



Scioto County Health Department

Strategic Plan

2019-2024

Mission Statement

To improve the quality of life and health for all residents of Scioto County by increasing access to healthcare, public awareness of healthy living, and disease prevention, leading to better living conditions and a healthy environment for all community members.

Vision

A strong community in which residents are supported by the Scioto County Health Department and other community agencies in achieving optimal health and wellness, participating in disease prevention activities, maintaining a clean and healthy environment, and improving quality of life across the community.

Values

- *Professionalism* in all aspects of our agency
- *Respect and Concern* for all clients, colleagues, and the community as a whole
- *Excellent Service* in all areas
- *Communication* with all stakeholders
- *Honesty* in all we do
- *Collaboration* with other agencies in the community

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ABOUT THIS DOCUMENT

The Strategic Plan was drafted with the assistance of the entire health department staff. The Center for Public Health Practice at The Ohio State University College of Public Health (CPHP) assisted by preparing a survey to be distributed to all health department employees. Results from the survey helped the strategic planning team of four determine the department's mission, vision, values and priorities. The team met several times to finalize the strategic plan draft. The plan will be reevaluated often by the team and changes will occur as necessary. The strategic plan will be available on the new health department website as soon as it is available.

OUR STRATEGIC PRIORITIES

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

Priority #1: Accreditation

Achieve national public health accreditation

Priority #2: Increase Health Awareness in the Community

Improve environmental conditions and levels of health in the community

Priority #3: Increase Staff Knowledge and Competency

Complete required training and annual performance reviews for all employees

AGENCY OVERVIEW

Scioto County Health Department (SCHD) is a local health department that serves the residents of Scioto County. Scioto County is a rural area that is home to 78,520 people. The Scioto County Health Department became a full-time health department on December 18, 1934. Before that it had been a part-time health department created in response to the Swine Flu in the 1920's. The health department consisted of a health commissioner and Director of Nursing. The Director of Nursing would deliver vaccine to various top-off points within the county. SCHD now has a staff of 12 employees and a seasonal mosquito surveillance program employee. The health department consists of nursing staff, environmental health services, and administrative services. The environmental health staff provides inspections on state mandated programs such as restaurant inspections, individual home sewage systems, swimming pools and more. Nursing staff works with school nurses on public health matters, assists BCMH clients, gives vaccines and more. The department has a walk-in vaccine clinic Monday – Friday from 9:00 am to 4:00 pm. Vaccines can also be given at other times by appointment with a registered nurse.

THE STRATEGIC PLANNING PROCESS

The health department utilized a seven phased approach to strategic planning. The process began in December 2016 and concluded in March 2017. The original strategic plan members were Ginni Vickery, Accreditation Coordinator; Dr. Aaron Adams, Health Commissioner; Ruth Montavon, Nursing Director; Melissa Spears, Environmental Services Director; and Brent Rollins, Registered Sanitarian. After some personnel changes the current strategic team includes Melissa Spears, REHS, Administrator/ Accreditation Coordinator; Dr. Michael Martin, Health Commissioner; Tracey Henderson, Nursing Director; and Traci Maloney, Medical Billing. The Center for Public Health Practice at The Ohio State University College of Public Health provided survey assistance and distance-based advice and guidance to the strategic planning writing team. The summary of activities related to the first five phases of the strategic planning process is provided below.

Phase 1 - Plan to Plan: The first planning meeting was held on 12/28/2016. At the time of this meeting we discussed the beginning steps of the strategic plan. Our goal was to work with CPHP through an existing contact for assistance in developing our plan. After this initial meeting we met with CPHP via telephone to help plan the next step. CPHP suggested that in order to involve all members of the health department we conduct a survey. CPHP designed a survey for us to send to all of our employees. The survey asked employees' input on agency challenges, strengths, weaknesses, desired results and ideas for the mission and vision statements. The survey was sent out on 2/7/17 with a deadline to complete all surveys by 2/24/17. CPHP collected the data and sent us the results.

