

Putnam County Health Department



2022-2024 Strategic Plan

Published: January 2022

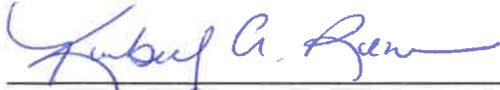
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HEALTH REVIEW AND APPROVAL

JANUARY 12, 2022

The 2022-2024 Putnam County Health Department Strategic Plan was reviewed and adopted by the Board of Health on January 12, 2022.



Health Commissioner, Kim Rieman, RN, MPH, CHES

1-12-2022

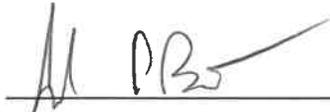
Date



Board of Health President, Kyle Stechschulte

1-12-22

Date



Board of Health Vice President, Joseph Burkhart

1-12-22

Date



Board of Health Member, Matthew Herman

1-12-2022

Date



Board of Health Member, Dr. Kent Brandeberry

1/12/2022

Date



Board of Health Member, Cory Unverferth

1-12-2022

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
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(419)523-5608

ABOUT US

Putnam County Residents,

It is with great pleasure that I present to you the *2022-2024 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 7 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 the community plans, when choosing our priorities.

Our staff is committed to the execution and evaluation of our Strategic Plan and are ready to move forward to the implementation and evaluation of our Strategic Plan. Additionally, they are eager 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 *2022-2024 Putnam County Health Department Strategic Plan* guides our agency as we work towards a healthy and safe Putnam County.

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 servicing 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.

