

# Putnam County Health Department



## Strategic Plan

**2022- 2024**

Published: January 2022

## TABLE OF CONTENTS

|   |    |
|---|----|
| Plan Approval   | 1  |
| Revisions   | 2  |
| About Us  | 3  |
| Agency Overview   | 3  |
| Introduction  | 4  |
| Mission, Vision, Values   | 5  |
| Strategic Planning Process and Timeline                                 | 6  |
| Strategic Priorities  | 10 |
| Appendix A: Assessments of Stakeholders, Board of Health and PCHD Staff | 12 |
| Appendix B: Strategic Planning Staff Meeting Summary                    | 21 |
| Appendix C: 2022-2024 Strategic Plan Action Plan                        | 24 |

## 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

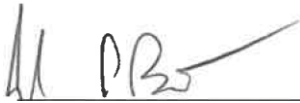
  
\_\_\_\_\_

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:      |
|------|-----------------|---|----------------|------------------------------|
| 3/22 | 1               | Updated Appendix A with the External Assessment | 16-18          | Brandi Schrader, M.Ed., REHS |
|      |                 |   |                |                              |
|      |                 |   |                |                              |
|      |                 |   |                |                              |
|      |                 |   |                |                              |
|      |                 |   |                |                              |
|      |                 |   |                |                              |
|      |                 |   |                |                              |
|      |                 |   |                |                              |
|      |                 |   |                |                              |

Questions about this plan may be addressed to:

Kim Rieman, RN, MPH, CHES  
Health Commissioner  
Putnam County Health Department  
256 Williamstown Rd.  
Ottawa, OH 45875  
[kim.rieman@putnamhealth.com](mailto:kim.rieman@putnamhealth.com)  
(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,

A handwritten signature in cursive script, appearing to read 'Kim Rieman'.

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.

# INTRODUCTION

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 the identified priorities. The strategic plan is dynamic and will be revised as projects are addressed and completed.

The action plan is a comprehensive document that has been developed to detail the action steps, responsible party and timeline for the objectives for each strategic priority. Data will continually be collected so that we may measure our progress toward achieving the goals of the plan. Our goals and objectives may grow or change as we strive toward the 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.*

The PCHD will use the strategic plan in conjunction with the Quality Improvement Plan to ensure that strategic priorities, objectives, and action steps are implemented in the most efficient and effective manner. As needed, quality improvement projects will take place to improve performance. This plan

County Community Health Improvement Plan (CHIP) as many of the priorities in

the strategic priorities of the CHIP, and the Workforce Development Plan to focus

**Kim Rieman**  
2024-08-05 15:55:46

A six-phase process helped to identify the strategic priorities for the 2022-2024 PCHD Strategic Plan. More details regarding this process and the strategic priorities are provided later in this document. The strategic priorities as determined through the process are:

- **Financial Sustainability:** Maintain financial viability of the Putnam County Health Department through sustainable and innovative efforts to obtain funding for programs and services
- **Competent Workforce:** Train and retain highly qualified employees
- **Communication:** To maintain and enhance communication with employees, citizens and other partners.



# MISSION, VISION, VALUES



srecker

2024-03-26 15:26:58

The mission, vision and values of the Putnam County Health Department were developed in the 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. The Branding Strategy Policy and Procedure will be followed to ensure that staff raise visibility, perceived value, and reputation of PCHD.

