

*Conneaut City
Health Department*



Public Health
Prevent. Promote. Protect.

2022-2025
STRATEGIC PLAN
Conneaut City Health Department

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This plan has been approved and adopted by the following individuals-

Robert Marcy, President Tempore, Board of Health

Date

Nichele Blood, Health Commissioner

Date

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Conneaut City Board of Health

Jim Hockaday, Board President
Bob Marcy, President Tempore
Charlie Deck, Board Member
Karl Mischka, Board Member
Yvonne Moon, Board Member
Scott Gerdes, Board Member

Health Department Accreditation Team

Nichele Blood, Health Commissioner
Karen Schmaeman, Director of Nursing
Wendy Julio, Registrar
Libby Holden, Environmental Health Specialist in Training
Jessica Cusano, Public Health Support Specialist

Executive Summary

This strategic plan provides a brief background on key health problems facing people in Conneaut City and external factors that may impact their health in the future, and then lists priorities, goals and objectives for the Conneaut City Health Department to achieve by 2025. The priorities describe ongoing work; the goals and objectives specify new activities.

The first version of the health department's initial strategic plan and is evidence of an ever-evolving product of the collaboration of the Board of Health, CCHD staff and other interested parties.

Throughout the strategic planning process, CCHD engaged staff at all levels, as well as partners and Board of Health Members, in order to gain the broad understanding of the future direction of the health department. During strategic planning sessions, the teams considered national health priorities (Health People 2030), state health improvement priorities, and community specific health priorities that were outlined in the Ashtabula County Community Health Improvement Plan (CHIP).

Consideration of external factors (identified through the Community Health Assessment and other local data), as well as internal factors (identified through Strengths, Weaknesses, Opportunities and Threats (SWOT) Assessment), informed the identification of ----- Strategies Priorities. Each strategic priority is organized by goals and objectives, along with staff responsibilities and timelines for implantation.

The plan, which spans a timeframe from 2022 through 2025, focuses on these priorities:

- Assuring Core Public Health Functions
- Increase and improve Public Health Awareness in Conneaut City
- Address known and emerging health disparities in Conneaut City
- Achieving and sustaining Public Health Accreditation