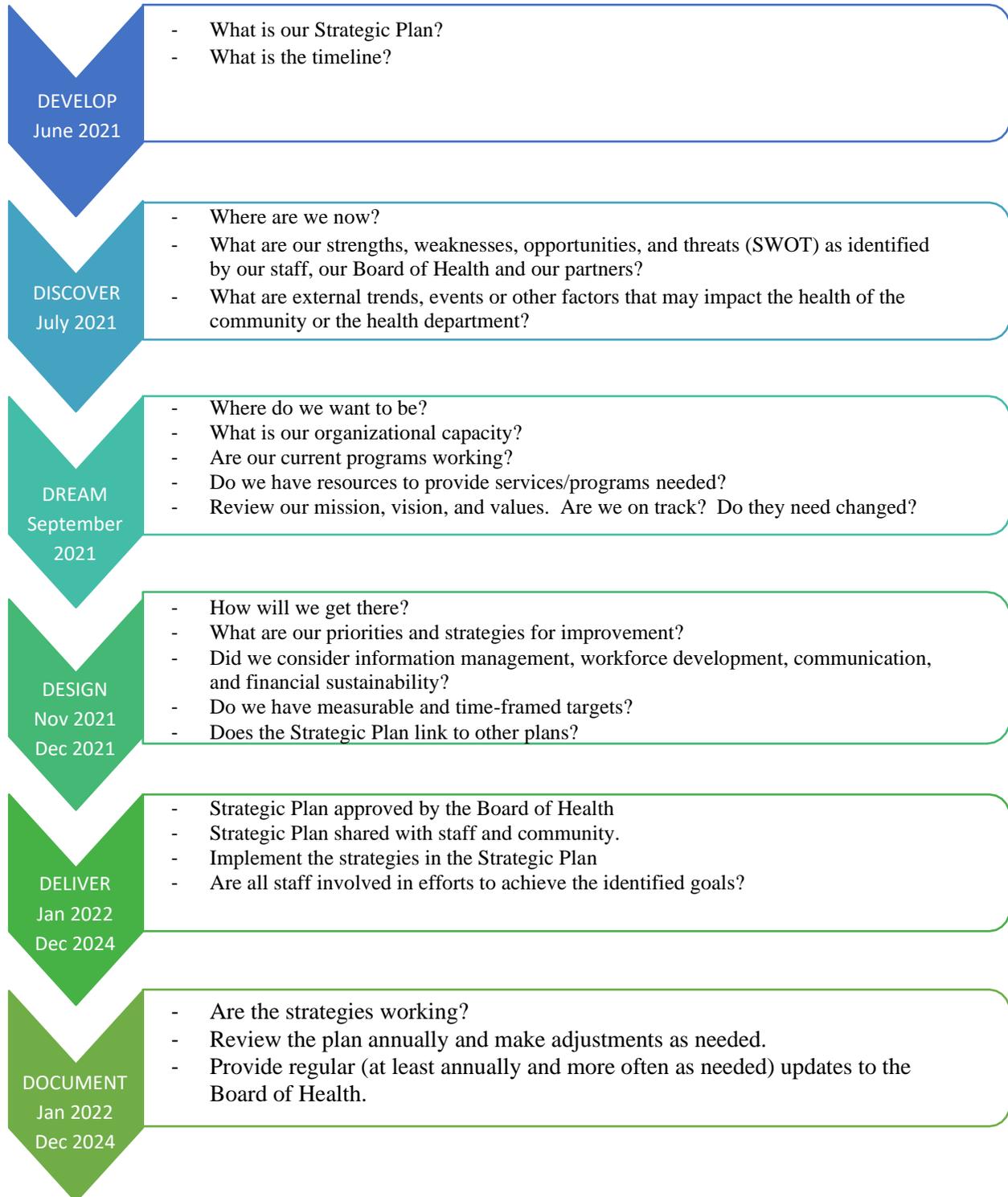
VALUES

- ❖ **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 2021 and ended with the development of the *2022-2024 Strategic Plan* adoption in January 2022. The process and timeline is outlined below.



The Leadership Team and Accreditation Coordinator met in June 2021 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 *2022-2024 Putnam County Health Department Strategic Plan* ready for Board of Health approval early 2022.

To learn more about the health department, our services and the community needs, a SWOT analysis was conducted in July 2021. The survey was sent to health department staff, our partners, and the Board of Health through Survey Monkey. Along with the SWOT, the partners 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 results of the SWOT analysis and other surveys can be found in **Appendix A** of this document.

On September 16, 2021, the PCHD staff met to discuss and review the SWOT Analysis and data from the surveys sent to the Board of Health and partners, as well as the most recent PCHD Employee Survey and external analysis. As a result of the data provided there was much discussion and brainstorming. The following questions were asked:

- What sets us apart as an agency?
- Where/What do we need to build our internal capacity so that we can capitalize on future opportunities?
- Where/What do we need to control, externally, that could influence our ability to achieve our vision?
- Where/What 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 were needed. After discussion of said statements, the staff unanimously decided to retain the current statements.

Many ideas for strategic priorities were identified and the staff voted for the strategic priorities for the *2022-2024 Putnam County 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:

- Brandi Schrader – Director of Environmental Health
- Sherri Recker – Director of Nursing
- Abigail Greve – Environmental Health Administrative Assistant
- Dawn Schmenk – Public Health Nurse
- Angela Recker – Emergency Preparedness
- Joan Kline – Accreditation Coordinator

All PCHD staff, Board of Health members, and community partners participated in the strategic planning process by providing input through the SWOT analysis and surveys. The Board of Health approved the *2022-2024 Putnam County Strategic Plan* at the January 2022 Board of Health meeting.

NOVEMBER – DECEMBER 2021 DESIGN

From October to December 2021, the Strategic Planning Team met three times to develop the Strategic Plan Action Plan. Through the meetings and groundwork outside of the meetings, the team members identified goals, objectives, and action steps for each of the chosen strategic priorities, while considering the data provided in the SWOT analysis and the surveys completed from individuals both internal and external.

During the development of the Strategic Plan 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. Enhancing our communication, both external and internal is an integral part of the strategic plan. Financial sustainability of the health department is always on the forefront to ensure that the agency can perform the essential functions and provide applicable programs and services to our community.

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

JANUARY 2022 - DECEMBER 2024 DELIVER

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 *2022-2024 Putnam County 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 as needed.