## 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.

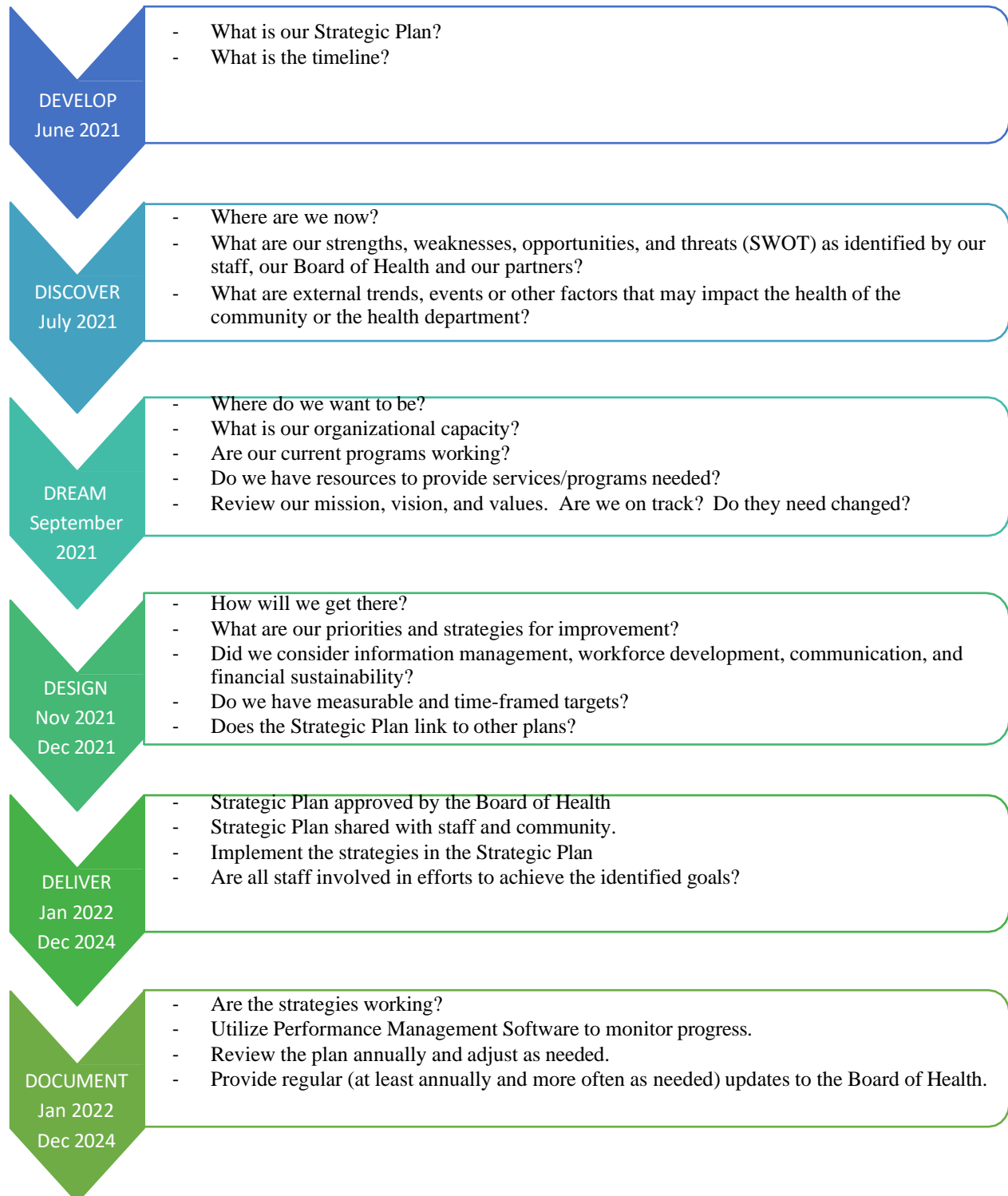
## VALUES

- ❖ **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 are outlined below.



## JUNE 2021

## DEVELOP

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.

## JULY 2021

## DISCOVER

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.

## SEPTEMBER 2021

## DREAM

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. Established PCHD committees meet routinely to identify projects that align with the Strategic Plan, QI Plan, CHIP, CHA, and other PCHD plans. The leadership team will monitor the progress of the plan through meetings and use of Performance Management software. The QI process will be used to meet priorities within our Strategic Plan.

For Impact, our Performance Management software will be utilized to track the Plan strategies, goals, and action steps. Because not all of the staff are able to have a workplan will also be updated to show progress and presented to Board Members quarterly. Updated workplans will be available to all staff through the Strategic Plan folder in the Shared Drive .

Kim Rieman

2024-08-22 18:51:45

10.1.1 A RD 2 2e

To ensure that efforts made to address the strategic priorities are effective and relevant, the plan will be evaluated and continually monitored. Annually, the objectives, strategies and actions will be reviewed and revisions will be made, as needed.