Mission, Vision, Values and Cultural Sensitivity

Mission

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

Vision

Healthy individuals living in an optimally healthy and safe community

Values

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

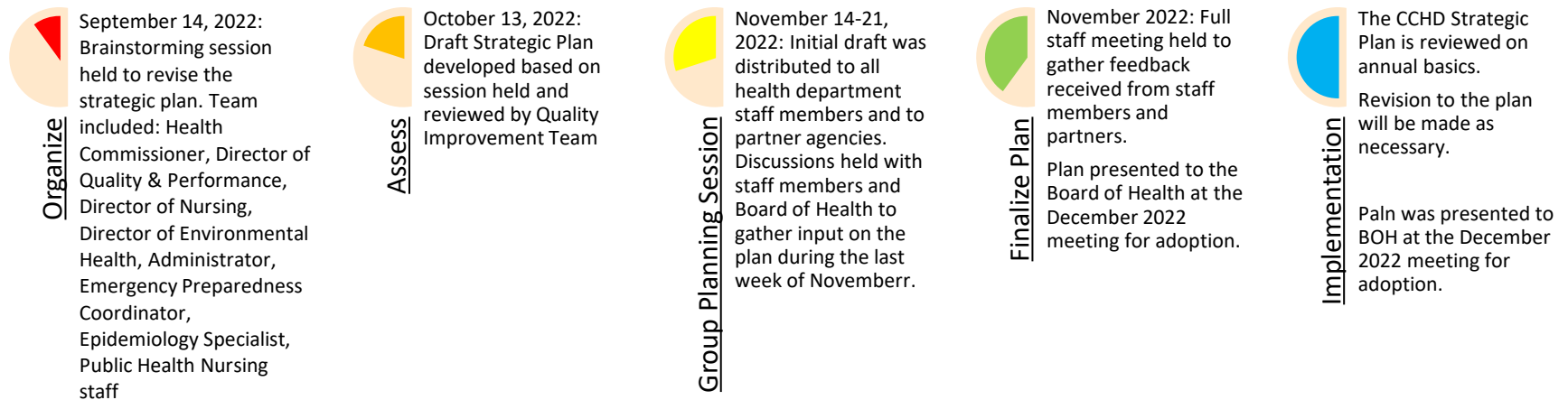
Cultural Sensitivity

The CCHD will provide services that are culturally and linguistically appropriate. The CCHD will implement actions to deliver services that are culturally and linguistically appropriate by:

- Ensuring that policies and procedures pertaining to services are culturally and linguistically appropriate and are reviewed at least annually.
- Ensuring employees receive cultural competence training upon hire and on an annual basis.
- Assessing the language need of clients is assessed at each client visit. Efforts are made to provide information to the clients in their language of choice.
- Providing literature, brochures, and pamphlets are made available in other languages (e.g. Spanish) to clients as needed.

Planning Process

From September – December 2022, a series of strategic planning sessions were held with CCHD Leadership team members, partners and the Board of Health. The purpose of this engagement was to gather additional input on the future priorities and direction of CCHD. The process, including meetings, participants and progress notes are summarized in the timeline graphic below:



The following pages describe the steps completed as part of the revision of the strategic plan in more detail, along with how input was collected and integrated into this plan.

Environmental Process

External Factors

CCHD is using the Mobilizing for Action through Planning and Partnerships (MAPP) Process including the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Through those in depth of analysis, the team was able to engage in an ongoing community health improvement process. Due to ongoing and emerging health issues confronting the CCHD, leadership within the CCHD unit have a vision on how to address emerging health issues within the Ashtabula County Community Health Improvement Plan (CHIP) process.

The Ashtabula County CHIP process is inextricably linked to the Strategic Plan of the CCHD. Discussion and updating of the strategic plan will take place at the monthly Board of Health Meeting as needed.

In consideration of the development of the CCHD Strategic Plan, the Quality Improvement (QI) Team focused on several questions as follows:

- What health priorities should be specified for Conneaut City?
- Does the CCHD have the resources and funding to effectively improve the health of the residents in Conneaut City?
- How will the planned goals be met within in the timeline that was given for the mission in the CHIP of the Ashtabula County? MAPP and SWOT Analysis

Internal Factors

In order to review and analyze our ability to adequately serve the community and deliver appropriate Public Health services, the QI Team used the Mobilizing for Action through Planning and Partnerships (MAPP) Process including the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT analysis serves as a tool to review and identify the updated strengths and weaknesses that impact CCHD’s ability to deliver efficient and useful services to the community. We believe that developing a full awareness of our situation can help with both strategic planning and decision-making.

Strengths	Opportunities
<ul style="list-style-type: none"> • Leadership • Great working relationship with partners • Variety of essential services • Dedicated and caring staff • BOH is knowledgeable and involved • Small but mighty 	<ul style="list-style-type: none"> • Public engagement via low-cost options (website, Facebook, newspaper, etc.) • Increased community involvement through community partnerships • Shared services • Availability of strong community involvement
Weaknesses	Threats
<ul style="list-style-type: none"> • Funding • Public’s insufficient knowledge of “Public Health” • Economy in general • Pay/Salaries • Limited number of staff (Part-time) • Access to care 	<ul style="list-style-type: none"> • Budget • State mandates and agendas • Access to care • Staffing • Government Legislations

Strategic Plan Priorities

Upon completion of the strategic planning process, the collaborative group formally adopted the updated strategic plan at the December 2022 Board of Health Meeting. The plan, which spans a time-frame from 2022 through 2025, outlines the following four strategic priorities and twelve corresponding goals (full details can be found on pages 12-16):