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: Financial Viability

Goal: Maintain financial stability of the Putnam County Health Department through feasible 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 new applications for grant funds from various sources will be completed to address needs that were identified in the CHIP, Strategic Plan, Workforce Development Plan or other assessments and plans. The applications will be completed by the PCHD or through partnerships with other agencies or organizations.
- ❖ Objective 1.2: Each quarter, monitor budget for actual and expected expenditures and revenues.
- ❖ Objective 1.3: By December 2022, the expiring levy will be on the ballot and approved by Putnam County voters.

Strategy 2: Utilize cost saving measures by collaborating with partners

- ❖ 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.
- ❖ Objective 2.2: Collaborate with county partners to fund programs to address public health priorities and needs.

Strategic Priority 2: Competent Workforce

Goal: Train and retain highly qualified employees.

Strategy 1: Staffing and Training Needs

- ❖ Objective 1.1: 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 1.2: 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 June 2022, the staff recognition policy and procedure will be reviewed, updated, and continue to be implemented
- ❖ Objective 2.2: Continually promote employee retention through initiatives that increase job and workplace satisfaction.

Strategic Priority 3: Enhance Communication

Goal: To maintain and enhance communication with employees, citizens, and other partners.

Strategy 1: Internal Communication

- ❖ Objective 1.1: Continue to update and implement methods of communicating with employees
- ❖ Objective 1.2: Communicate with the Board of Health with PCHD activities monthly or more frequent, if necessary.

Strategy 2: External Communication

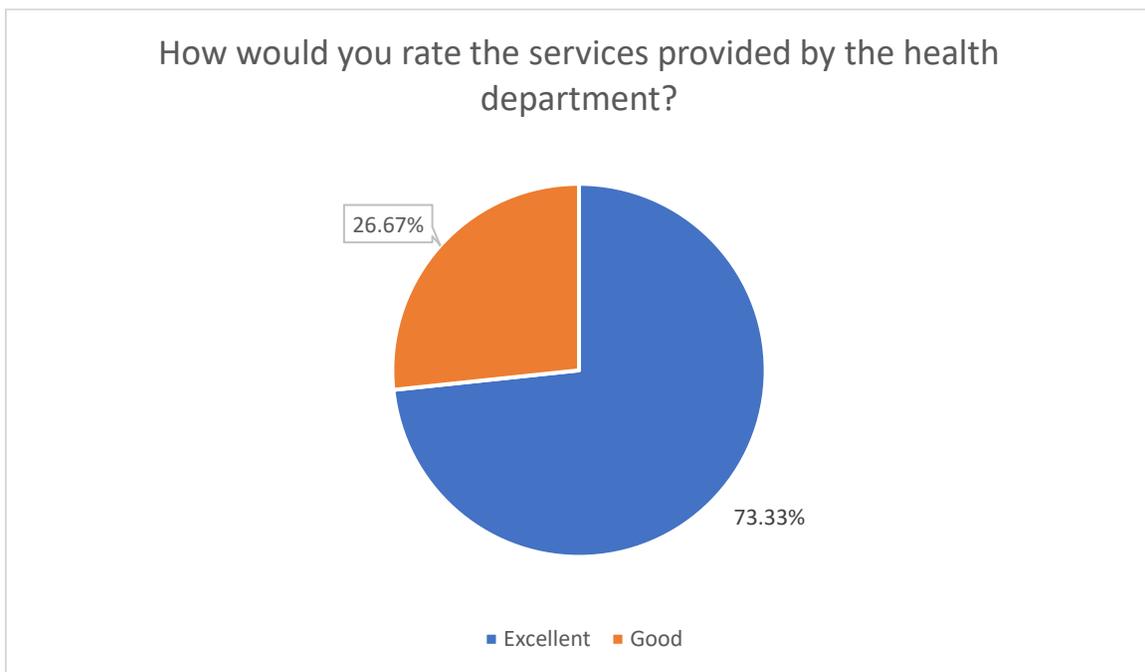
- ❖ Objective 2.1: By December 31, 2022, the communication plan will be updated to maximize communication with citizens.
- ❖ Objective 2.2: Annually, communication with key partners will be evaluated.

