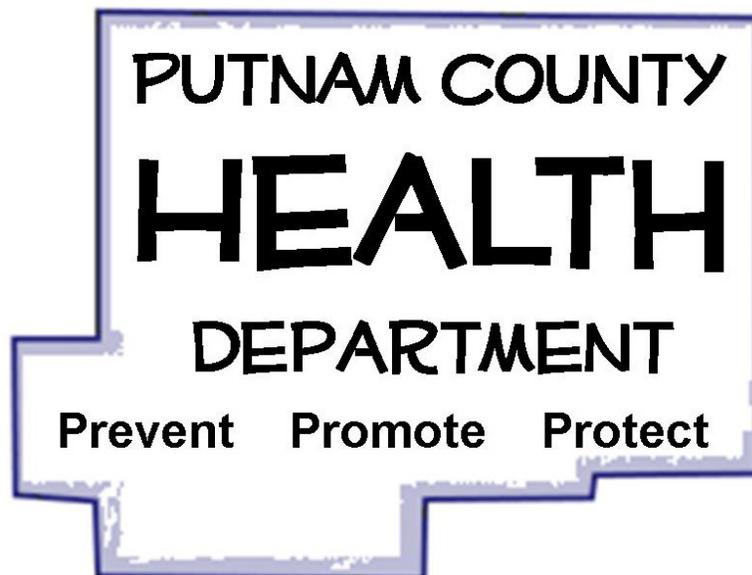


PUTNAM COUNTY HEALTH DEPARTMENT
STRATEGIC PLAN
2018-2020



Published: January 2018

TABLE OF CONTENTS

About Us	1
Revisions	2
Introduction	3
Mission, Vision, Values	4
Strategic Planning Process and Timeline	5
Strategic Priorities	9
Appendix A: Assessments of Stakeholders, Board of Health and PCHD Staff	12
Appendix B: Strategic Planning Staff Meeting Summary	18
Appendix C: 2018-2020 Strategic Plan Action Plan	20

ABOUT US

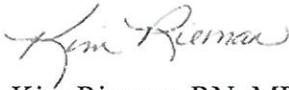
Putnam County Residents,

It is with great pleasure that I present to you the *2018-2020 Putnam County Health Department Strategic Plan*. This plan will guide the activities of our department during the next three years.

The comprehensive process for developing our Strategic Plan began 9 months ago with surveys of our staff, our Board of Health and our community partners. Our Strategic Planning Team carefully considered this information, along with goals from our agency and community plans, when choosing our priorities.

Our staff is committed to the implementation and evaluation of our Strategic Plan and are ready 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

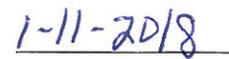
Agency Overview

In existence since 1920, the Putnam County Health Department works to *protect, promote and improve the health and safety of our residents*. We strive to maintain and protect the health of our residents by providing services such as communicable disease control, immunizations, environmental health management, emergency preparedness, and health education to promote a healthy lifestyle, prevent illness and chronic disease. We are fortunate to work with a variety of community partners to ensure that necessary services and programs are available to the county residents. In addition to providing services, our agency facilitates community health assessment efforts and the prioritization of the county’s health needs. The health department also works with partners to address the identified needs and improve the health of our community. The *2018-2020 Putnam County Health Department Strategic Plan* guides our agency as we work towards a healthy and safe Putnam County.

The *2018-2020 Putnam County Health Department Strategic Plan* was adopted by the Board of Health on January 11, 2018.



President, Putnam County Board of Health



Date



Health Commissioner, Putnam County Health Department



Date

REVISIONS

Date	Revision Number	Description of Change	Pages Affected	Reviewed or Changed by

Questions about this plan may be addressed to:

Kim Rieman, RN, MPH, CHES
Health Commissioner
Putnam County Health Department
256 Williamstown Road
Ottawa, OH 45875
kim.rieman@putnamhealth.com
(419) 523-5608

MISSION, VISION, VALUES

The mission, vision and values of the Putnam County Health Department were developed during the strategic planning process in 2014 to guide the overall work of the agency. The mission, vision and values remain the same today as each employee and division incorporates these statements into the work of the agency and while serving the residents of Putnam County.

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.