Strategic Priority	Goals
Strategic Priority 1: Assure Core Public Health Functions at the Conneaut City Health Department	Goal 1.1: All Conneaut City Health Department (CCHD) staff will participate in a variety of continuing education programs annually, with a minimum of one program. Licensed employees will participate in the required amount.
	Goal 1.2: CCHD will remain in compliance with all state regulatory agencies such as Ohio Department of Health (ODH), Ohio Department of Agriculture (ODA), that conduct site visits and evaluations.
	Goal 1.3: Monitor implementation of CCHD’s Workforce Development Plan
Strategic Priority 2: Increase and improve Public Health Awareness in Conneaut City	Goal 2.1: Further develop and maintain our website on a monthly basis to ensure that information that the community receives through the website is up-to-date.
	Goal 2.2: Foster increased working relationships with local newspapers/media outlets.
	Goal 2.3: Work with city council and partners to promote evidence-based public health policy and advancements.
	Goal 2.4: Present on the value of public health and CCHD successes during local and state conferences and other speaking opportunities.
Strategic Priority 3: Address known and emerging health disparities within Conneaut City	Goal 3.1: Refresh CHA data considering Conneaut City’s areas of need for Public Health intervention in the areas of child and adult obesity, chronic diseases, suicide and opiate overdose
	Goal 3.2: Provide opportunities and education for residents in Conneaut City to ensure access to health care services and to gain knowledge about reaching and maintaining good health.
	Goal 3.3: Coordinate services with partner agencies to address current and emerging public health issues facing Conneaut City residents.
Strategic Priority 4: Achieve and Sustain Accreditation through the Public Health Accreditation Board	Goal 4.1: Achieve national Accreditation status by the Public Health Accreditation Board (PHAB) by 2023
	Goal 4.2: Maintain PHAB Accreditation every 5 years as required.

Implementation and Evaluation

The next and perhaps most important step in the strategic planning process is the implementation of the plan. The key components of this phase are communication, implementation, and evaluation of the strategic plan. In December 2022, the strategic plan was distributed to staff and stake holders. The final plan will be made available to the community on the CCHD’s website.

In addition to this initial dissemination, there will be ongoing communication with internal and external stakeholders. Communication with staff will occur throughout implementation via staff meetings, presentations, and discussions. Discussions will continue with the community advisory groups and partner organizations that were engaged during the plan development phase, to inform them of the health department's strategic direction and identify opportunities for collaboration. The CCHD Health Commissioner and the Quality Improvement Team will share the strategic plan with city leadership and other stakeholder groups to apprise them of CCHD priorities and objectives. Moreover, the CCHD will strive to provide services to Conneaut City residents in a culturally and linguistically appropriate manner (see Appendix A of CCHD Strategic Plan)

The CCHD Quality Improvement Team will continue to meet to prioritize which areas must be addressed immediately, and which areas will be addressed in the near future. Part of this prioritization process involves considering resources needed for implementation. Meeting those resource needs and implementing the strategies in the plan will be an evolving process.

Evaluating progress on the goals and objectives in the strategic plan builds accountability and flexibility in implementation. Evaluation of progress will be done through periodic status reviews as needed, but at a minimum on an annual basis.

Plan Availability and the Future

This updated strategic plan is ambitious and will only be successful with the collaborative help from the local community, regional and state partners. While there are many competing public health issues CCHD can focus on, we chose four main areas that we believe we can provide the highest quality and most effective public health interventions and practices to the people we serve in Conneaut City.

We hope that through the distribution of this plan in Conneaut City we will be able to further establish a collective movement better poised to improve public health in our district.

Discussion and updating of the strategic plan will take place at the monthly Board of Health Meeting as needed.

CCHD's Strategic Plan is publicly available on the CCHD webpage located at [City of Conneaut, OH \(conneautohio.gov\)](http://CityofConneaut,OH.conneautohio.gov) Print copies of this plan are available upon request. This information will be communicated in various forms through the local media outreach.