## STRATEGIC PRIORITIES

To achieve the mission of the Putnam County Health Department, three 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 efforts to obtain funding for programs and services.**

srecker

2024-03-26 16:01:35

10.1.1 A, RD2, 2b - strategic priorities

### Strategy 1: Sustainable methods for increasing public health funding

- ❖ Objective 1.1: Each year of this plan, at least two new applications for grant funding sources will be completed to address needs that were identified in the CHIP Development Plan or other assessments and plans. The applications will be completed 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.

srecker

2024-03-26 16:08:23

10.1.1 A, RD2, 2f - grant applications to increase public health funding and support CHIP objectives

### 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

srecker

2024-03-26 16:02:37

10.1.1 A, RD 2, 2b - strategic priorities

### 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 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.

srecker

2024-03-26 16:03:01

10.1.1 A, RD2, 2c - objectives

### 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 initiative 10.1.1 RD2, 2g - linkage with workplace satisfaction. performance management plan

srecker

2024-03-26 16:12:30

10.1.1 RD2, 2g - linkage with performance management plan



## Strategic Priority 3: Enhance Communication

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

srecker

2024-03-26 16:03:26

10.1.1 A, RD2, 2b - strategic priorities

### Strategy 1: Internal Communication

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

srecker

2024-03-26 16:11:20

10.1.1 A, RD2, 2c - objectives

### Strategy 2: External Communication

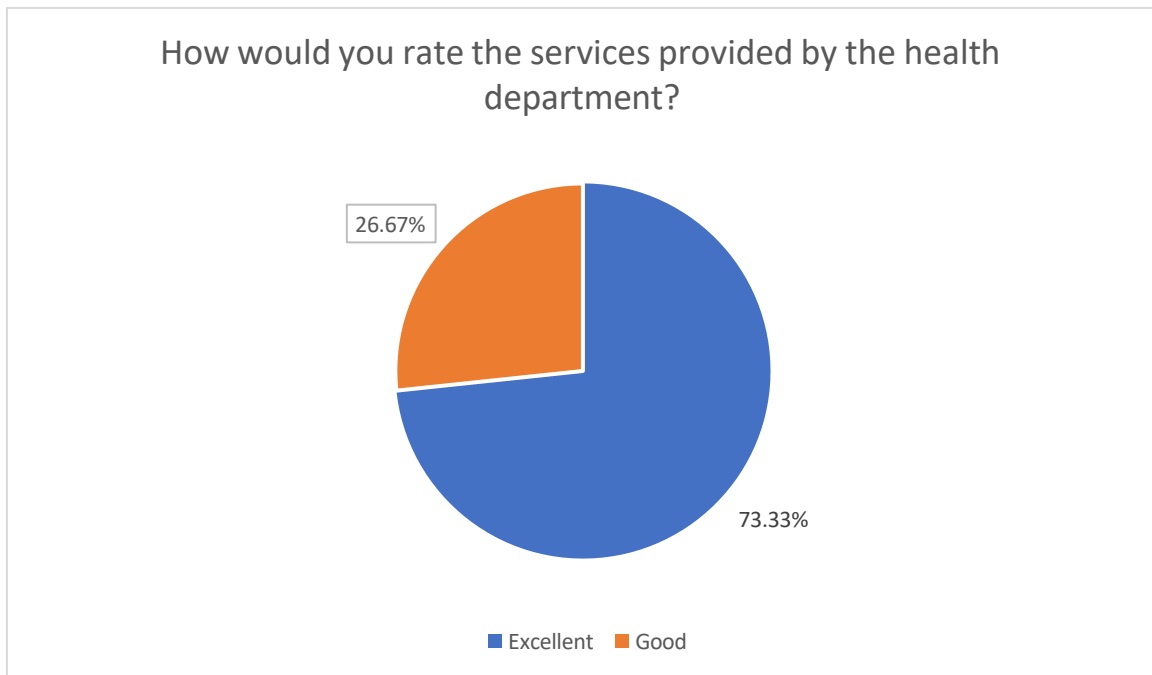
- ❖ Objective 2.1: By December 31, 2022, the communication plan will be updated to maximize communication with citizens.
- ❖ Objective 2.2: Annually, communication with key partners will be evaluated.

