The 2017-2019 Strategic Plan

Wyandot County

Public Health

Prevent. Promote. Protect.

The 2017-2019 Strategic Plan
Approved April 19, 2017 by the
Wyandot County Board of Health

Wyandot County Health Public Health Leadership

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Mission

Wyandot County Public Health is dedicated to providing health and safety services that positively impact the well-being of all citizens of Wyandot County.

Vision

To be an indispensable and respected member of the health care community in Wyandot County.

Values

- Create an outstanding friendly experience for the public
- Never compromise our integrity
- Be a leader in the provision of health care for our community

OVERVIEW

The Wyandot County Public Health provides a broad array of public health programs and services. Some of these services and programs are mandated by the state while others have been developed to meet the unique needs of county residents. These programs and services are funded by a combination of revenues from a public health levy, permits, fees, grants, awards, contracts, state subsidy, and local political subdivision subsidies.

The strategic plan describes issues and priorities that the Health District will address over the next three years (2017-2019). It focuses on the future and defines goals and objectives needed to achieve the agency mission. Adjustments in the plan may become necessary due to economic conditions, staffing issues, and other external or internal forces outside the control of the Board of Health.

STRATEGIC PLANNING PROCESS

Mobilizing for Action through Planning and Partnerships (MAPP) is a community-driven strategic planning process for improving community health. Facilitated by public health leaders, this framework helps communities apply strategic thinking to prioritize public health issues and identify resources to address them. MAPP is not an agency-focused assessment process; rather, it is an interactive process that can improve the efficiency, effectiveness, and ultimately the performance of local public health systems. The MAPP process is recommended by the Ohio Department of Health (ODH), National Association of County and City Health Officials (NACCHO), and the Hospital Council of Northwest Ohio (HCNO) and was used for our Strategic Planning process.

The 6 MAPP phases we used are:

1. Organize	(Goal, time line, identify participants)
2. Visioning	(Mission, Vision, Values)
3. Assessments	(Community Assessment-CHA/CHIP, SWOT Analysis, CLAS Assessment, Forces of Change, and Local PH Employee Assessment)
4. Strategic Issues	(identify issues, develop matrix)
5. Goals/Strategies	(define strategies, action steps, responsibilities)
6. Action Cycle	(Write plan, implement, re-evaluate)

1. Organize for Success

The first phase of MAPP involves two critical and interrelated activities: organizing the planning process and developing the planning partnership. The

purpose of this phase is to structure a planning process that engages participants, uses participants' time well, and results in a plan that can be realistically implemented.

Participants identified as:

- Employees
- Board of Health
- County Agencies
- Political Subdivisions
- Health Care Facilities
- Customers

2. Visioning

Visioning, the second phase of MAPP, guides the community through a collaborative, creative process that leads to a shared community vision and common values. Our Mission, Vision and Values were updated at our staff meeting 7/25/16 and verified by the Board of Health on Resolution 2016-24 dated 8/17/16.

Resolution 2016-24, dated 8/17/16

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3. The Assessments

Each assessment will yield important information for improving community public health performance, but the value of the four MAPP Assessments is multiplied by considering the findings as a whole. Disregarding any of the assessments will leave participants with an incomplete understanding of the factors that affect the local public health system and, ultimately, the health of the community.

Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) performed May 2015 through January of 2016 identifies priority community health and quality of life issues. Questions answered include: "How healthy are our residents?" and "What does the health status of our community look like?" We completed a MAPP strategic planning process guided by Hospital Council of Northwest Ohio.

SWOT Analysis
Strengths, Weaknesses, Opportunities & Threats
Completed 7/15/2016 through 8/15/2016
An internal and external Health District SWOT analysis was conducted as a way of looking for internal and external factors that will affect an agency's future direction. Internally both management and general staff were requested to complete questionnaires. Externally Community Leaders, Organizations and Elected Officials were identified and requested to complete brief SWOT questionnaires. The SWOT analysis document included the following questions:

1) What are the WCPH's three greatest strengths
2) What are the WCPH's three greatest weaknesses
3) What should be the three greatest priorities for the WCPH
4) What are the three greatest opportunities for the WCPH
5) Three greatest futuristic challenges or threats for the WCPH

The questionnaires were administered to obtain opinions and impressions of the Wyandot County Public Health. Twenty-seven usable questionnaires were returned. This included 5 surveys from healthcare facilities, 4 from political subdivisions, and 2 from county agencies, 7 from health district staff, and 9 from other outside organizations.

CLAS Survey
Culturally Linguistically Appropriate Services
Completed 9/9/2016 through 10/11/2016
An external Public Health survey was conducted from 9/9/2016 through 10/11/2016 asking the following culturally linguistically service related, equal opportunity related, and discrimination related questions:

- What service did you seek today?
- Were you served in a timely manner?
- Was the person providing service polite and professional?
- Was the person providing service knowledgeable?
- Was printed information understandable and helpful?