Record of Revisions

This document is reviewed annually unless additional updates are required. The reviewer will add the review date and any changes in the table below. An updated electronic copy will be kept in the ONE DRIVE -PERSONAL folder in the Health Department Shared Files.

Date	Description of Change	Pages Affected	Reviewed or Changed By:
12/12/22	Update of the entire plan	All Pages	NB, JS, LH, JC, WJ

Appendix A - Strategic Priorities, Goals, and Objectives

Strategic Priority 1: Assure Core Public Health Functions at the Conneaut City Health Department			
Goal 1.1: All Conneaut City Health Department staff will participate in a variety of continuing education programs annually, with a minimum of one program. Licensed employees will participate in the required amount.			
Staff Responsible	Objectives	Target	Date To Be Accomplished By
CCHD Leadership Team, Supervisors, and staff	Objective 1.1.1: All staff complete at least one Continuing Education Program (CEU) annually.	100% of staff complete at least one CEU annually	December 31, 2023 and annually. Activities to be assessed by the end of each year and revision to the plan will be made at that time.
	Objective 1.1.2: All licensed certified and registered professionals have attended CEU programs needed to retain their professional credentials as documented by CEU approval by the Conneaut City Board of Health	100%	
	Objective 1.1.3: All staff will receive trainings according to the Workforce Development training schedule.	100%	
Goal 1.2: Conneaut City Health Department will remain in compliance with all state regulatory agencies such as Ohio Department of Health (ODH), and Ohio Department of Agriculture (ODA) that conduct site visits and evaluations.			
Staff Responsible	Objectives	Target	Date To Be Accomplished By
CCHD Leadership Team	Objective 1.2.1: ODH and ODA survey program criteria have been met by the Conneaut City Health Department. Written survey reports on file.	100%	Surveys are completed by the due date given by ODH and ODA.
Goal 1.3: Monitor implementation of CCHD's Workforce Development Plan			
Staff Responsible	Objectives	Target	Date To Be Accomplished By
CCHD Leadership Team	Conduct annual review of the implementation of goals and objectives in Workforce Development Plan.	1 annual review completed per year	January 31 st each year.

Strategic Priority 2: Increase and improve Public Health Awareness in Conneaut City

Goal 2.1: Further develop and maintain our website on a monthly basis to ensure that information that the community receives through the website is up-to-date.

Staff Responsible	Objectives	Target	Date To Be Accomplished By
Director of Nursing, Office Manager, Public Health Support Specialist	Objective 2.1.1: Update website with up-to-date information including health promotion materials on a monthly basis	1 per month (12 per year)	Before the 28 th day of every month.

Goal 2.2: Foster increased working relationships with local newspapers/media outlets.

Staff Responsible	Objectives	Target	Date To Be Accomplished By
Health Commissioner /Office Manager	Objective 2.2.1: Produce at least one monthly article or PSA on Public Health topics and send to local newspapers/media outlets every month.	1 per month (12 per year)	Before the 28 th day of every month.
CCHD Leadership Team	Objective 2.2.2: Work with Local Morning show to touch base on a monthly Public Health topic	1 per month (12 per year)	Before the 28 th day of every month

Goal 2.3: Work with city council and partners to promote evidence-based public health policy and advancements.

Staff Responsible	Objectives	Target	Date To Be Accomplished By
CCHD Leadership Team	Objective 2.3.1: Implement at least evidence-based practices within Public Health Emergency Planning (PHEP) Program, Environmental program, Health Promotion and Education.	2, with one being completed before June 30, 2023	December 31 st 2023

