropriate
2. Community Evaluation of Health Department Services
 - a. July 2017, developed community satisfaction survey
 - b. By March 1, 2018 will distributed to our community and annually there after
 - c. Results will be reviewed and analyzed in June

PRIORITY #3: Health Promotion/Prevention and Education

One of the 10 Essential Services of Public Health is to “inform, educate and empower.” Our department structure includes a strong, reputable public health education division. We provide high quality, current, evidence-based public health education in our community. We support implementation of the Community Health Improvement Plan (CHIP) initiatives, that are identified through the Community Health Needs Assessment (CHA).

Goal Statement: Provide the Community with education on public health issues.

1. Health promotion, prevention and educational needs are identified through health assessment and improvement plan processes
 - a. Provide leadership to facilitate the ongoing CHA and CHIP through model programs
 - b. Engage community partners in the processes through regular communication and outreach
 - c. Disseminate CHIP to guide community program development to meet identified health needs
2. Develop and maintain handouts/brochures
 - a. Provide educational handouts/brochures to the community, including a brochure of Conneaut City Health Department
 - b. Provide them in locations other than the Health Department
 - c. Develop this by April 1, 2018
3. Implement health initiatives that focus on policy, environmental and/or systems change
 - a. Create, facilitate or participate in community groups (coalitions) to support health promotion, prevention and educational activities.

TRACKING OUR PERFORMANCE

	Baseline	December 2018	December 2019	Target December 2020
Strategic Priority #1: Invest in Workforce				
Expand Training and Engagement Opportunities	Ongoing	Ongoing	Ongoing	100%
Create a Department Wide Employee Recognition	July 2018	Not Started	On Track	100%
Promote Specific Staff Skills and Talents	February 2018	On Track	July 2020	100%
Achieve and Promote Work	April 11, 2018	On Track	On Track	100%
Strategic Priority #2: Improve Public Opinion				
Increase Public Awareness	March 1, 2018	On Track	On Track	100%
Community Evaluation	March 1, 2018	On Track	On Track	100%
Strategic Priority #3: Health Promotion/Prevention and Education				
Health Promotion, prevention, and educational needs	January 31, 2018	Ongoing	Ongoing	100%
Develop and Maintain handouts/brochures	April 1, 2018	Done	Updated	100%

Review and Maintenance of the Strategic Plan

The Conneaut City Health Department Strategic Plan was adopted by the Board of Health on January 10, 2018. Hard and electronic copies of this plan are available to all staff in administrative binders and on the shared drive. In addition, progress towards completing goals and objectives is discussed during monthly staff meetings with a Strategic Plan progress report completed annually.

This plan is reviewed and updated no less than on a 3-year basis and more frequently, as needed, based on directives of the Board of Health, pertinent public health issues facing the community, and/or other pressing public health topics.