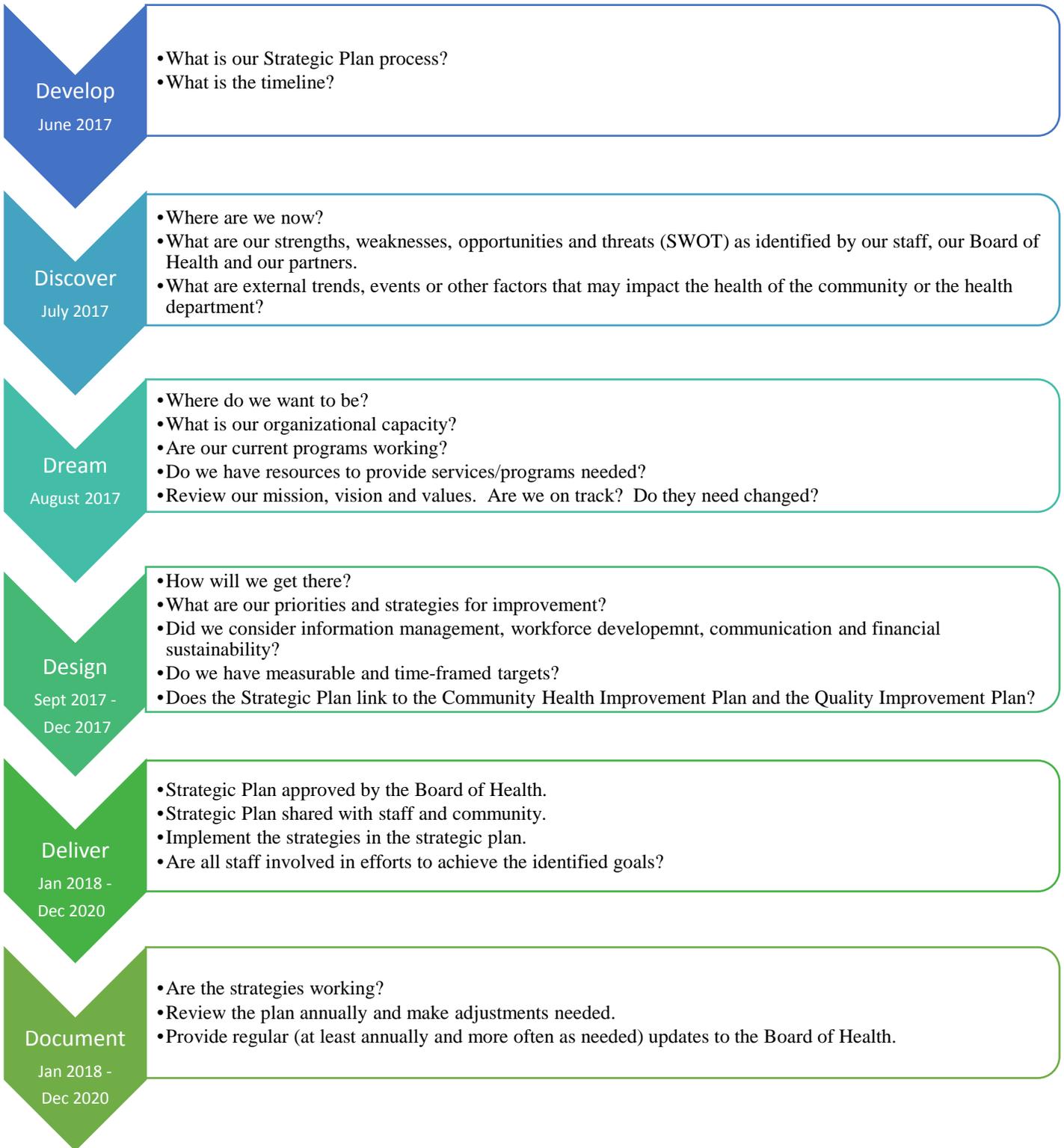
Values

- 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



STRATEGIC PLANNING PROCESS AND TIMELINE

The Putnam County Health Department (PCHD) Strategic Plan is the result of a strategic planning process that began in June 2017 and ending with the development of the *2018-2020 PCHD Strategic Plan* adoption in January 2018. The process and timeline is outlined below:



Develop
June 2017

The Leadership Team and Accreditation Coordinator met in June 2017 to establish the strategic planning process and timeline for the project. It was determined that the first step is to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and survey with stakeholders, Board of Health and staff, followed by a staff meeting to review results and determine priorities. The goal was to have the *2018-2020 PCHD Strategic Plan* ready for Board of Health approval in late 2017 or early 2018.

Discover
July 2017

In order to learn more about the health department, our services and the community needs, a SWOT analysis was conducted in July 2017. The survey was sent to health department staff, our stakeholders and partners, and the Board of Health through Survey Monkey. Along with the SWOT, the stakeholders and Board of Health respondents were asked to complete another survey to give us a better understanding of how our health department is perceived and what the knowledge base is of the services we provide. The PCHD staff also completed a Strategic Plan External Analysis that focused on environmental trends, events and factors that have potential to affect the agency and public health.

The results of the SWOT analysis and other surveys can be found in **Appendix A** of this document.

Dream
August 2017

On August 10, 2017, the PCHD staff met to discuss and review the SWOT Analysis and data from surveys sent to the Board of Health and partners, as well as the most recent PCHD Employee Survey and external analysis. There was much discussion and brainstorming as a result of the data provided. The following questions were asked:

- What sets us apart as an agency?
- Where do we need to build our internal capacity so that we can capitalize on future opportunities?
- What do we need to control, externally, that could influence our ability to achieve our vision?
- Where do we need to act now in order to minimize external threats that may prevent us from achieving our vision?

During this meeting, the staff also reviewed the current mission, vision and values statements to determine if changes needed to be made. After discussion of the mission, vision and value statements, the staff unanimously decided to maintain the current statements.

Many ideas for strategic priorities were identified and the staff voted for the strategic priorities for the *2018-2020 PCHD Strategic Plan*. A summary of the information discussed can be found in **Appendix B** of this document.

A Strategic Planning Team was established to begin development of the action plan. The members of the team were:

- Joan Kline – Accreditation Coordinator
- Brandi Schrader – Environmental Health Director
- Sherri Recker – Director of Nursing
- Dawn Schmenk – Public Health Nurse
- Laurie Meyer – Immunization/Billing Clerk

All PCHD staff, Board of Health members and community partners and stakeholders participated in the strategic planning process by providing input through the SWOT analysis and surveys. The Board of Health approved the *2018-2020 PCHD Strategic Plan* at the January 2018 Board of Health meeting.



From September through December 2017, the Strategic Planning Team met four times to develop the strategic plan action plan. Through the meetings and “homework” outside of the regular meetings, the team members identified goals, objectives and actions steps for each of the chosen strategic priorities, while considering the data provided in the SWOT analysis and the surveys completed from individuals from both inside and outside the agency.