Goal 2.4: Present on the value of public health and CCHD successes during local and state conferences and other speaking opportunities.			
Staff Responsible	Objectives	Target	Date To Be Accomplished By
CCHD Leadership Team	Objective 2.4.1: Present at least three times annually on the value of public health services and CCHD accomplishments at local/state/other conferences.	3	December 31 st each year.
Strategic Priority 3: Address known and emerging health disparities within Conneaut City			
Goal 3.1: Refresh CHA data considering Conneaut City’s areas of need for Public Health intervention in the areas of child and adult obesity, chronic diseases, suicide and opiate overdose.			
Staff Responsible	Objectives	Target	Date To Be Accomplished By
Health Commissioner, Director of Nursing, CHA Committee	Objective 3.1.1: Refresh 2019 CHA data by conducting survey of residents	1 CHA with primary quantitative data collected from Conneaut residents	Summer 2022
	Objective 3.1.2: Refresh 2019 CHA data by conducting focus groups with un/underserved populations	1 CHA with primary qualitative data collected from Conneaut residents	Summer 2022
	Objective 3.1.3: Refresh 2019 CHA with secondary data available through CDC, ODH, and other sources	1 CHA with secondary (quantitative and qualitative) data collected of Conneaut residents	Summer 2022
	Objective 3.1.4: Complete comprehensive 2022 CHA and select priorities based on findings	1 2022 CHA	Summer 2022
	Objective 3.1.5: Develop 2023 CHIP based on 2022 CHA data and priorities selected	1 2023 CHIP	January 2023

Goal 3.2: Provide opportunities and education for residents in Conneaut City to ensure access to health care services and to gain knowledge about reaching and maintaining good health.

Staff Responsible	Objectives	Target	Date To Be Accomplished By
Health Commissioner, Environmental Health Specialist in Training, Director of Nursing, Public Health Support Specialist	Objective 3.2.1: Conduct at least four (total per year) Food Service Hygiene Trainings among food service workers in winter, spring and fall.	4	December 31 st each year, or as required by the program.
	Objective 3.2.2: Partnering with the Ashtabula County Health Department to conduct 2 Narcan Education Program Workshops which will be available to the public on opiate overdoses by October 2023.	2	October 2023 and annually
	Objective 3.2.3: Conduct at least 3 other trainings/workshops on public health issues to targeted audiences on health promotion topics (e.g., tobacco prevention, communicable diseases, etc).	3	December 2023 and annually

Goal 3.3: Coordinate services with partner agencies in a culturally competent manner to address current and emerging public health issues facing Conneaut City residents.

Staff Responsible	Objectives	Target	Date To Be Accomplished By
Health Commissioner, Director of Nursing, Director of Environmental Health, Administrator, Health Educator	Objective 3.3.1: Implement action plan to address tobacco issue throughout Conneaut City, establish policies and procedures to discourage use among residents.	100% of action plan objectives completed according to timeframes	December 2023
	Objective 3.3.2: Implement a healthy education presentation with the schools. Could be on any healthy topic.	1 healthy education presentation	December 2023 and annually
	Objective 3.3.3: Implement programs to address obesity by promoting consumption of fresh fruits and vegetables and recreational activities.	3 outreach programs, strategies or initiatives implemented	December 2023 and annually
	Objective 3.3.4: Implement Cultural Sensitivity Strategic Plan	100% of Cultural Sensitivity Strategic Plan objectives completed according to the timeframes.	December 2023 and annually

Strategic Priority 4: Achieve and Sustain Accreditation through the Public Health Accreditation Board

Goal 4.1: Achieve national Accreditation status by the Public Health Accreditation Board (PHAB) by 2024

Staff Responsible	Objectives	Target	Date To Be Accomplished By
Accreditation Coordinator, Accreditation Team and staff	Objective 4.1.1: Submit at least 50% of documents by April 2023	50%	April 2023
	Objective 4.1.2: Submit ACAR documents by August 2023.	100%	August 2023

Goal 2.2: Maintain PHAB Accreditation every 5 years as required.

Staff Responsible	Objectives	Target	Date To Be Accomplished By
Accreditation Coordinator and all staff	Objective 4.2.1: Submit annual PHAB progress reports according to schedule (due the quarter during which CCHD is accredited)	100% (4 annual reports leading into reaccreditation in 5 years)	Every 5 years after reaching initial accreditation