## APPENDIX A: ASSESSMENTS OF PARTNERS, BOARD OF HEALTH AND PUTNAM COUNTY HEALTH DEPARTMENT STAFF

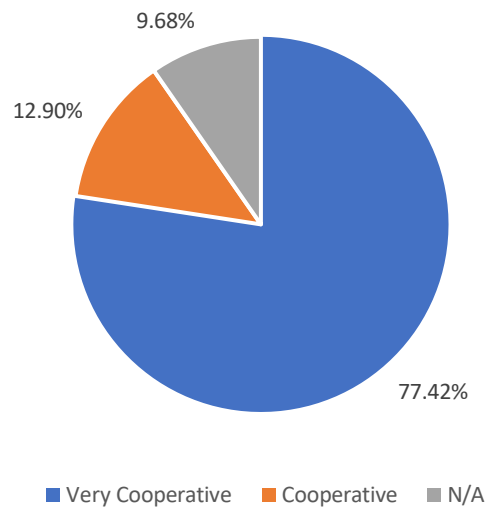
Engagement and input from Putnam County partners, the Putnam County Board of Health, and Putnam County Health Department employees is an important element of strategic planning. Collaboration is a key component on ensuring services are provided in the community. Information from partners who have knowledge 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.

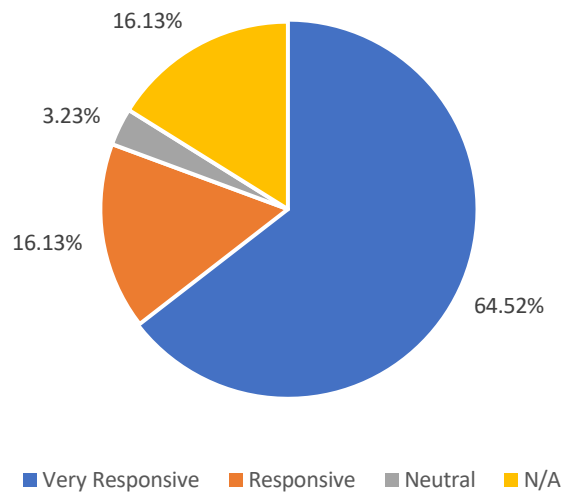
Survey results from partners and the Board of Health are as follows:



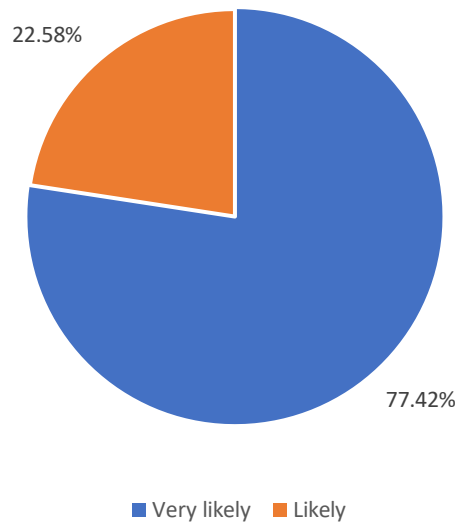
How cooperative is the health department with your business or organization?



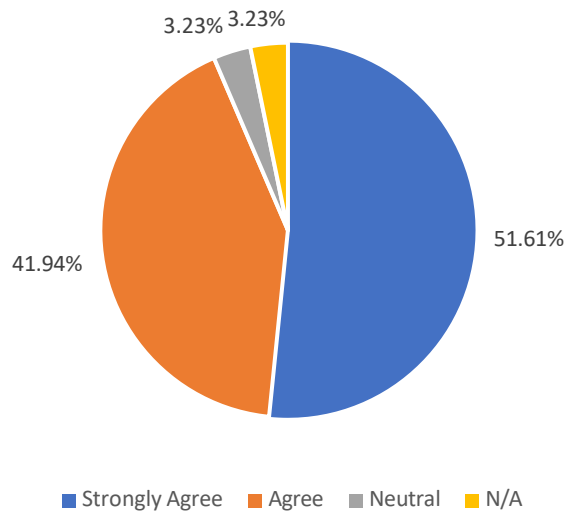
How responsive has the PCHD been to your needs in the past year?