Phase 2 - Articulate Mission, Vision, and Values (MVV): A meeting was held on 3/1/17 in which we drafted the mission, vision, and values using results from the survey. We then met with CPHP via phone to go over the newly drafted mission, vision, and values.

Phase 3 - Assess the Situation: The Strength, Weakness, Opportunity, and Threat (SWOT) analysis was conducted using the results from the survey sent to the employees and to one board member. Strengths, weaknesses, challenges, and threats were some of the input employees were asked to provide.

Phase 4 - Agree on Priorities: A meeting was held on 3/8/17 to draft our priorities. The purpose of this meeting was to review results of the SWOT and draft our initial priorities along with goals and objectives. We initially identified three priorities. We assigned goals and objectives for each of the priorities. The initial draft of priorities was sent to CPHP for review a few days after the meeting. After receiving feedback, the priorities were changed to better reflect the goals of the health department. After revisions the draft of the strategic plan including mission, vision, values and priorities were submitted to the board members for approval. The board members approved the rough draft.

Phase 5 - Write the Plan: We began the final draft of our strategic plan on 3/27/17. A meeting was held on 3/30/17 to finalize the plan details. The completed plan was submitted to CPHP for review to ensure all steps are met. The final plan was submitted to the board for approval.

Since the beginning of the planning, first draft and approval of the first Strategic there has been some revisions and updates. This is SCHD's latest Strategic Plan. 2019-2024.

THE SWOT ANALYSIS

As part of the overall strategic planning process, the agency conducted an SWOT analysis to identify internal strengths and weaknesses as well as external opportunities and threats. Survey respondents included: list all participants. A summary of themes from the SWOT 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.

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none">• <i>Excellent knowledgeable and committed staff</i>• <i>Determination</i>• <i>Community support</i>• <i>Great communication</i>	<ul style="list-style-type: none">• <i>Need increased funding</i>• <i>Need additional staff</i>• <i>Need more staff cross training</i>• <i>Capacity to address accreditation requirements</i>
External Opportunities	External Threats
<ul style="list-style-type: none">• <i>Increase public knowledge about health department services</i>• <i>Become in-network provider for more insurances</i>• <i>Expansion of services</i>	<ul style="list-style-type: none">• <i>Constant changing of rules and regulations</i>• <i>Increased responsibilities</i>• <i>Lack of resources</i>

PRIORITY #1: Accreditation

Achieve national public health accreditation

The state of Ohio requires that all health departments become accredited by 2022.

Goal # 1

- **Achieve national public accreditation by 2022**
 - **Objectives**
 - 1. Identify documentation and policy needs by 8/1/21
 - 2. Create policies and plans as needed by 6/18/21
 - 3. Implement performance improvement project by 6/18/22
 - 4. Implement quality improvement project by 6/18/22

Goal # 2

- **All SCHD employees and board members are knowledgeable about and know their role in accreditation processes**
 - **Objectives**
 - 1. Accreditation Coordinator will update the board members monthly
 - 2. Present information to board for approval as needed
 - 3. Accreditation meetings will be held with staff members and Health Commissioner monthly

Priority Area #1 Key Measures				
	Baseline Month Year	Target Month Year	December 2020	August 2022
Achieve national public health accreditation	Apply by end of 2017	Reach accreditation by 2022	Accreditation Coordinator and Facilitator hired, 11/20	
Encourage strong communication among all employees and board members	No regular monthly meetings as of 3/30/2017	Start having regular monthly accreditation meetings in May 2022	Accreditation Team meetings held August-December 2019, All staff meetings on topic of Accreditation was held November 2019, domains	

			assigned, branding and communication policy is being written, workforce development is being written. Board was given update October 2018. Accreditation article written for news letter. Updated Performance Management, Quality Improvement Plan, Workforce Development Plan submit to Board 2022	
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PRIORITY #2: Increase Health Awareness in the Community

Increase the public's awareness of the public health concerns in the community.