Also during the development of the Action Plan, the capacity of the current information management system of the agency was discussed to determine if additional resources and improvement is needed for implementation. Workforce development and the implementation of the Workforce Development Plan was also considered, as some of the objectives will require staff training to ensure effective implementation. Communication, both internal and external, as well as the branding of the agency is an integral part of the strategic plan, especially in the area of marketing our brand. Financial sustainability of the health department is always on the forefront to ensure that the agency is able to perform the essential functions and provide effective programs and services to our community.

The Action Plan can be found in **Appendix C** of this plan.



The PCHD staff will implement the action steps of the Strategic Plan Action Plan in an effort to reach the goals and objectives written in the *2018-2020 PCHD Strategic Plan*. All staff members are required to identify specific goals in which they will work to help achieve.

To ensure that efforts made to address the strategic priorities are effective and relevant, the plan will be evaluated and continually monitored. Revisions will be made necessary.

The Board of Health will be updated of the progress in reaching the goals of the plan.



STRATEGIC PRIORITIES

To achieve the mission of the Putnam County Health Department, four strategic priorities were identified through the strategic planning process. The Strategic Plan Action Plan, found in **Appendix C**, identifies each priority area and its goals, strategies, objectives and action steps to guide how the priority will be addressed. Individual employees' personal professional development plan, as well as division programs and plans, will use the priorities of the strategic plan as a guide when developing those plans. This plan will be reviewed annually, or more often as needed, to monitor progress and reports will be made to the Board of Health. As needed, the strategic plan action plan will be revised.

Strategic Priority 1: Marketing

Goal: Increase awareness of Putnam County Health Department programs and services through planned marketing efforts

Strategy 1: Marketing our Brand

- Objective 1.1: By May 2018, a core PCHD Marketing Team, made up of at least one person from each health department division, will be established and regular meetings will be held.
- Objective 1.2: By December 2018, a PCHD Marketing Plan that will expand the PCHD brand, "Working towards a healthy and safe Putnam County", will be developed and implementation will begin.
- Objective 1.3: By May 2019, PCHD staff will be trained and have a clear understanding of the strategies within the marketing plan.

Strategic Priority 2: Financial Sustainability

Goal: Maintain financial viability of the Putnam County Health Department through sustainable and innovative efforts to obtain funding for programs and services

Strategy 1: Sustainable methods for increasing public health funding

- Objective 1.1: Each year of this plan, at least two applications for grant funds from multiple sources will be completed to address needs that were identified in the CHIP, Strategic Plan, Workforce Development Plan or other assessments. The application will be completed by the PCHD or through partnerships with other agencies or organizations.
- Objective 1.2: Each quarter, monitor PCHD budget for actual and expected expenditures and revenue.
- Objective 1.3: By December 2018, the expiring levy will be on the ballot and approved by Putnam County voters.

Strategy 2: Innovative ways to provide services at a limited cost

- Objective 2.1: Collaborate with external partners (outside of Putnam County) to share resources for the implementation of programs for the community as identified in the Community Health Improvement Plan or other assessments.
- Objective 2.2: Collaborate with local partners to fund programs to address public health priorities and needs.

Strategic Priority 3: Collaboration

Goal: Collaborate internally with staff and externally with partners to provide services and programs to address identified needs in the community

Strategy 1: Increase internal collaboration

- Objective 1.1: By December 2020, there will be an improved understanding of PCHD processes and programs across divisions to ensure that the external customer is receiving the best service.
- Objective 1.2: Each year, multi-disciplinary teams from within PCHD will conduct at least two quality improvement projects.

Strategy 2: Increase external collaboration

- Objective 2.1: Build and maintain partnership to share resources to address Community Health Improvement Plan (CHIP) priorities.
- Objective 2.2: PCHD staff will represent the health department and participate in at least 5 community organizational committees, task forces, etc.
- Objective 2.3: Improve communication and collaboration with clients to improve services and client experience.

Strategic Priority 4: Competent Workforce

Goal: Train and retain highly qualified employees

Strategy 1: Staffing and Training Needs

- Objective 1.1: At least quarterly, the Leadership Team will evaluate staffing needs of the health department.
- Objective 1.2: By December 2018, a quality improvement (QI) project will be conducted with a goal to improve the on-boarding and orientation process for new employees.
- Objective 1.3: By December 2019, a quick key points/program guide for at least 4 health department programs will be developed and implemented to help provide excellent customer service to our community.

- Objective 1.4: Twice each calendar year, or more often as determined, customer satisfaction surveys will be distributed to PCHD clients to determine if the needs of the client have been met and if the service was excellent.
- Objective 1.5: Each year, implement the agency Workforce Development Plan, which includes conducting an annual training needs assessment to identify needs of the staff.

Strategy 2: Staff Retention

- Objective 2.1: By March 2018, a staff recognition policy and procedure will be developed and a recognition program will be implemented.
- Objective 2.2: By December 2019, an employee retention program will be explored (and developed and implemented if feasible) to help retain quality staff.