APPENDIX A: Assessments of partners, board of health and Putnam County Health Department Staff

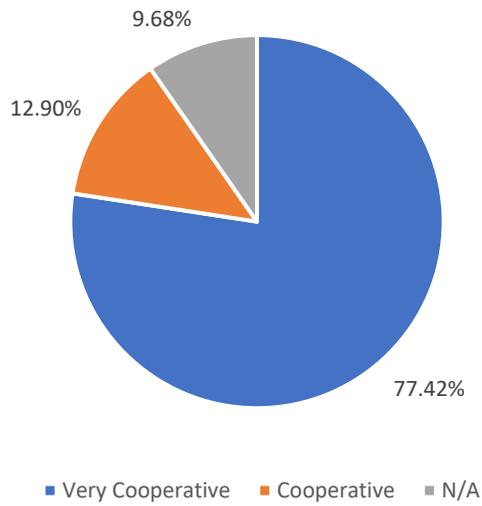
Engagement and input from Putnam County partners, the Putnam County Board of Health, and Putnam County Health Department employees is an important element of strategic planning. Collaboration is a key component on ensuring services are provided in the community. Information from partners who have knowledge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

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

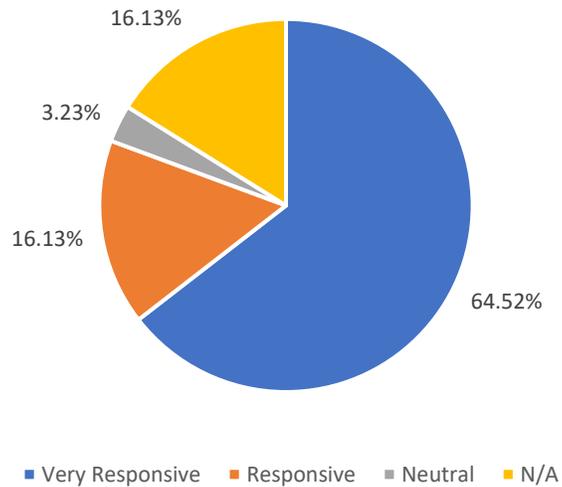
Survey results from partners and the Board of Health are as follows:



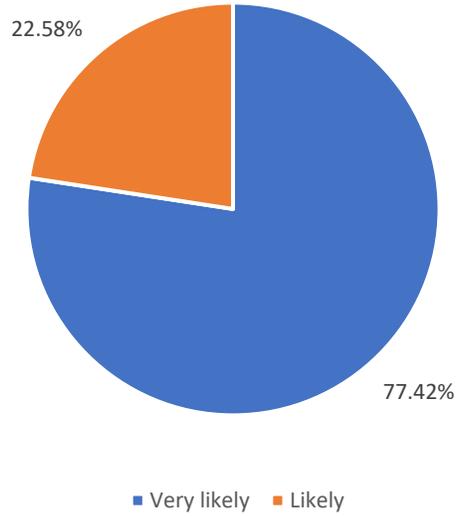
How cooperative is the health department with your business or organization?



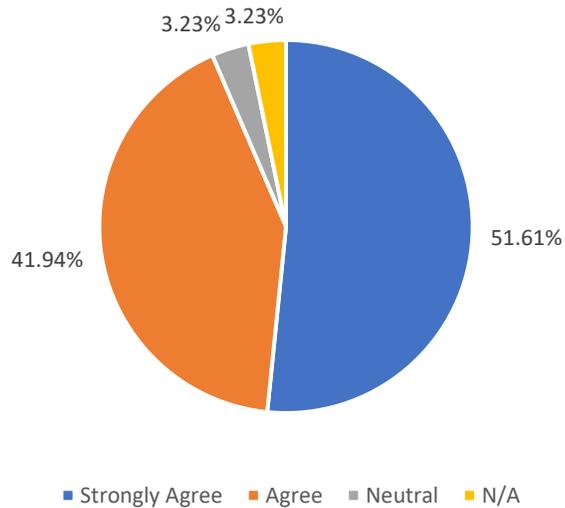
How responsive has the PCHD been to your needs in the past year?