Goal # 1

- Increase number of citizens vaccinated
 - Objectives
 - 1. Implement health awareness campaign regarding the importance of vaccines

Goal # 2

- Improve environmental conditions in neighborhoods
 - Objectives
 - 1. Set out mosquito traps to catch mosquitos to send for testing
 - 2. Monitor for mosquitos weekly during mosquito season (April through September)

Priority Area #2 Key Measures				
	Baseline Month Year	Target Month Year	December 2021	August 2024
Provide and distribute education about vaccines	No health awareness campaign regarding vaccines as of 3/30/17	Start planning awareness campaign by May 2020	Sent school vaccine flyers to school nurses at all county schools April 2021. Gave multiple presentations on Hep A vaccines and COVID vaccines to agencies and organizations via conference calls and Zoom. Summer and Fall 2021-2022.	
Improve environmental conditions in neighborhoods	No monitoring as of 3/30/17	Begin mosquito monitoring in April 2021	In the 2021 Mosquito Surveillance Grant we hired a seasonal employee to set and gather traps for mosquito/breeding areas identification. He has set out traps around the county, including, campgrounds, cemeteries, public parks, race tracks and golf courses. He has submitted 3.845 mosquitoes with 2.980 being tested. At this date 7/6/2022 SCHD	

			<p>has no positive WNV mosquito pools identified. We worked with owners and corrected the breeding areas, by eliminating, reducing, or treating the breeding source. We have also held 2 Tire Amnesty Days one in 2021 and another in 2022. We have collected over 7,000 tires. Along with this we conducted community outreach and education through informational booths set up during Farm Markets and the County Fair.</p>	
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PRIORITY #3: Increase Staff Knowledge and Competency

Increase staff knowledge and provide cross-training

Goal # 1

- **Crosstrain all Health Department Employees**
 - **Objectives**
 - 1. Provide training to all nurses on how to conduct disease reporting, give vaccines, work on the BCMH program and child fatality review, and other training as needed.
 - 2. Provide training to all environmental employees as needed.
 - 3. All staff members will be able to respond appropriately to all phone calls or inquiries from the public and refer to appropriate person as needed
 - 4. All employees will maintain the appropriate number of continuing education credits
 - 5. All board members will maintain the proper number of continuing education credits

Goal # 2

- **Complete yearly performance reviews for all employees**
 - **Objectives**
 - 1. Develop appropriate performance review protocol for each department
 - 2. Complete annual performance review for all staff members

Priority Area #3 Key Measures				
	Baseline Month Year	Target Month Year	December 2019	August 2024
Crosstrain all health department employees	None as of 3/17/17	Begin March 2019	All nurses received BCMH training Summer 2018 and December 2018. All nurses received	

			<p>BMCH Training June 2022. Some nurses this was a refresher training others received new training. Training in SIDS/SUID bereavement visits Spring 2018. All nurses received vaccine training January 2021. 1 nurse received CFR training and 1 nurse received Lead Poisoning training in January 2019.</p> <p>The Environmental staff received training on Food Safety, Mosquito Surveillance and Control, Private Water Licensing and Inspections, Sewage Treatment Systems, Ticks and Mosquitoes</p>	
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			Disease Prevention and Legal Entry of Property.	
Complete yearly performance reviews for all employees	None as of 3/30/17	Complete performance reviews by end of 2021	2/21: Nursing department has begun to collect position descriptions and select a staff performance appraisal form.	

PROGRESS TOWARD PLAN

The strategic plan will be reviewed on a quarterly basis by the strategic planning team. The team will review each priority and determine what progress has been made on each goal. Adjustments will be made as needed.