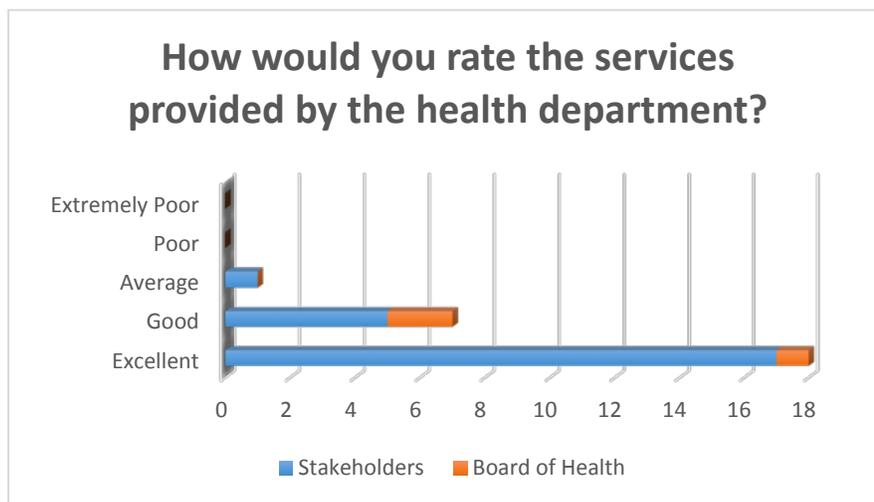
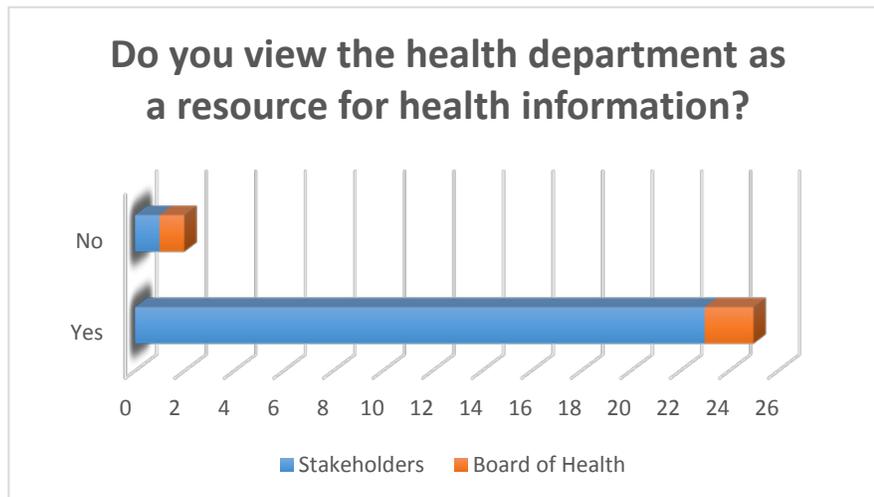


APPENDIX A: ASSESSMENTS OF STAKEHOLDERS, BOARD OF HEALTH AND PCHD STAFF

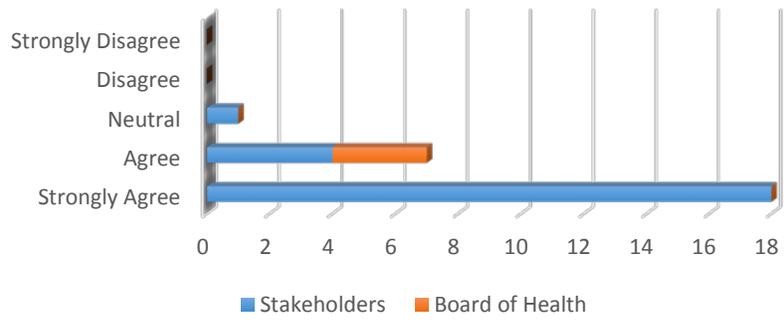
Engagement and input from Putnam County stakeholders and partners, the Putnam County Board of Health and PCHD employees is an important element of strategic planning. Collaboration is a key component of ensuring services are provided in the community. Information from stakeholders and partners who have knowledge of the health department services and activities, such as the Community Health Assessment and Community Health Improvement Planning, is essential in determining the strategic priorities of the health department.

With that in mind, stakeholders and partners, board members and staff were asked to complete surveys to regarding health department services and programs. A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the health department was also conducted. The staff also completed the Employee Satisfaction Survey and a Strategic Plan External Assessment.

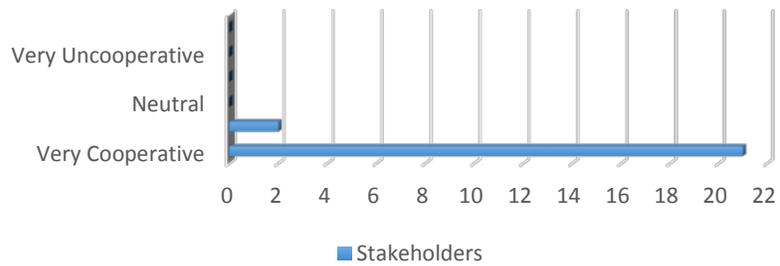
Survey results from stakeholders and Board of Health (where applicable) are as follows:



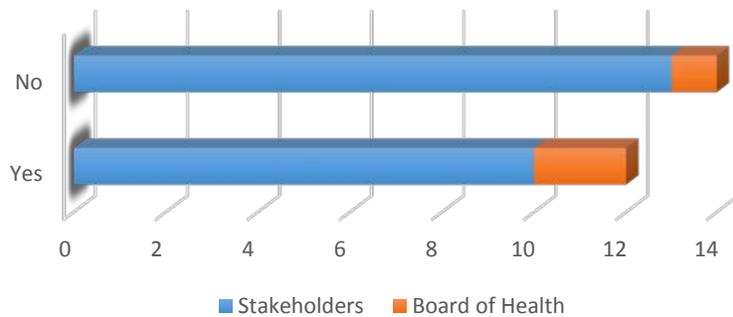
The staff members at the health department are very professional



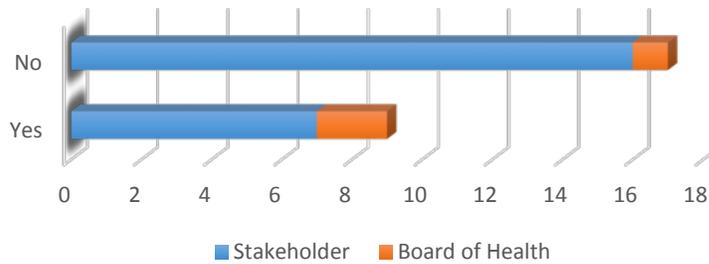
How cooperative is the health department with your business or organizations?



