

Strategic Plan

Ashtabula County Health Department



Ashtabula County Health Department (ACHD)

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Ashtabula County Health Department Strategic Plan

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Signature Page

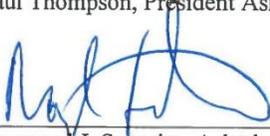
This plan has been approved and adopted by the following individuals:



Paul Thompson, President Ashtabula County Board of Health

10-17-17

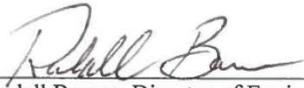
Date



Raymond J. Saporito, Ashtabula County Health Commissioner

10-17-17

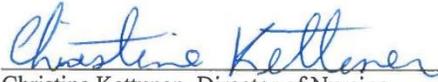
Date



Randall Barnes, Director of Environmental Health

10-17-17

Date



Christine Kettunen, Director of Nursing

10-17-17

Date

Ashtabula County Health Department Strategic Plan

Message from the Health Commissioner

Dear Colleagues and Associates,

On behalf of the Ashtabula County Health Department, I am pleased to present to you our agency's updated strategic plan. Our strategic plan sets agency priorities and focuses our resources into implementing actions needed to carry out goals and objectives of the Ashtabula County Health Department that seek to promote health and prevent disease.

The Strategic Plan of the Ashtabula County Health Department also provides program direction to our agency in addressing health needs found in our Community Health Needs Assessment, as well as formulating solutions to address priority health problems identified in our Community Health Improvement Plan.

The Strategic Plan of the Ashtabula County Health Department will act as a vehicle in providing a pathway that will provide all employees and the Ashtabula County Board of Health with a common vision of the mission of the Ashtabula County Health Department. Moreover, the Strategic Plan of the Ashtabula County Health Department also strives to clarify the role and responsibilities of the Ashtabula County Health Department in protecting the public health of the residents of the Ashtabula County Health District.

Sincerely,

Raymond J. Saporito, M.P.H., R.S.

Health Commissioner

Executive Summary

Introduction

The Ashtabula County Health Department (ACHD) Strategic Plan describes the agency's operational framework and key priority areas as it is described in our Community Health Improvement Plan. This is the first up-dated version of the health department's initial strategic plan and is evidence of an ever evolving product of the collaboration of our Board of Health, ACHD staff, and other interested parties. This strategic plan is designed to focus on improving the health of the residents of Ashtabula County, and to meet the vision of the ACHD.

Planning Process

Ashtabula County Health District is governed by the Ashtabula County Board of Health. The Board of Health, the ACHD Staff, the Health Commissioner, the ACHD Accreditation Management Team collaborated on the strategic plan and identified the focus areas.

Organize

- On September 7th, 2017 the Accreditation Management Team players met to brainstorm for the revision of our strategic plan. The Team included the health department's Health Commissioner, the Director of Nursing, the Director of Environmental Health, the Administrator, the Emergency Preparedness Coordinator, a Public Health Nurse and the Accreditation Coordinator.

Access

- September 11th, 2017: Review of the rough draft by the Accreditation Team of ACHD.

Group Planning Session

- September 13th, 2017: Initial draft was distributed to all health department staff members and to partner agencies. Discussion will hold with staff members during the last week of September.

Receive Feedback/Finalize Plan

- October 2017: Feedbacks and inputs received from staff members and partners.
- Plan finalized and introduced to the Board of Health at the December meeting for adoption.
- Full staff meeting November 2017

Implementation

- The ACHD Strategic Plan is reviewed on an annual basis.

- Revision to the plan will be made as necessary.

ACHD is using the Mobilizing for Action through Planning and Partnerships (MAPP) Process including the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Through those in depth of analysis, the team was able to engage in an ongoing community health improvement process. Due to ongoing and emerging health issues confronting the ACHD, leadership within the ACHD unit have a vision on how to address emerging health issues within the Community Health Improvement Plan (CHIP) process. The Ashtabula County CHIP process is inextricably linked to the Strategic Plan of the ACHD. Discussion and updating of the strategic plan will take place at the monthly Board of Health Meeting as needed.

In consideration of the development of the ACHD Strategic Plan the Accreditation Management Team had focused on several questions as follows:

- What health priorities should be specified for Ashtabula County?
- Does the ACHD have the resources and funding to effectively improve the health of the residents in Ashtabula County?
- How will the planned goals be met within in the time line that was given for the mission in the CHIP of the Ashtabula County?