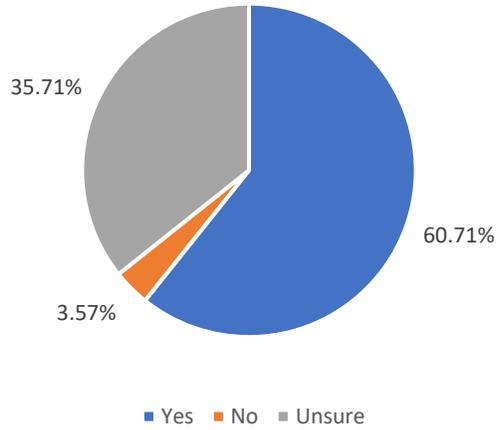
How likely are you to recommend PCHD services to others?



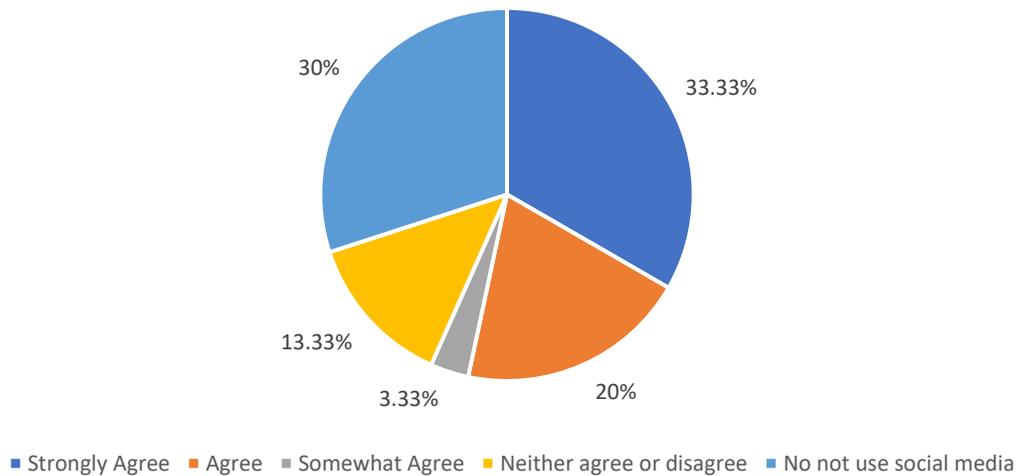
My interactions with the health department staff met and/or exceeded by expectations?



If you have visited the PCHD website, were you able to easily navigate the website to find the information you needed?



The information posted on the PCHD social media platforms is timely and helpful?



The survey results revealed that the top six Putnam County Health Department services identified by partners and Board of Health of which they are most aware include:

- ❖ Adult Immunizations
- ❖ COVID-19 Vaccine clinics
- ❖ Childhood Immunizations
- ❖ Private Water Permits
- ❖ COVID-19 related enforcement efforts
- ❖ COVID-19 case investigations

Areas identified in need of awareness efforts included:

- ❖ Bureau for Children with Medical Handicaps Program
- ❖ Campground Inspections
- ❖ Rabies Surveillance