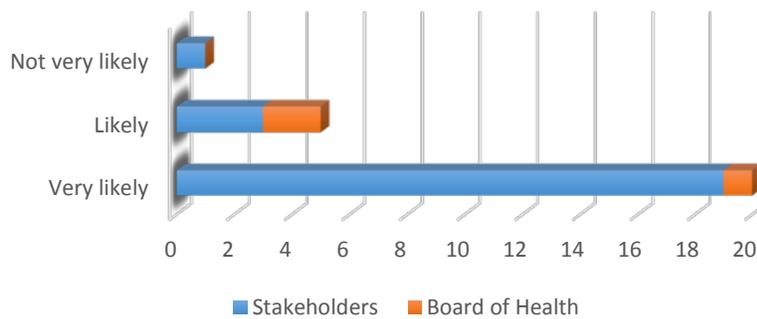
Do you use information from our website?



Do you use information from our social media sites (ie. Facebook and Twitter)?



How likely are you to recommend our services to others?



How responsive has the health department been to your needs in the past year?



The survey results revealed that the top five Putnam County Health Department services identified by stakeholders and Board of Health of which they are most aware included:

- Food Facility Inspections
- Community Health Assessment Improvement Plan
- Childhood Immunizations
- Health Education
- Emergency Public Health Preparedness

Areas identified in need of awareness efforts included:

- Nuisance investigations
- Campground Inspections
- Smoking Complaint Follow-up
- Landfill Gas Monitoring

The PCHD staff also completed a Strategic Plan External Assessment to identify trends, events or factors that may impact the health of the Putnam County community or the health department services and programs. This assessment was used while evaluating the health department needs and developing the action plan of the strategic plan. The external assessment identified the following:

Economic – What economic trends might have an impact on public health?
Loss of grant funding Funding levels for public health are poor in Ohio Political agendas Levy funding Changes in the Affordable Care Act

Technological – to what extent are existing technologies maturing? What technological development or trends are affecting or could affect the health department?
More web-based interaction needed Stronger need for internet connection in emergency Record keeping done electronically now – can do reminder calls/texts automatically with proper program Online immunization records Social media Evolving nature of technology outdates equipment rapidly Software programs need updated Technology changes our day-to-day operations as we now use computers and tablets more and more Electronic medical records and billing Ability to take equipment in the field Cell phone alerts – provide daily health message through text messaging

Government – What changes in regulation are possible? What will their impact be on public health? What budget/grant or other incentives are being developed that might affect strategy development? Are there political or government stability risks?

Changes in the Affordable Care Act
Funding cuts to FEMA and CDC
Changes to Bureau for Children with Medical Handicaps Program
Changes to Medicare/Medicaid – may be increase in clients for vaccinations
Regionalization for health departments
Changes in regulations can cause increase in costs
Accreditation
Grant requirements
More requirements in regulations to enforce – puts strain on workforce time
Changes in grants

Socio-cultural – What are the current or emerging trends in lifestyle and other components of culture? What are the implications? What demographic trends (income, population shifts) will affect public health? Do these trends represent an opportunity or a threat?

Lack of government trust may impact tax-funded health departments
Traveling/moving populations bring more opportunities for disease migration
People leaving rural areas may be threat to smaller health departments
Push for diversity an opportunity
Clients expect quick turnaround – may be a threat and opportunity to work effectively while still communicating with the public and providing quality service
Economic impact is a threat
Single parent families
Low income
Aging population – increased healthcare costs
Opioid epidemic
Use social media for news source

Future – What are significant trends and future events? What are the key areas of uncertainty as to factors that have the potential to impact the strategy?

Lack of trust in government funded organizations
Funding cuts to programs
May see resurfacing of diseases
Accreditation
Social media – need to use more but with caution
Levy funding
Fewer health departments – may cause fewer services
Shift from personal services (immunizations)

The Strengths, Weakness, Opportunities and Threats (SWOT) Analysis of stakeholders and partners, Board of Health and PCHD staff members revealed the following:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Staff – committed, professional, dedicated, knowledgeable, friendly, helpful, flexible ▪ Financially stable ▪ Collaboration/Partnerships ▪ Team dedicated to service ▪ New initiatives to benefit community ▪ Inform community of health risks ▪ Car Seat Program ▪ Immunization Program ▪ Home Septic Program ▪ Community Health Assessment ▪ Strong leadership ▪ Obtain other funding ▪ Accessible ▪ Programs – Education and Outreach ▪ Public has positive opinion of health department 	<ul style="list-style-type: none"> ▪ Services not known to the public ▪ Lean staffing/Multiple roles ▪ Communication ▪ Policies and Plans need updated ▪ Decrease in education programs ▪ Internal cooperation ▪ Board of Health support ▪ Succession planning ▪ Funding changes/concerns ▪ First impression ▪ Incentive/Recognition
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Partnerships for evidence-based programs ▪ Opiate Use/Task Force ▪ Grants ▪ Continued/Expand partnerships ▪ Market services better ▪ Accreditation ▪ Outreach to healthcare providers ▪ Wellness programs with businesses/community ▪ Work with schools/churches ▪ Women’s Health Clinics ▪ Water quality ▪ Household Sewage Program ▪ Emergency preparedness ▪ Outside resources ▪ Engage college/high school students for service hours ▪ Mental health, drug and cancer rate concerns in community 	<ul style="list-style-type: none"> ▪ Funding concerns/unfunded grants ▪ Health Department regionalization ▪ Technology/Social Media ▪ Staff limitations/Insufficient staffing ▪ Health care reform/changes ▪ Overregulation ▪ Limited resources ▪ Prescription drug use ▪ Physicians and pharmacies giving more vaccines ▪ Public perception/understanding of PCHD services ▪ Levy ▪ Rural septic systems ▪ Water quality ▪ Enforcement of laws ▪ Lack of support of some programs by local officials