Date	Attendees	Reviewed	Changes Made	
3/30/2017	Ginni Vickery, Melissa Spears	Yes	Yes	
6/30/2017				
9/28/2017				
12/29/2017				
3/30/2018				
6/30/2018				
9/30/2018				
12/30/2018	Melissa Spears Tracey Henderson	YES		
3/30/2019				
6/30/2019				
9/30/2019				
12/30/2019				
3/30/2020				

[illegible]

Priority #1: Achieve national public health accreditation

Goal 1		Baseline (Month Year)	Month Year	Month Year	Month Year	Target (Month Year)
Objective #1	Achieve national public health accreditation by 2022.					
Identify documentation and policy needs by 7/30/2022		1/30/2022				8/31/2022
Objective #2						
Create policies and plans as needed by 7/30/2022		7/30/2022				8/31/2022
Objective #3	Implement performance improvement project by 7/15/2022	7/15/2022	Training on Performance Management: AC and AF			12/30/2022
			attended training July 2022			
Objective #4	Implement quality improvement project by 12/17/2019	4/12/2019	Concept of tracking performance measured introduced to A team September 2022.			
			Ideas for QI projects discussed with EH and N			12/30/2022

		8/30/2021	January 2019. Meeting to discuss 2 nd QI project – Administrative, 2021			12/30/2021
Goal 2	All SCHD employees and board members are knowledgeable about and know their role in accreditation processes					
Objective #1 Accreditation Coordinator will update the board members monthly of accreditation progress		4/12/2020	November 2020, Jan 2021			4/17/2021
Objective #2 Present information to board for approval as needed		4/12/2017				4/21/2021
Objective #3 Accreditation meetings will be held with staff members and Health Commissioner monthly		4/12/2017	Achieved monthly meetings Aug-Dec 2022.			5/1/2021

Priority #2: Increase the public's awareness of the public health concerns in the community.

		Baseline (Month Year)	Month Year	Month Year	Month Year	Target (Month Year)
Goal 1	Increase number of citizens vaccinated					
Objective #1 Implement health awareness campaign for vaccines		4/12/2018	Jan – 2019, DON is writing plan/sched ule for 2019. COVID Vaccines 2021-2022			Begin Planning 5/1/2018; Nov. /1/2024
Goal 2	Improve environmental conditions in neighborhoods					
Objective #1 Set out mosquito traps to catch mosquitos to send for testing		4/12/2019	April 2019- 2020 hire seasonal employee set out traps, collect mosquitoes, tire clean and educational events			4/30/2021
Objective #2 Monitor for mosquitoes weekly during mosquito season (April through September)		4/2/2019	Send in mosquitoes to ODH May			4/30/2021

		– October 2019-2020			4/30/2021
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Priority #3: Increase staff knowledge and competency

		Baseline (Month Year)	Month Year	Month Year	Month Year	Target (Month Year)
Goal 1	Crosstrain all health department employees					
Objective #1	Provide training to all nurses on how to conduct disease reporting, give vaccines, and work on the BCMH program and child fatality review, and other training as needed.	4/12/2019				4/30/2023
Objective #2	Provide training to all environmental employees as needed.	4/12/2019				4/30/2023
Objective #3	All staff members will be able to respond appropriately to all phone calls or inquiries from the public and refer to appropriate person as needed.	4/12/2019				4/30/2023
Objective #4	All employees will maintain the appropriate number of continuing education credits. (18 hours for sanitarians every year, 24 hours for nurses every 2 years)	4/12/2019				4/30/2023 On going
Objective #5	All board members will maintain the proper number of continuing education credits. (2 hours per year)	4/12/2019				4/30/2023 On going
Goal 2	Complete yearly performance appraisals for all employees					
Objective #1	Develop appropriate performance review protocol for each department	4/12/2017				06/01/2022
Objective #2	Complete annual performance review for each staff member	4/12/2017				12/1/2022

Signature Page

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



Laura Miller, President

7/8/2022

Christy Sherman, President Pro temp

7/8/2022

Dr. Jerod Walker

7/8/2022



Sean Sturgill

7/8/2022



Dr. Aaron Adams

7/8/2022



Dr. Michael Martin, Health Commissioner

7/8/2022