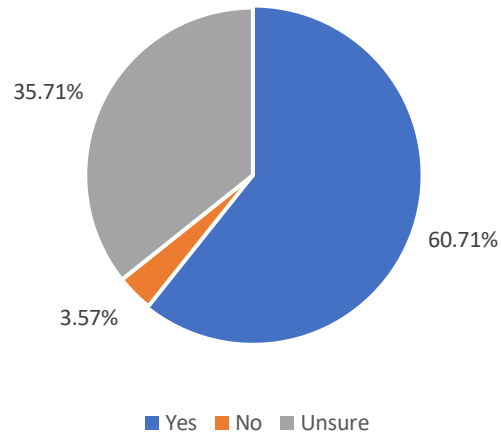
How likely are you to recommend PCHD services to others?



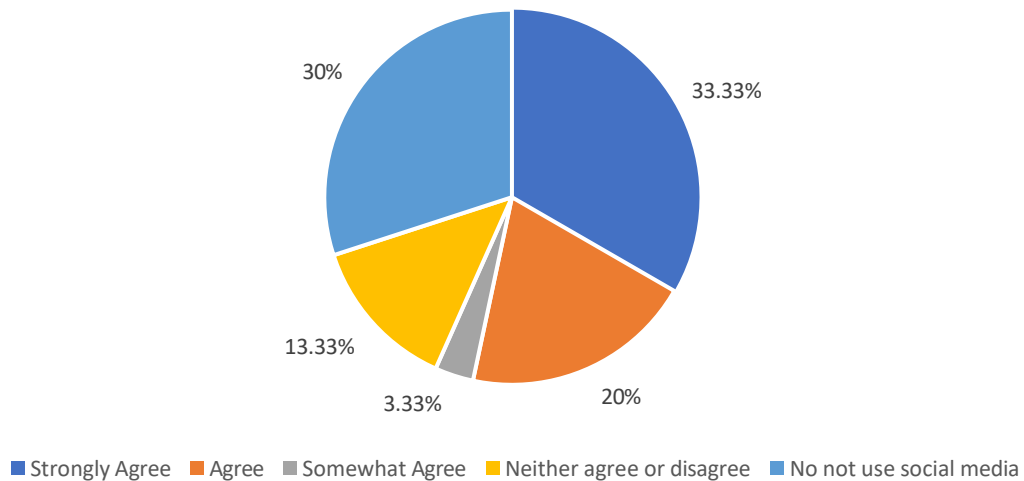
My interactions with the health department staff met and/or exceeded by expectations?



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 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 to evaluate the health department needs and update the action plan of the strategic plan, if necessary. The External Assessment identified the following:

| Economic – What economic trends might have an impact on public health?   |
|--|
| Pandemic<br>Levy results<br>Inflation / price increases<br>Ability to afford medical care<br>Unemployment levels<br>Public Health funding<br>War<br>Unavailability of qualified staff<br>Decrease in building<br>More individuals needing assistance |

Technological – to what extent are existing technologies maturing? What technological development or trends are affecting or could affect the health department?

Constant changes with computer systems  
Be more visible on social media  
Text messaging system for reminder calls  
IT improvements allowing work from home  
Improved programs  
Data collection  
Technology advancing at a rapid speed – ease of posting without ramifications  
Online communication  
Tele-a-health  
Less human interaction  
Technology provides more opportunities for people to access wellness  
With less human interaction, it could lead to an increase in mental health issues  
Inaccurate information on social media  
Increase in technology may be difficult for the older population  
Access to more information online  
Decrease in person-to-person meetings

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?

More restrictions on our finances and how they are used  
Government is not stable  
Potential changes in the structure of public health in Ohio  
Policies powers of public health could lead to more disease outbreaks  
Vaccination mandate changes  
Needs more steady funding and not reactionary funding  
EPA strategy to reduce lead exposure  
Changes in regulation  
Politics becoming involved in public health  
Water quality  
Sewage regulations and changes  
Instability with change in government administration  
Immigration reform to fill open jobs  
Culturally appropriate services  
Bills on immunization changes  
Difficulty with enforcement or follow through with regulations and laws  
Workforce Development grant may assist with staff changes  
Lack of support by local government

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?

With less people working more of an opportunity of help people  
Population is only getting older could be a threat, as older people are going to need more services because of age and inflation  
Many work sites are not able to maintain a full staff  
Individuals are not working, and businesses are closing or not doing well  
Families are having less children  
Fast and easy nutrition in the form of powder shakes (one stop shop for fitness and nutrition)  
Cost of living poses a threat to the levy not passing  
Inflation may cause more poverty and poor health choices  
Differences in rural or urban  
Social media platforms  
More people eating out  
Tiktok trends/challenges with a negative affect to our youth and decision making  
Anti Government and decrease in the workforce as a threat

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

Loss of jobs and financial insecurities  
Pandemic and how it will affect the future of public health  
Inflation  
Unrest in the country  
Polarized individuals  
Pricing pressure and pressure to do more with less  
Public health will be challenged to do what is right – following regulatory requirements  
Cost of living increases without significant raises to cover costs  
Unavailability to replace or hire qualified staff  
Funding  
How to recover from COVID and overcome relationships that might have been fractured  
Changes in policy  
Prevention is not a focus in our health care system (treat the problem and not address the cause)  
Lack of faith in vaccinations  
Lack of respect for government and regulations  
Uncertainty of another wave of COVID  
Lack of trust/support from the public for public health

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

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

## 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  |                    |  |   |                 |  |
|--|--------------------|--|---|-----------------|--|
| <b>Goal: Maintain financial stability of the Putnam County Health Department through feasible and innovative efforts to obtain funding for programs and services.</b><br><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 dollars.</i> |                    |  |   |                 |  |
| <b>Key Measure: Ensure annual expenditures are equal to or less than the annual revenue.</b>   |                    |  |   |                 |  |
| Strategy #1: Sustainable methods for increasing public health funding  |                    |  |   |                 |  |
|  | Measure            | Action Steps    | Timeframe   | Lead            | Status                                     |
| <b>Objective 1.1:</b><br>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"> <li>Research grant or funding opportunities through multiple databases and sites</li> <li>Apply for grants as determined appropriate in relation to the CHIP priorities and other available data or plans</li> <li>Determine appropriate author/coordinator of the grant</li> <li>Submit application and carry out grant activities, if funded</li> </ul> | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Leadership Team | Status to be updated on quarterly reports. |
| <b>Objective 1.2:</b><br>Each quarter, monitor budget for actual and expected expenditures and revenues  | Budgetary reports  | <ul style="list-style-type: none"> <li>Leadership Team review budget at least quarterly and discuss expected expenditures and revenue</li> <li>Leadership Team review fees at least annually and make necessary changes</li> <li>Leadership Team share with staff quarterly</li> <li>Utilize Performance Management Software to track progress</li> </ul>                                    | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Leadership Team |  |

srecker  
2024-03-26 16:16:59

10.1.1 A, RD2, 2d - action steps are part of every objective

|   |                 |   |   |                     |  |
|---|-----------------|---|---|---------------------|--|
| <b>Objective 1.3:</b><br>By December 2022, the expiring levy will be on the ballot and approved by Putnam County voters | Passage of Levy | <ul style="list-style-type: none"> <li>Review financial reports to determine if replacement levy is needed or if renewal of the existing levy is appropriate</li> <li>Work with Auditor's office to determine appropriate millage to request</li> <li>Obtain approval from the County Commissioners and Board of Health to place levy on the ballot</li> <li>Work with Board of Elections to place levy on the ballot</li> <li>Establish levy committee and appoint treasurer</li> <li>Conduct campaign that will emphasize important public health services provided to the community and supported by levy funds</li> </ul> | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2023 | Health Commissioner |  |
|---|-----------------|---|---|---------------------|--|

| Strategy #2: Utilize cost saving measures by collaborating with partners.   |   |  |   |                     |        |
|---|---|--|---|---------------------|--------|
|   | Measure   | Action Steps   | Timeframe   | Lead                | Status |
| <b>Objective 2.1:</b><br>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 including the CHA | Partnerships with other groups or organizations<br>MOUs/<br>Contracts | <ul style="list-style-type: none"> <li>Participate in the Council of Governments (COG)</li> <li>Work with healthcare agencies and other Local Health Departments</li> <li>Work with COG to fill voids</li> <li>Develop partnerships with organizations and universities to implement strategies to address 10 Essential Services of Public Health</li> </ul> | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Health Commissioner |        |