APPENDIX B: STRATEGIC PLANNING SUMMARY FROM STAFF MEETING

On August 10, 2017 a Strategic Planning Staff Meeting was held with the following PCHD staff members present: Kim Rieman, Health Commissioner; Patty Jerwers, Dunel Fry, Dawn Schmenk, Sherri Recker, Nursing; Brandi Schrader, Beth Skulina, Environmental Health; Angela Recker, Emergency Preparedness; Joan Kline, Health Education and Accreditation; and Abigail Greve, Laurie Meyer, and Terri Rayle, Clerks.

During the meeting, the staff was asked to brainstorm ideas in response to following key questions:

- What sets us apart as an agency?
- Where do we need to build our internal capacity so that we can capitalize on future opportunities?
- What do we need to control, externally, that could influence our ability to achieve our vision?
- Where do we need to act now in order to minimize external threats that may prevent us from achieving our vision?

From those responses and the ensuing discussion, several themes and priorities were identified. After a vote, the four priorities for the strategic plan were chosen. The four priorities are:

- Funding
- Staffing
- Marketing
- Collaboration – internal and external

Please see the following page for the summary of discussion from the staff strategic planning meeting.



STRATEGIC PLANNING SUMMARY

PCHD Staff Meeting

August 10, 2017

What sets us apart as an agency?

- Wide variety of programs and services
- Solvent
- Caring/compassionate staff willing to meet needs
- Knowledgeable staff

Where do we need to build our internal capacity so that we can capitalize on future opportunities?

- Funding
- Knowledge of other departments/divisions
- Communication/Branding
- Front desk assistance/Serving clients in best way possible
- Welcoming facility
- Staffing

Where do we need to control, externally, that could influence our ability to achieve our vision?

- Collaboration with partners
- Marketing/Branding
- Outreach
- Funding
- Community education

Where do we need to act now in order to minimize external threats that may prevent us from achieving our vision?

- Accreditation
- Funding
- Laws/regulations
- Staffing

PRIORITY AREAS IDENTIFIED

- **FUNDING**
- **STAFFING**
- **MARKETING**
- **COLLABORATION – INTERNAL AND EXTERNAL**

APPENDIX C: 2018-2020 STRATEGIC PLAN ACTION PLAN

The action plan of the *2018-2020 PCHD Strategic Plan* was developed by the Strategic Planning Team and shared with the PCHD staff at the January 2018 staff meeting. The action plan follows on the next page.

Putnam County Health Department Strategic Plan: 2018-2020 Action Plan

Strategic Priority: Marketing
Goal: Increase awareness of Putnam County Health Department programs and services through planned marketing efforts
<i>Marketing the services and programs of the Putnam County Health Department can help position our agency as a valued, effective and trusted leader in the community. Branding communicates what the health department stands for and what we provide to the community that is unique from other agencies and organizations in the county. Improving our marketing efforts and expanding our brand so that we are better recognized as a public health leader in the county is essential. It is also important to help the community and our partners understand the services and programs that we provide so that we can serve as a resource to improve the health and safety of our community.</i>
Key Measure: Surveys will show that individuals are more aware of the programs and services offered at the Putnam County Health Department

Strategy #1: Marketing Our Brand					
	Measure	Action Steps	Timeframe	Lead	Status
Objective 1.1: By March 2018, a core PCHD Marketing Team, made up of at least one person from each health department division, will be established and regular meetings will be held.	Marketing Team members identified	<ul style="list-style-type: none"> Marketing Team established Meetings held at least quarterly Reports of activities made at staff meetings 	Start: January 2018 End: ongoing	Health Commissioner Marketing Team	
Objective 1.2 By December 2018, a PCHD Marketing Plan that will expand the PCHD brand, "Working towards a healthy and safe Putnam County" will be developed and implementation will begin.	Marketing Plan developed and implemented	<ul style="list-style-type: none"> Research innovative marketing strategies to inform the community of PCHD services/programs and health/safety issues Ensure that the PCHD Branding Policy and Procedure is implemented as part of the Marketing Plan Provide information for newsletters/publications distributed by partners All health department divisions regularly provide information for media releases, social media, website, etc. Expand social media presence by using other social media outlets (Instagram, SnapChat, Periscope, YouTube, etc.) Annually evaluate the marketing efforts as described in the Marketing 	Start: June 2018 End: December 2018 and ongoing	Marketing Team	

		Plan to determine effectiveness and possible quality improvement efforts			
<p>Objective 1.3: By May 2019 PCHD staff will be trained and have a clear understanding of the strategies within the Marketing Plan</p>	Trainings of PCHD staff conducted	<ul style="list-style-type: none"> • Determine training needs through a staff training needs assessment • Research possible training opportunities • Provide training to staff. Trainings may be either in-person or online. Training may also be held internally or staff may attend training through an outside program. • PCHD Staff implement strategies in which they were trained. 	<p>Start: January 2019</p> <p>End: May 2019</p>	Marketing Team	

Review date:	Notes:
---------------------	---------------

Strategic Priority: Financial Sustainability

Goal: Maintain financial viability of the Putnam County Health Department through sustainable and innovative efforts to obtain funding for programs and services

We are a fiscally responsible and viable agency. We engage in financial forecasting, painting a picture of the agency five years into the future. 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.