Ashtabula County's Public Health Priorities

Upon completion of the strategic planning process, the collaborative group formally adopted the new and updated strategic plan at the October 2017 Board of Health Meeting. The plan which spans a time frame from 2017 through 2020 focuses on these priorities:

- Assuring Core Public Health Functions
- Achieving and sustaining Public Health Accreditation
- Increase and improve Public Health Awareness in Ashtabula County
- Maintain wellbeing
- Address known and emerging health disparities in Ashtabula County

This updated strategic plan is ambitious and will only be successful with the collaborative help from the local community, regional and state partners. While there are many competing public health issues ACHD can focus on, we chose five main areas that we believe we can provide the highest quality and most effective public health interventions and practices to the people we serve in Ashtabula County. We hope that through the distribution of this plan in Ashtabula County we will be able to further establish a collective movement better poised to improve public health in our district. Discussion and updating of the strategic plan will take place at the monthly Board of Health Meeting as needed.

Mission, Vision, and Core Values

Mission: To promote and protect the health and well being of the residents of the Ashtabula County Health District by reducing preventable illness and controlling the spread of communicable diseases.

Vision: To help facilitate and participate in the provision of unlimited preventive health and medical services to all residents of the Ashtabula County Health District.

Core Values:

- Promote Health by improving conditions of daily life (Conditions in which people can be healthy).
- Promote health equity.
- Promote Social Justice and raise public awareness of social determinants of health.

MAPP and SWOT Analysis

In order to review and analyze our ability to adequately serve the community and deliver appropriate Public Health services, the Accreditation Management Team used the Mobilizing for Action through Planning and Partnerships (MAPP) Process including the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT analysis serves as a tool to review and identify the updated strengths and weaknesses that impact ACHD's ability to deliver efficient and useful services to the community. We believe that developing a full awareness of our situation can help with both strategic planning and decision making.

Strengths

- Knowledgeable, experienced continuously learning staff
- Working relationship with local agencies and neighboring health departments
- Variety of essential services
- Dedicated and caring staff
- Improved IT/digital capacity
- Office space and equipment is modern
- Board of Health is knowledgeable and involved

Weaknesses

- State Funding
- Public's insufficient knowledge of "Public Health"
- Economy in general
- Rural community = limited financial resources
- Pay/Salaries
- Limited number of staff
- Access to care
- Unfunded mandates from the state

Opportunities

- Public engagement via low cost options (website, Facebook, newspaper, etc.)
- Expanded electronic medical records for nursing
- Increased community involvement through community partnerships
- Shared services
- Chance for employees to gain experience in wider areas of Public Health
- Availability of strong community involvement

Threats

- Lower income
- Migration to urban areas/cities
- State mandates and agendas
- Opiate crisis
- Access to care
- Retention of employees
- Economy

Strategic Priorities

ACHD Accreditation Management Team has developed five strategic priorities that are designed to address the major public health issues in Ashtabula County. The group reviewed the health priorities of the current Community Health Assessment (CHA), Community Health Improvement Plan (CHIP) and the 2014 SWOT analysis to determine if ACHD continued to have the ability to initiate positive change in the aforementioned health priority areas. These priorities as follows:

1. Assure core public health functions at ACHD

- a) All ACHD staff will participate in a variety of continuing education programs annually, with a minimum of one program. Licensed employees will participate in the required amount.
- b) Employees will be given many opportunities to attend education programs, conferences and workshops to receive further education and knowledge pertaining to their Public Health roles and responsibilities.
- c) Training for the health department staff will occur regularly at monthly divisional, and quarterly all staff meetings.
- d) ACHD will stay in compliance and meet expectations with all state regulatory agencies such as the Ohio Department of Health (ODH), the Department of Agriculture (ODA) and the Ohio Environmental Protection Agency (EPA) that conduct site visits and evaluations.
- e) Development and maintenance of the ACHD Workforce Developmental Plan.

2. Achieve and sustain accreditation through the Public Health Accreditation Board (PHAB)

- a) Submit PHAB Accreditation application by June 2018.
- b) Reach Accreditation status by 2020.
- c) Maintain PHAB Accreditation every five years as required.

3. Increase Public Health awareness and importance around the county

- a) Further develop and maintain our website on a monthly basis to ensure that information that the community receive through the website is updated.
- b) Maintain contribution of materials to local newspapers.
- c) Work with county and partners to promote evidence-based public health policy and advancements.
- d) Present and advocate our successes at local and state conferences and speaking opportunities.

4. Maintain and build upon fiscal wellbeing

- a) Work with local, state and federal agencies and legislature to advocate for Public Health Funding and importance.
- b) Work with neighboring health departments to share services when possible to reduce expenses and build strong relationships with Public Health partners.

5. Address known and emerging health disparities within Ashtabula County

- a) Identify and/reevaluate Ashtabula County's areas of need for Public Health intervention that currently include child and adult obesity, chronic diseases, suicide and opiate overdose.
- b) Provide opportunities and education for residents in Ashtabula County to ensure access to health care services and to gain knowledge about reaching and maintaining good health.
- c) Better coordination of services with partner agencies to attack health problems.