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

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ❖ Staff ❖ Timely intervention ❖ Collaboration/Partnerships ❖ Resource ❖ Understanding of residents’ needs ❖ Outreach on social media ❖ Responsive to public need for convenience ❖ Emergency preparedness and planning ❖ Services offered ❖ Readily available to assist schools with COVID-19 ❖ Provide education ❖ Responsive to pandemic ❖ Compassionate to children during immunizations ❖ Communication ❖ Immunizations – including COVID-19 ❖ Follow state mandates ❖ Leadership ❖ Adjust to current demands/needs ❖ Customer service ❖ Health information ❖ Health resource 	<ul style="list-style-type: none"> ❖ Evening hours occasionally ❖ Communication ❖ Services unknown by public ❖ Outreach to Hispanic population ❖ Vaccine push for younger folks ❖ School safety inspection ❖ More staff ❖ More funding ❖ Lack of critical thinking ❖ Answering phone calls in a timely manner ❖ How to reach certain demographics ❖ Talking about private matters outside of office ❖ Rule enforcement ❖ Internal communication ❖ Busy/multi-tasking staff ❖ Teamwork and cooperation ❖ Division of all programs ❖ Customer service at times ❖ Letting public know what public health does for them ❖ BCMH provides needed ❖ Building issues

<ul style="list-style-type: none"> ❖ Serve the community ❖ BCMH ❖ Car seat program ❖ Well run programs 	<ul style="list-style-type: none"> ❖ Goal setting ❖ Mental Health of employees ❖ New technology ❖ Knowledge with new programs
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> ❖ Stronger environmental impact ❖ Continue current partnerships ❖ Reviewing the CHA regularly and using the data to make improvements ❖ Utilizing small businesses as ambassadors ❖ Provide information on programming ❖ Come to the schools to discuss disease prevention ❖ Increase communication about all the good PCHD does ❖ Mental health services for all ages ❖ More outreach on vaccination efficacy ❖ More bilingual outreach ❖ Working informational meetings to highlight some issues or hot topics ❖ Leadership around COVID-19 vaccine effort ❖ Communication (internal & external) ❖ Training ❖ Grants ❖ Full time front desk coverage ❖ Build public trust ❖ Funding to sustain programs ❖ Variety of resources ❖ Educate the community about public health ❖ Employee evaluation improvement ❖ Prepare community for all public health emergencies ❖ Go off site with services ❖ Community health education ❖ Take complaints and concerns seriously ❖ Compassion towards coworkers ❖ New/remodeled office ❖ MRC volunteers ❖ Add programs that are needed and feasible 	<ul style="list-style-type: none"> ❖ Drug epidemic ❖ Being a small county with limited resources ❖ COVID requirements – workforce issues ❖ Public misinformation ❖ Staff burnout ❖ Workforce shortage ❖ Overall health and access to healthy foods ❖ Science being politicized ❖ Funding changes ❖ Mental health support ❖ Internal issues ❖ Funding ❖ Changes in Ohio legislation ❖ Staff fatigue ❖ Ongoing pandemic response ❖ Public mistrust/false information about PCHD ❖ Community beliefs out of our control ❖ Hostile political climate ❖ Social media ❖ Continuity of staffing ❖ Vaccine hesitancy ❖ Inability to adapt ❖ Lack of time to get plans done with Joan retires

APPENDIX B: STRATEGIC PLANNING SUMMARY FROM STAFF MEETING

On September 16, 2021, a Strategic Planning Staff Meeting was held with the following PCHD staff members present, Kim Rieman, Brandi Schrader, Abigail Greve, Dainna Raye, Lisa Pope, Beth Skulina, Angela Recker, Joan Kline, Terri Rayle, Abigail Morman, Sherri Recker, Rachael Ruhe, Dawn Schmenk, Dunel Fry, and Laurie Meyer.

During the meeting, the staff was asked to brainstorm ideas in response to the 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?
- ❖ Where 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 discussion, several themes and priorities were identified. After a vote, the three priorities for the strategic plan were chosen, with each priority to include collaboration. The three priorities are:

- ❖ Funding
- ❖ Staffing
- ❖ Communication

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



Strategic Plan Staff Meeting

PCHD Staff Meeting

September 16, 2021

What sets us apart as an agency?