Key Measure: Cost savings in each program identified

Strategy #1: Sustainable methods for increasing public health funding

	Measure	Action Steps	Timeframe	Lead	Status
<p>Objective 1.1: Each year of this plan, at least two applications for grant funds from multiple sources will be completed to address needs that were identified in the CHIP, Strategic Plan, Workforce Development Plan or other assessments. The applications will be completed by the PCHD or through partnerships with other agencies or organizations.</p>	Grant applications	<ul style="list-style-type: none"> • Research grant opportunities through multiple databases and funding sites • Apply for grants as determined appropriate in relation to the CHIP priorities and other available data or plans • Determine appropriate author/coordinator of the grant • Submit application and carry out grant activities if funded 	<p>Start: January 2018</p> <p>End: December 2020</p>	Leadership Team	
<p>Objective 1.2: Each quarter, monitor budget for actual and expected expenditures and revenues</p>	Budgetary reports	<ul style="list-style-type: none"> • Leadership Team review budget at least quarterly and discuss expected expenditures and income • Leadership Team review fees at least annually and make changes as needed • Determine if fees for PCHD services should be changed/added to cover cost of providing those services 	<p>Start: January 2018</p> <p>End: December 2020</p>	Leadership Team	
<p>Objective 1.3: By December 2018, the expiring levy will be on the ballot and approved by Putnam County voters</p>	Passage of Levy	<ul style="list-style-type: none"> • Review financial reports to determine if replacement levy is needed or if renewal of the existing levy is appropriate • Work with Auditor's office to determine appropriate millage to request 	<p>Start: January 2018</p> <p>End: December 2018</p>	Health Commissioner	

		<ul style="list-style-type: none"> • Obtain approval from the County Commissioners and Board of Health to place levy on the ballot • Work with Board of Election to have levy placed on the ballot • Establish levy committee and appoint treasurer • Conduct campaign that will emphasize important public health services provided to the community and support by levy funds 			
--	--	---	--	--	--

Strategy #2: Innovative ways to provide services at a limited cost					
	Measure	Action Steps	Timeframe	Lead	Status
Objective 2.1: Collaborate with external partners (outside of Putnam County) to share resources for the implementation of programs for the community as identified in the CHIP or other assessments	Partnerships with other groups or organizations – MOUs/Contracts	<ul style="list-style-type: none"> • Participate in the Council of Governments • Work with COG to develop a strategic plan for the organization • Develop partnerships with organizations and universities to implement COG strategies to address 10 Essential Services of Public Health 	Start: January 2018 End: December 2020	Health Commissioner	
Objective 2.2: Collaborate with local partners to fund programs to address public health priorities and needs	Programs/Services with partners are implemented	<ul style="list-style-type: none"> • Maintain/develop partnerships • Assess needs of partner agencies to determine how to work together • Determine existing resources • Evaluate funding sources to benefit health department and partner agency • Contract with partners for programs or services to avoid increasing staff costs. Contracts may be for PCHD to provide services or for partner to provide services to PCHD. 	Start: January 2018 End: December 2020	Leadership Team Accreditation Coordinator Other staff as needed	

Review date:

Notes:

--	--

Strategic Priority: Collaboration

Goal: Collaborate internally with staff and externally with partners to provide services and programs to address identified needs in the community.

For the health department to be successful in improving the health of the community, collaboration among staff and with our partners is vital. The health department collaborates with partners to complete community health needs assessments, community health improvement planning and implementation and other services and programs as identified. It is important to continue to build and sustain partnerships within Putnam County and with partners outside of the county (other health departments, state agencies, etc.) to use existing resources and obtain more resources to provide services and programs to our community. Internally, teamwork and understanding of the programs of the health department are key to providing seamless and helpful services to our residents.

Key Measure: Increase in internal and external partnerships

Strategy #1: Internal Collaboration

	Measure	Action Steps	Timeframe	Lead	Status
Objective 1.1: By December 2020, there will be an improved understanding of PCHD processes and programs across divisions to ensure that the external customer is receiving the best service	Employee survey	<ul style="list-style-type: none">• Develop program and contact chart for PCHD divisions (to allow for better referral and information for the client)• Develop quick key points/guide of PCHD programs to help assist with answering client questions, etc.• Determine staff members' preferred method of communication with client when unavailable to take call or meet with the client when they come to the health department (email, voicemail, written note, etc.)• Develop and implement a "What's Happening This Week" post that is sent to all staff at the beginning of each week. Will help to increase awareness of programs and assist with client questions/calls, etc.• Provide updates of programs at staff meetings• Staff will use check-in/check-out in more detail• Explore using "chat function" on email to assist with communication between departments	Start: June 2018 End: December 2020	PCHD Staff Leadership Team	

<p>Objective 1.2: Each year, multi-disciplinary teams will conduct at least two quality improvement projects.</p>	<p>Project storyboards and improvement implemented</p>	<ul style="list-style-type: none"> • QI projects selected and teams are formed • QI projects completed using PDSA • Updates provided at staff meetings • Improvement action is implemented and evaluated for effectiveness • QI success shared at staff meetings and posting of storyboards 	<p>Start: January 2018</p> <p>End: December 2020</p>	<p>PCHD Staff QI Council</p>	
--	--	--	--	----------------------------------	--