Implementation and Evaluation

The next and perhaps most important step in the strategic planning process is the implementation of the plan. The key components of this phase are communication, implementation, and evaluation of the strategic plan. Beginning in October 2017, the strategic plan will be distributed to staff and stake holders. The final plan will be made available to the community on the ACHD's website.

In addition to this initial dissemination, there will be ongoing communication with internal and external stakeholders. Communication with staff will occur throughout implementation via staff meetings, presentations and discussions. Discussions will continue with the community advisory groups and partner organizations, that were engaged during the plan development phase, to inform them of the health department's strategic direction and identify opportunities for collaboration. The ACHD Health Commissioner, and the Accreditation Management Team will share the strategic plan with county leadership and other stakeholder groups to apprise them of ACHD priorities and objectives.

The ACHD Accreditation Management Team will continue to meet to prioritize which areas must be addressed immediately, and which areas will be addressed in the near future. Part of this prioritization process involves considering resources needed for implementation. Meeting those resource needs and implementing the strategies in the plan will be an evolving process.

Evaluating progress on the goals and objectives in the strategic plan builds accountability and flexibility in implementation. Evaluation of progress will be done through periodic status reviews as needed, but at a minimum on an annual basis.

Acknowledgements

Ashtabula County Health Department would like to thank the entire health department staff for their commitment and dedication to improving Ashtabula County's Public Health through the participation in the agency's strategic planning process. In particular, the following individuals were integral to the development of this new and updated strategic plan:

The Ashtabula County Board of Health

- Paul E. Thompson, F.N.P., Board President
- Kathleen E. Arilson, R.N., Board Vice-President
- Thomas E. Hunt, D.O., Board Member
- Harold Asbury, Board Member
- Brian Wells, D.C., Board Member
- Gary O. Hewitt, Alternate Board Member

Health Department Management Team, Accreditation Team

- Robert Malinowski, D.O., Medical Director
- Ray Saporito, M.P.H., R.S., Health Commissioner
- Randy Barnes, B.A., R.S., Director of Environmental Health
- Chris Kettunen , PhD, R.N., C.L.C., Director of Nursing
- Louie Donathan, Administrator
- Jay Becker, M.P.H., Emergency Preparedness Coordinator
- Jodi Slayton, R.N., B.S.N., Public Health Nurse/Health Educator
- Maria Walker, B.S., Health Educator/Accreditation Coordinator

Plan Availability and the Future

The approved ACHD's Strategic Plan will be available on the ACHD webpage @ www.ashtabulacountyhealth.com to improve community awareness of our strategic plan. Print copies of the Strategic Plan of ACHD will be available upon request. This information will be communicated in various forms through the local media outreach.

Acronyms and Glossary of Terms

Community Health Assessment (CHA): Community health assessment is a systematic examination of the health status indicators for a given population that is used to identify key problems and assets in a community. The ultimate goal of a community health assessment is to develop strategies to address the community's health needs and identified issues. A variety of tools and processes may be used to conduct a community health assessment; the essential ingredients are community engagement and collaborative participation. (Turnock, B. *Public Health: What It Is and How It Works*. Jones and Bartlett, 2009).

Community Health Improvement Plan (CHIP): A community health improvement plan is a long-term, systematic effort to address public health problems on the basis of the results of community health assessment activities and the community health improvement process. A plan is typically updated every three to five years.
(<http://www.cdc.gov/stltpublichealth/cha/plan.html>)

Mobilizing for Action through Planning and Partnership (MAPP): A community-wide strategic planning process for improving public health.

Public Health Accreditation Board (PHAB): The Public Health Accreditation Board is the national accrediting organization for public health departments. A nonprofit organization, PHAB is dedicated to advancing the continuous quality improvement of Tribal, state, local, and territorial public health departments. PHAB is working to promote and protect the health of the public by advancing the quality and performance of all public health departments in the United States through national public health department accreditation. (Public Health Accreditation Board. *Guide to National Public Health Department Accreditation Version 1.0*. Alexandria, VA, May 2011)

Public Health Workforce Development Plan (WFD Plan)

A public health workforce development plan sets forth objectives and strategies that are aimed at training or educational programs to bring public health employees up to the date on the skills necessary to do their jobs better or to train the next generation of public health workers and leaders (Rowitz, L. *Public Health Leadership, 3rd Ed.* Jones and Bartlett, 2014)

Strengths, Weaknesses, Opportunities, and Threats (SWOT): The SWOT analysis serves as a tool to review and identify the updated strengths and weaknesses that impact health department's ability to deliver efficient and useful services to the community.

References

Rowitz, L. *Public Health Leadership, 3rd Ed.* Jones and Bartlett, 2014. Retrieved from: Public Health Accreditation Board. *Guide to National Public Health Department Accreditation Version 1.5.* Alexandria, VA, December 2013

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