- Services
- Unique structure
- State mandates
- Regulatory agency
- Enforcement
- Educated
- Accredited
- Diverse services – some one-on-one and some are population based
- Passionate about public health

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

- Increase staff excitement about public health and coming to work
- Bi-lingual partnerships
- Grants/funding
- Communication
- Training
- Long-term planning
- Time management/Restructure
- Website – more links, videos etc. to address literacy
- Daily TikTok message
-

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

- Misinformation
- Educate differently
- Collaboration with other agencies to achieve vision
- Marketing
- Reliable long-term funding (state subsidy, levy)
- Partnerships for Hispanic outreach
- Legislators
- Access to quality care and insurance

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

- Legislation

- Provide partners with information
- Leaders – Ambassadors from businesses
- Build upon relationships built through COVID
 - MRC
 - Long-term care
- Kids and coaches in schools – leaders

Strategic Priorities

- **Communication – internal, external, public education**
- **Collaboration – including Hispanic outreach (implement into each priority)**
- **Funding**
- **Workforce**

APPENDIX C: 2022-2024 STRATEGIC PLAN ACTION PLAN

The action plan of the *2022-2024 Putnam County Health Department Strategic Plan* developed by the Strategic Planning Team and shared with the PCHD staff at the January 2022 staff meeting. The action plan follows on the next page.



Putnam County Health Department Strategic Plan: 2022-2024 Action Plan

Strategic Priority: Financial Viability
Goal: Maintain financial stability of the Putnam County Health Department through feasible and innovative efforts to obtain funding for programs and services.
<i>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.</i>
Key Measure: Ensure annual expenditures are equal to or less than the annual revenue.

Strategy #1: Sustainable methods for increasing public health funding					
	Measure	Action Steps	Timeframe	Lead	Status
Objective 1.1: Each year of this plan, at least two new applications for grant funds from various sources will be completed to address needs that were identified in the CHIP, Strategic Plan, Workforce Development Plan or other assessments and plans. The applications will be completed by the PCHD or through partnerships with other agencies or organizations.	Grant Applications	<ul style="list-style-type: none"> Research grant or funding opportunities through multiple databases and 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 	Start: January 2022 End: December 2024	Leadership Team	
Objective 1.2: Each quarter, monitor budget for actual and expected expenditures and revenues	Budgetary reports	<ul style="list-style-type: none"> Leadership Team review budget at least quarterly and discuss expected expenditures and revenue Leadership Team review fees at least annually and make needed changes Determine if fees for PCHD services should be changed/added to cover cost of providing those services Leadership Team share with staff quarterly 	Start: January 2022 End: December 2024	Leadership Team	

<p>Objective 1.3: By December 2022, the expiring levy will be on the ballot and approved by Putnam County voters</p>	<p>Passage of Levy</p>	<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 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 	<p>Start: January 2022</p> <p>End: December 2023</p>	<p>Health Commissioner</p>	
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Strategy #2: Utilize cost saving measures by collaborating with partners.					
	Measure	Action Steps	Timeframe	Lead	Status
<p>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</p>	<p>Partnerships with other groups or organizations MOUs/ Contracts</p>	<ul style="list-style-type: none"> Participate in the Council of Governments (COG) Work with healthcare agencies and other Local Health Departments Work with COG to fill voids Develop partnerships with organizations and universities to implement strategies to address 10 Essential Services of Public Health 	<p>Start: January 2022</p> <p>End: December 2024</p>	<p>Health Commissioner</p>	
<p>Objective 2.2: Collaborate with county partners to fund programs to address public health priorities and needs</p>	<p>Programs/Services with partners are implemented</p>	<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 	<p>Start: January 2022</p>	<p>Leadership Team Accreditation Coordinator</p>	

		<p>partner agency</p> <ul style="list-style-type: none">• 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.• Determine if fees for PCHD services should be changed/added to cover cost of providing those services• Leadership Team share with staff quarterly	<p>End: December 2024</p>	<p>Other staff as needed</p>	
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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: Supervisor and Employee indicate a high degree of satisfaction with their competency and employment with PCHD.

Strategy #1: Staffing and Training Needs

	Measure	Action Steps	Timeframe	Lead	Status
Objective 1.1: 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	Surveys completed and results shared	<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	Start: January 2022 End: December 2024	Leadership Team	
Objective 1.2: Each year, implement the agency Workforce Development Plan, which includes conducting an annual training needs assessment to identify needs of the staff.	Workforce Development objectives met	<ul style="list-style-type: none">• Conduct Training Needs Assessment• Analyze results and prepare report• Conduct gap analysis to determine staff training needs• Revise Workforce Development Plan• Implement goals and objectives of the plan• Collaborate with partners and other individuals outside of PCHD to provide needed training(s).	Start: January 2022 End: December 2024	Leadership Team	

Strategy #2: Staff Retention					
	Measure	Action Steps	Timeframe	Lead	Status
<p>Objective 2.1: By June 2022, the staff recognition policy and procedure will be reviewed, updated, and continue to be implemented.</p>	Policy and procedure developed	<ul style="list-style-type: none"> • Policy and procedure reviewed and updated by the Leadership Team and approved by the Board of Health • Continue to implementation the policy • Evaluate and review annually 	<p>Start: January 2022</p> <p>End: December 2024</p>	Leadership Team	
<p>Objective 2.2: Continually promote employee retention through initiatives that increase job and workplace satisfaction.</p>	Evidenced in Leadership Team minutes and/or implementation of retention program	<ul style="list-style-type: none"> • Employee survey will include questions concerning retention of staff • Leadership team will review the current retention activities/program for staff including mandates • Employee retention program will be updated, if determined necessary • Leadership team will research an employee excellence program • Leadership team will implement an employee excellence program, if feasible 	<p>Start: January 2022</p> <p>End: December 2024</p>	Leadership Team	

Strategic Priority: Enhance Communication**Goal: To maintain and enhance communication with employees, citizens, and other partners**

We are an agency that works to provide relevant and accurate information to our citizens and partners. To provide that information it is important to communicate internally. We utilize various avenues to provide information internally through meetings and technology. We provide information to partners and citizens through various sources including meetings, print and technology. Communicating information to all individuals is critical and essential for our county.

Key Measure: Employees, partners, and citizens indicate effective communication with PCHD.**Strategy #1: Internal Communication**

	Measure	Action Steps	Timeframe	Lead	Status
Objective 1.1: Continue to update and implement methods of communicating with employees.	Development of methods and implementation of methods Updated Communication Plan	<ul style="list-style-type: none"> Provide a survey to staff to determine the needs and preferred methods of communication. Develop and use effective ways of communicating with employees Update the Communication Plan 	Start: January 2022 End: December 2024	Leadership Team	
Objective 1.2: Communicate with the Board of Health with PCHD activities monthly or more frequent, if necessary.	Evidenced in Board of Health meeting minutes	<ul style="list-style-type: none"> During Board of Health meetings, leadership will provide updates on PCHD activities 	Start: January 2022 End: December 2024	Leadership Team	

Strategy #2: External Communication

	Measure	Action Steps	Timeframe	Lead	Status
Objective 2.1: By December 31, 2022, the communication plan will be updated to maximize communication with citizens	Update the Communication Plan	<ul style="list-style-type: none"> Evaluate existing and new technology and initiative ways to engage with citizens and develop into a plan Provide talking points on various topics for use when interacting with citizens Continue to improve PCHD website with up-to-date information Collaborate with partners to share information Employees assist with information 	Start: January 2022 End: December 2024	Leadership Team PIO	

		<p>to communicate for social media platforms</p> <ul style="list-style-type: none"> • Update the Communication Plan 			
<p>Objective 2.2: Annually, communication with key partners will be evaluated.</p>	<p>Results of the Work Force Development Plan</p>	<ul style="list-style-type: none"> • Attend meetings of partners and partners • Send out Work Force Development Plan • Provide communication to interested partners through newsletters, website, and social media. 	<p>Start: January 2022</p> <p>End: December 2024</p>	<p>Leadership Team</p>	