Strategy #2: External Collaboration					
	Measure	Action Steps	Timeframe	Lead	Status
<p>Objective 2.1: Maintain and build partnerships to share resources to address CHIP priorities and other identified needs.</p>	<p>Partnerships identified</p>	<ul style="list-style-type: none"> • Maintain partnerships • Assess needs of partner agencies to determine how to work together • Determine existing resources • Work together to apply for funding as needed • Partners become lead agency in some CHIP priorities 	<p>Start: January 2018</p> <p>End: December 2020</p>	<p>Leadership Team Appropriate staff</p>	
<p>Objective 2.2: PCHD staff will represent the health department and participate in at least 5 community organizational committees, task forces, etc.</p>	<p>List of committees/task forces and their PCHD representatives</p>	<ul style="list-style-type: none"> • Requests for participation are cleared by director as needed • Attend meeting and participate in group activities as appropriate/approved • Reports from task force/committee activities provided at staff meetings 	<p>Start: January 2018</p> <p>End: December 2020</p>	<p>PCHD Staff Leadership Team</p>	
<p>Objective 2.3: Improve communication and collaboration with clients to improve services and client experience</p>	<p>Customer Surveys</p>	<ul style="list-style-type: none"> • Research methods or services for email encryption • Allow clients to choose to receive protected health information (PHI) by 	<p>Start: June 2018</p> <p>End:</p>	<p>Leadership Team PCHD Staff</p>	

		<p>email, with the understanding that the email is not completely secure.</p> <ul style="list-style-type: none"> • Determine preferred language for communications from the health department during initial contact with client • Train staff in use of translation program on tablets and use as needed for client communication 	June 2019		
--	--	--	-----------	--	--

Review date:	Notes:
---------------------	---------------

Strategic Priority: Competent Workforce**Goal: Train and retain highly qualified employees**

We provide high quality public health services to the residents of Putnam County. As services and programs are implemented or expanded, it is important to have a workforce that is well-trained and able to offer programs efficiently and effectively. Our staff is sometimes called upon to work together as a team to ensure that services are maintained. Retaining a highly competent staff is important in the delivery of quality programs and services.

Key Measure: Employee surveys will indicate high degree of satisfaction in employment at the Putnam County Health Department

Strategy #1: Staffing and Training Needs

	Measure	Action Steps	Timeframe	Lead	Status
Objective 1.1: At least quarterly, the Leadership Team will evaluate staffing needs of the health department.	Meeting minutes indicating discussion Hiring of staff as needed	<ul style="list-style-type: none"> Conduct analysis of staffing needs through employee surveys or program meetings If needed, determine type of staff needed (ex. part-time, full-time, contract, temporary) Follow Recruitment, Selection and Appointment Policy to hire needed staff 	Start: January 2018 End: December 2020	Leadership Team	
Objective 1.2: By December 31, 2018 a QI project will be conducted with a goal to improve the on-boarding and orientation process for new employees	On-boarding and orientation process developed and implemented	<ul style="list-style-type: none"> Form QI Team for On-Boarding and Orientation Process Improvement Follow the QI Plan and the PDSA Cycle for the QI project Implement and evaluate the process Prepare a storyboard of the QI project Update staff throughout the project 	Start: July 2018 End: December 2018	Health Commissioner Committee	
Objective 1.3: By December 2019, a quick key points/guide for at least 4 health department programs will be developed and implemented to help provide excellent customer service to our community	Documents developed	<ul style="list-style-type: none"> Develop quick key points/guide for identified programs Provide information to staff Implement the use of the sheets by staff members when assisting clients Evaluate the effectiveness Review for QI or simple process improvement 	Start: June 2018 End: December 2019	Key staff	

<p>Objective 1.4: Twice each calendar year, or more often as determined, customer satisfaction surveys will be distributed to PCHD clients to determine if the needs of the client have been met and if the service was excellent</p>	<p>Surveys completed and results shared</p>	<ul style="list-style-type: none"> • Department specific surveys developed or reviewed and revised as needed • Surveys given to consumers after services are provided • Survey results analyzed and shared with staff • Surveys may be used for QI projects as needed for identified areas of improvement 	<p>Start: January 2018</p> <p>End: December 2020</p>	<p>Leadership Team</p>	
<p>Objective 1.5: Each year, implement the agency Workforce Development Plan, which includes conducting an annual training needs assessment to identify needs of the staff.</p>	<p>Workforce Development objectives met</p>	<ul style="list-style-type: none"> • Conduct Training Needs Assessment • Analyze results and prepare report • Conduct gap analysis to determine training needs of staff • Revise Workforce Development Plan • Implement goals and objectives of the plan 	<p>Start: January 2018</p> <p>End: December 2020</p>	<p>Leadership Team Accreditation Coordinator</p>	

Strategy #2: Staff Retention					
	Measure	Action Steps	Timeframe	Lead	Status
<p>Objective 2.1: By March 2018, a staff recognition policy and procedure will be developed and a recognition program will be implemented.</p>	<p>Policy and Procedure developed</p>	<ul style="list-style-type: none"> • Policy and procedure developed, reviewed by the Leadership Team and approved by the Board of Health • Implementation of the policy • Evaluate and review annually 	<p>Start: January 2018</p> <p>End: March 2018</p>	<p>Leadership Team</p>	
<p>Objective 2.2: By December 2019, an employee retention program will be explored (and developed and implemented if feasible) to help retain quality staff.</p>	<p>Evidenced in Leadership Team minutes</p>	<ul style="list-style-type: none"> • Leadership team will research retention activities/program for staff • Employee retention program developed if determined feasible • Employee retention program approved by Board and implemented (if determined feasible) 	<p>Start: January 2018</p> <p>End: December 2018</p>	<p>Leadership Team</p>	

Review date:

Notes: