



Putnam County  
Health Department  
***Strategic Plan***

2015-2017

## Mission Statement

Our mission is to protect, promote and improve the health, safety and quality of life of the Putnam County community.

## Vision

The Putnam County community will be free of preventable disease, live and work in a healthy environment and have access to quality care.

## Values

- Professionalism: all people are treated with respect, empathy and professionalism
- Quality: a skilled workforce provides exceptional quality services for all
- Collaboration: work in collaboration with community partners to identify community needs and opportunities to strengthen and broaden resources



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Strategic Plan 2015-2017

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The Putnam County Health Department (PCHD) Strategic Plan provides our staff, Leadership Team, Board of Health and community partners with a planned approach and clear picture of what we plan to achieve. By thinking creatively and critically, we will be better able to address priorities determined by the staff and Board of Health. This plan will serve as tool to monitor progress toward achieving the goals and objectives as identified in the planning process. The strategic plan is dynamic and will be revised as projects are addressed and completed.

In addition to this report, a comprehensive, internal workplan has been developed that details the action steps, responsible party and timeline for the objectives of each strategic priority. Implementation of this plan has already begun. If you are interested in receiving a copy of the workplan, please contact our office. Data will continually be collected so that we may measure our progress toward achieving our goals. Our goals and objectives may grow and evolve as we strive toward our vision where *the Putnam County community will be free of preventable disease, live and work in a healthy environment and have access to quality care.*

### Strategic Priorities

Our strategic priorities were identified through a seven-phase approach to strategic planning. More details regarding the process is presented later in this document. The strategic priorities and goal statements related to the priorities aim to support our mission *to protect, promote and improve the health, safety and quality of life of the Putnam County residents.*

**Strategic Priority #1: Culture of Quality**

Build a culture of quality within the health department

**Strategic Priority #2: Fiscal Viability**

Remain fiscally sound and efficient in providing services to the community

**Strategic Priority #3: Resource of Choice**

Provide the services necessary or link residents to public health services in the community



Dear Putnam County Residents,

I am pleased to present to you the 2015-2017 Putnam County Health Department Strategic Plan.

Health Department employees and Board of Health members participated in developing this plan that will guide the activities of our department during the next 3 years. Much thought went into this plan and it is truly comprehensive as results from the Community Health Assessment, the Community Health Improvement Plan and surveys of staff, Board of Health Members and community partners were taken into consideration when determining the priority areas and action steps.

Our staff is committed to this plan and its implementation and evaluation. Collaboration among our staff and with our partners will be key as we work to achieve our goals. We are excited to move forward with this plan and our goal of achieving our mission, “to protect, promote and improve the health, safety and quality of life of our community”.

Sincerely,



Kim Rieman, RN, MPH, CHES  
Health Commissioner



### **Agency Overview**

The Putnam County Health Department has been in existence since 1920, and while there have been many changes in public health since then, the goal remains the same: *to protect, promote and improve the health and safety of our residents*. We serve our over 35,000 residents by providing immunizations, ensuring safe food and water, maintaining birth and death records and monitoring disease trends. Among the many other programs that the health department offers, we also work with our partners to implement the Community Health Improvement Plan to address the priorities identified in the community health assessment, and strive to ensure that our community is prepared for an emergency.

## THE STRATEGIC PLANNING PROCESS

In April, 2014 the Putnam County Health Department staff met to begin the strategic planning process for the agency. Outside consultants from the Ohio State University Center for Public Health Practice facilitated the seven-phase approach to strategic planning. The timeline for the process was as follows:

- February 2014      **Phase 1: Plan to Plan**  
The Leadership Team and accreditation coordinator consulted with OSU Center for Public Health Practice representatives to establish the strategic planning process and timeline for the project.
- April 2014      **Phase 2: Articulate Mission, Vision, Values**  
Putnam County Health Department Staff participated in a webinar facilitated by OSU Center for Public Health Practice to introduce the strategic planning process. Inputs from staff and Board of Health members for the mission, vision and values (MVV) of the agency were also shared. A small group of staff members were charged with taking the MVV inputs to draft proposed mission, vision and values to be approved by the rest of the staff and Board of Health. Staff were instructed regarding the completion of the online SWOT (Strengths, Weaknesses, Opportunities and Threats) survey.
- April 2014      **Phase 3: Assess the Situation**  
An online SWOT survey was conducted with PCHD staff, Board of Health members and community partners to determine internal strengths and weaknesses and external opportunities and threats. To ensure confidentiality, the SWOT survey was administered by the OSU Center for Public Health Practice. A summary of themes from the SWOT analysis is in the next section of this document.
- April 2014      **Phase 4: Agree on Priorities**  
The PCHD staff met to approve the proposed mission, vision and values. The SWOT data was reviewed to identify themes. The strategic plan priorities were selected and goal statements related to those priorities were identified. A strategic planning team was established to begin development of the strategic plan workplan. Members of the team included staff from all divisions and levels: Director of Nursing, Environmental Health Director, Billing Clerk/Vital Statistics, Public Health Nurse, Health Educator/Accreditation Coordinator, Fiscal Clerk.

- May 2014 thru March 2015 **Phase 5: Write the Plan**  
The team met to develop the strategic plan workplan. Through several meetings and “homework” required outside of the meetings, the team members worked to identify objectives and action steps for each of the chosen strategic priorities. There were some delays due to resignation of Environmental Health Director and plans to hire a full-time Health Commissioner.
- June 2015 The strategic plan workplan approved by the Board of Health.
- September 2015 The 2015-2017 Putnam County Health Department Strategic Plan approved by the Board of Health and presented to the employees.
- Spring 2015 thru 2017 **Phase 6: Implement the Plan – the Action Plan**  
The Strategic Plan Team, along with leadership and staff, will implement the action steps of the workplan in an effort to reach the goals and objectives of the strategic plan
- January 2016 and ongoing **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.



**Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

The SWOT survey was distributed to Putnam County Health Department staff, Board of Health and key partners through Survey Monkey. The survey was sent by the Ohio State University Center for Public Health Practice and a summary of themes was determined. This information was used to help identify the strategic priorities and goals for the Putnam County Health Department.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>▪ Service to the community</li> <li>▪ Flexibility</li> <li>▪ Well trained staff</li> <li>▪ Financially stable</li> <li>▪ Locally controlled and administered</li> <li>▪ Collaboration/Partnerships</li> <li>▪ Dedicated, experienced, caring staff</li> <li>▪ Levy support</li> <li>▪ Teamwork</li> <li>▪ Willingness to start new programs</li> <li>▪ Professional</li> <li>▪ Community Health Assessment</li> <li>▪ Positive Image</li> </ul>	<ul style="list-style-type: none"> <li>▪ Defined leadership</li> <li>▪ Communication</li> <li>▪ Procedures</li> <li>▪ Hours of operation</li> <li>▪ Training</li> <li>▪ Teamwork</li> <li>▪ Funding concerns/Dependence on levy</li> <li>▪ Staff shortages/many roles</li> <li>▪ Building security</li> <li>▪ Sustainable programs</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Serving the aging population</li> <li>▪ Health Care Reform</li> <li>▪ Grants</li> <li>▪ Partner with other health departments</li> <li>▪ Expand screening and vaccine services</li> <li>▪ Improve public opinion</li> <li>▪ Accreditation</li> <li>▪ Partnerships with other agencies</li> <li>▪ Expand education programs</li> <li>▪ Marketing and presence in community</li> <li>▪ Continued needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding changes</li> <li>▪ Regionalization</li> <li>▪ Technology/Social Media</li> <li>▪ Staff limitations</li> <li>▪ Health care reform/changes</li> <li>▪ Overregulation</li> </ul>



**STRATEGIC PRIORITY #1: CULTURE OF QUALITY**

We provide high quality, customer-focused public health services to the Putnam County community. Our internal and programmatic processes are efficient and effective, and result in positive outcomes for the agency and the community. We participate in continuous quality improvement initiatives. Our staff functions as a productive team, communicating effectively in our work. We support ongoing training and development opportunities, ensuring our staff have the knowledge, skills and abilities to perform their work. Job descriptions match expectations and quality staff are retained. We are moving toward accreditation from the national Public Health Accreditation Board which will validate our commitment to quality.

**Goal Statement:** Build a culture of quality within the health department

**Key Measure:** QI Culture survey results and staff training survey results

**Strategies and Objectives:****Strategy #1: Engage in continuous quality improvement initiatives**

- Annually, a QI Culture survey conducted with staff
- By July 1, 2015, all staff trained in the QI Plan, and a plan will be developed to train new employees
- By June 1, 2015, customer surveys will be developed and begin distribution to customers of all agency departments
- All staff participate in at least one QI project each year of this plan and as more thoroughly outlined in the Quality Improvement Plan

**Strategy #2: Build and sustain a high functioning workforce**

- By December 31, 2016, Quality Improvement will be integrated into operations outlined in all staff job descriptions
- By December 31, 2017, a Workforce Development Plan will be developed and implemented
- By December 31, 2016, all staff will be aware of and will be trained and able to implement the Putnam County Health Department Communications Plan



**STRATEGIC PRIORITY #2: FISCAL VIABILITY**

We are a fiscally responsible and viable agency. Our resources are diversified. We continuously look for outside sources of funding to support programs that meet community needs; resulting in less reliance on levy dollars to sustain our work. An established fee for service schedule for services enhances our bottom line. We are responsible stewards of taxpayer dollars.

**Goal Statement:** Remain fiscally sound and efficient in providing services to the community.

**Key Measure:** Annual reviews will show that the health department is running in the black with a comfortable carryover. Reports will also show an increase in grant funds obtained.

**Strategies and Objectives:****Strategy #1: Encourage financial responsibility and awareness**

- Each quarter, the Leadership Team will review the status of the budget line items to assist with decision making regarding expenditures
- By June 30, 2015, a procedure for expenditures will be determined to account for expenses in each health department program
- By March 31<sup>st</sup> of each year, an annual financial report of programs from the previous calendar year is prepared and presented to the Board of Health

**Strategy #2: Diversify income and funding sources**

- By December 1, 2017, the expiring levy will be on the ballot and approved by Putnam County voters.
- Each year of this plan, at least two applications for grant funds will be made to outside funders



### **STRATEGIC PRIORITY #3: RESOURCE OF CHOICE**

The health department is the “hub” for public health service delivery in Putnam County. We understand community needs, match our services to those needs, and build and sustain partnerships both within Putnam County and beyond to link people and ensure provision of services when otherwise unavailable. We work with our partners to leverage existing resources and avoid duplication of services. Our agency and our services are visible to our residents. We strategically engage in community events and initiatives; promoting our work in the “right” places and ensuring that public health is represented at the table.

**Goal Statement:** Provide the services necessary or link residents to public health services in the community

**Key Measure:** Customer service surveys indicate residents’ needs were met

#### **Strategies and Objectives:**

##### **Strategy #1: Increase visibility of health department services**

- PCHD staff will represent the health department and participate in at least 5 community organizational committees and task forces as applicable
- By December 31, 2015, a marketing plan will be developed to promote health department services through newspaper, website, social media, and other avenues as appropriate.
- Each year of the plan, the PCHD will participate in at least 5 community events to promote health department services

##### **Strategy #2: Coordinate public health service delivery in Putnam County**

- At least every three years, facilitate the Mobilizing for Action through Planning Partnerships (MAPP) process with public health partners for a comprehensive Community Health Assessment, followed by an updated Community Health Improvement Plan (CHIP)
- By December 31, 2015, develop and maintain a resource manual for referral of clients to appropriate services
- By December 31, 2016, the PCHD will partner with at least two academic institutions to facilitate public health activities.



## TRACKING OUR PERFORMANCE

Strategic Plan 2015-2017

	Baseline	December 2015	December 2016	Target December 2017
<b>Strategic Priority #1: Culture of Quality</b>				
Conduct QI Culture Survey	11/2014			
Train staff in QI Plan	11/2014			
Conduct customer surveys	Not current			
All staff participate in QI project	None recent			
Integrate QI in job descriptions	Not completed			
Develop and implement Workforce Development Plan	No plan			
Develop and implement Communications Plan	No plan			
<b>Strategic Priority #2: Fiscal Viability</b>				
Leadership Team review budget line items	Not completed			
Develop procedure for expenditures	No procedure			
Annual financial report prepared and presented to board	Not completed			
Obtain approval of levy	Current Levy			
Apply for funding through outside funders	2 grants			
<b>Strategic Priority #3: Resource of Choice</b>				
Staff represent the PCHD on committees and task forces	4			
Develop and implement marketing plan	No plan			
Participate in community events	4			
Facilitate the MAPP process at least every three years	2013/14			
Develop and maintain a resource manual for referrals	Not current			
Partner with academic institutions	1 partnership			