srecker  
2024-03-26 16:13:39  
-----  
10.1.1 RD2, 2f - linkage with CHIP

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <p><b>Objective 2.2:</b></p> <p>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"> <li>• Maintain/develop partnerships</li> <li>• Assess needs of partner agencies to determine how to work together</li> <li>• Determine existing resources</li> <li>• Evaluate funding sources to benefit health department and partner agencies</li> <li>• 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.</li> <li>• Determine if fees for PCHD services should be changed/added to cover cost of providing those services</li> <li>• Leadership Team share with staff quarterly</li> </ul> | <p><b>Start:</b><br/>January 2022</p> <p><b>End:</b><br/>December 2024</p> | <p>Leadership Team</p> <p>Accreditation Coordinator</p> <p>Other staff as needed</p> |  |
|---|--|--|--|--|--|

**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 |
|--|--------------------------------------|--|---|-----------------|--------|
| <b>Objective 1.1:</b><br>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"><li>• Department-specific surveys developed or reviewed and revised as needed</li><li>• Surveys given to consumers after services are provided</li><li>• Survey results analyzed and shared with staff</li><li>• Surveys may be used for QI projects as needed for identified areas of improvement</li><li>• Performance Management software will be utilized to track progress.</li></ul> | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Leadership Team |        |
| <b>Objective 1.2:</b><br>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"><li>• Conduct Training Needs Assessment</li><li>• Analyze results and prepare report</li><li>• Conduct gap analysis to determine staff training needs</li><li>• Revise Workforce Development Plan</li><li>• Implement goals and objectives of the plan</li><li>• Collaborate with partners and other individuals outside of PCHD to provide needed training(s).</li></ul>                  | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Leadership Team |        |

| Strategy #2: Staff Retention   |   |  |   |                 |        |
|--|---|--|---|-----------------|--------|
|  | Measure   | Action Steps   | Timeframe   | Lead            | Status |
| <b>Objective 2.1:</b><br>By June 2022, the staff recognition policy and procedure will be reviewed, updated, and continue to be implemented. | Policy and procedure developed  | <ul style="list-style-type: none"> <li>Policy and procedure reviewed and updated by the Leadership Team and approved by the Board of Health</li> <li>Continue implementation of the policy</li> <li>Evaluate and review annually</li> </ul>  | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Leadership Team |        |
| <b>Objective 2.2:</b><br>Continually promote employee retention through initiatives that increase job and workplace satisfaction.            | Evidenced in Leadership Team minutes and/or implementation of retention program | <ul style="list-style-type: none"> <li>Employee survey will include questions concerning retention of staff</li> <li>Leadership team will review the current retention activities/program for staff including mandates</li> <li>Employee retention program will be updated, if determined necessary</li> <li>Leadership team will research an employee excellence program</li> <li>Leadership team will implement an employee excellence program, if feasible</li> </ul> | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | 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 |
|--|--|---|---|-----------------|--------|
| <b>Objective 1.1:</b><br>Continue to update and implement methods of communicating with employees.                         | Development of methods and implementation of methods<br><br>Updated Communication Plan | <ul style="list-style-type: none"><li>Provide a survey to staff to determine the needs and preferred methods of communication.</li><li>Develop and use effective ways of communicating with employees</li><li>Update the Communication Plan</li></ul> | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Leadership Team |        |
| <b>Objective 1.2:</b><br>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"><li>During Board of Health meetings, leadership will provide updates on PCHD activities</li></ul>   | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Leadership Team |        |

**Strategy #2: External Communication**

|   | Measure                       | Action Steps  | Timeframe   | Lead                       | Status |
|---|-------------------------------|---|---|----------------------------|--------|
| <b>Objective 2.1:</b><br>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"><li>Evaluate existing and new technology and initiative ways to engage with citizens and develop into a plan</li><li>Provide talking points on various topics for use when interacting with citizens</li><li>Continue to improve PCHD website with up-to-date information</li></ul> | <b>Start:</b><br>January 2022<br><br><b>End:</b><br>December 2024 | Leadership Team<br><br>PIO |        |

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