- Do you feel the health department provides services in all languages and cultures?
- Have you filed a conflict, grievance, or complaint against the health department or an employee?
- How would you rate the services provided today?
- How do you prefer to learn about Public Health programs and services?
- How can we improve our services?

Forces of Change Assessment focuses on identifying forces such as legislation, technology, and other impending changes that affect the context in which the community and its public health system operate. This answers the questions: "What is occurring or might occur that affects the health of our community or the local public health system?" and "What specific threats or opportunities are generated by these occurrences?" Forces of Change Assessment was performed by management and finalized 1/30/2017. This included issues and priorities identified for the strategic plan will be formulated based upon health concerns from existing health and behavioral data sources and completed questionnaires from health district staff and key stakeholder agencies. Documented data sources included:

1) 2015 Wyandot County Health Assessment (CHA)
2) 2016 Wyandot County Community Health Improvement Plan
3) 2016 ODH State Health Assessment (SHA)
4) 2016 ODH State Health Improvement Plan (SHIP)
5) 2016 County Health Rankings report
6) Select Ohio injury mortality data- Source ODH
7) Select Ohio cancer mortality data- Source ODH
8) Select Ohio Leading Cause of death data- Source ODH
9) Identified Health District Programs and Program Mandates

Local Public Health Employee Assessment an internal assessment, performed 2/27/2017, that answers the questions

- What is important to our employees?
- How is quality of job performance perceived in our office?
- What assets do we have that can be used to improve office tasks?
- How can we be better equipped to perform Essential Services being provided to our community?

4. Strategic Issues

During this phase of the MAPP process, participants develop an ordered list of the most important issues facing the community. Strategic issues are identified by exploring the convergence of the results of the four MAPP Assessments and determining how those issues affect the achievement of the shared vision.

5. Goals/Strategies

During the Formulate Goals and Strategies phase of the MAPP Process, participants take the strategic issues identified in the previous phase and formulate goal statements related to those issues. They, then, identify broad strategies for addressing issues and achieving goals related to the community's vision. The result is the development and adoption of an interrelated set of strategy statements.

6. Action Cycle

The Action Cycle links three activities—Planning, Implementation, and Evaluation. Each of these activities builds upon the others in a continuous and interactive manner. While the Action Cycle is the final phase of MAPP, it is by no means the "end" of the process. During this phase, the efforts of the previous phases begin to produce results, as the local public health system develops and implements an action plan for addressing priority goals and objectives. This is also one of the most challenging phases, as it may be difficult to sustain the process and continue implementation over time.

The Wyandot County Public Health Strategies are determined to be:

1. **Align County and State most current Community Health Improvement Plans (CHIP)**
    a. Decrease Obesity and educate on correlation between obesity & disease
    b. Increase Mental Health Services and educate on mental health resources and stress related coping skills
    c. Decrease Substance Abuse
    d. Increase Injury Prevention
    e. Align with the State 2017-2019 Health Improvement Plan

2. **Achieve Public Health Accreditation**
    a. Initiate Action Steps in Accreditation Work Plan and Time Line
        1) Complete Work Plan and Time Line
        2) Complete Branding Strategy
        3) Complete Strategic Plan
        4) Complete Workforce Development Plan
        5) Complete Quality Improvement Plan
        6) Performance Management Plan

3. **Increase general public knowledge of Health Department Programs**
    a. Increase community outreach
    b. Educate Medical Providers and Nursing Facilities of Programs
    c. Communicable Disease Education and Prevention

4. **Maintain and expand current funding**
    a. Keep Staff Informed of Budget Updates

5. **Facility Improvements**
    a. Implement Noticeable Changes
        1) Cosmetic, Paint, Floor
        2) Building Space & Signage
        3) Computers

In order to address the priorities identified during the strategic planning process, the Strategic Plan Reporting Format was formulated. This identifies each specific goal, the proposed actions to address the goal, who is responsible to complete each activity, and proposed timelines. This Strategic Plan and Reporting Format also provides for a yearly evaluation of each activity in order to document progress. The Strategic Plan Reporting Format is attached to this plan and will be updated at a minimum, annually.

Conclusion:
In order to solicit community input to the Strategic Plan, after Board of Health approval, the plan will be made available on the Wyandot County Public Health Website.

Attachments Include:
- Public Health Mandate List
- Accreditation Work Plan Template and Time Line
- Public Health 2017-2019 Strategic Plan Deliverables Reporting Form

MANDATE LIST UPDATED MARCH 24, 2017

Program Description	Program Area	Ohio Revised Code	Ohio Administrative Code	State, Federal or Other Guidance	Mandated
Annual Conferences - ODH to provide for	Admin	ORC 3701.29			Y
Car Seat Program	Clinical Svcs.			ODH MOU with LHD	N
Child Fatality Review	Admin	ORC 307.662			Y(4)
Children with Medical Handicaps (CMH)	Clinical Svcs.	ORC 3701.023			Y(2), (4)
Communicable Disease Reporting	CD		OAC 3701-3-02		Y
Construction & Demolition Debris	EH	ORC 3714	OAC 3734	See Solid Waste Program	Y (2)
Distribution of Anti-toxin	CD	ORC 3709.25			Y
Family and Children First Council Membership	Admin	ORC 121.37		HB 66, HB 289	Y
Family Planning RHWP Grant	Clinical Svcs.	3701.046		Grant Authorization ORC 3701.046, 3701.141, Treatment Statutes ORC 3709.24, 3719.01, 3719.02, 5122.04, Title X, RHWP Grant	N
Food Regulation (food services ops - restaurants)	EH	ORC 3717	OAC 3701-21		Y (2)
Food Regulation (retail food establishments)	EH	ORC 3717	OAC 901:3-4		Y (2)
Food Regulation Farm Markets	EH	ORC 3717	OAC 901:3-6		Y (2)
Food Regulation/Food Safety Code	EH	ORC 3717	OAC 3717-1	FDA Model Food Code	Y (2)
Help Me Grow Home Visiting	Clinical Svcs.	ORC 3701.61	OAC 3701-8-06	ODH Contract with LHD	N (1)
HIV and AIDS Testing/Reporting	CD	ORC 3701.24 and 3701.3.11		See Family Planning also	Y
Home Health Skilled Nursing Program	Clinical Svcs.			Governed by CMS rules & regulations	N
Homemaker Homehealth Aide Program	Clinical Svcs.			Governed by CMS rules & regulations	N
Hospitals for Contagious Disease - cities	CD	ORC 3707.29			Y
Household Sewage (Septic)	EH	ORC 3718	OAC 3701-29		Y (2)
Immunization Action Plan (IAP) Grant	Clinical Svcs.			ODH Grant	N

Program Description	Program Area	Ohio Revised Code	Ohio Administrative Code	State, Federal or Other Guidance	Mandated
Immunization/Vaccination	Clinical Svcs.	3313.671, 3701.133, 3701.134, 4765.391		Also see Vaccination/Immunization and Immunization Action Plan	Y
Influenza Immunizations	Clinical Svcs.			See Vaccine/Immunizations	N
Lead Testing	Clinical Svcs.			ODH MOU with LHD	N
Lice Eradication Program	Clinical Svcs.			Community Service	N
LifeSkills Program	Clinical Svcs.			Mental Health and Recovery Board Contract with LHD	N
Local Health District Standards	Admin		OAC 3701-36-03	PHAB	Y
Manufactured Home Parks	EH	ORC 4781	OAC 4781-12	OMHC Contract with LHD	N
Maternity Units	PH	ORC 3711.10	OAC 3701-7		Y
Medicaid Administrative Claiming (MAC)	Clinical Svcs.			ODH Contract with LHD	N
Maternal & Child Health Program (MCHP)	Clinical Svcs.			ODH Grant with LHD	N
Medical Reserve Corps (MRC)	EH			Originally Mandated by PHEP Grant. CDC Contract with LHD	N
Nuisance (Abatement)	EH	ORC 3707.01			Y
Nuisance (Injunctive Relief)	EH	ORC 3707.02			Y
Nuisance (Temporary Building)	EH	ORC 3709.21			Y
Order Violation/Penalties	EH	ORC 3707.48			Y
Order Violation/Penalties	EH	ORC 3707.99			Y
Private Water Systems, Water Wells	EH	ORC 3701.344	OAC 3701-28		Y(2)
Public Health Emergency Preparedness (PHEP) Grant	EH			ODH Grant with LHD	N
Quarantine/ Isolation	CD	ORC 3707.08		CDC	Y
Rabies/Animal Bites	CD	ORC 955.26, ORC 055,261	OAC 3701-3-29, OAC 3701-3-30		Y
Recreational Vehicle Parks	EH	ORC 3729	OAC 3701-26		Y (2)

Program Description	Program Area	Ohio Revised Code	Ohio Administrative Code	State, Federal or Other Guidance	Mandated
Regional Planning	EH	ORC 711.09, 711.05 (B)		Regional Planning Section 3250 may require LHD to review plat before Board of Commissioners acts upon it.	N (4)
Removal to Persons to Hospitals est. in 3707.29	CD	ORC 3707.3			Y
School Nursing Program	Clinical Svcs.			LDH Contract with Schools	N (1)
Schools	EH	ORC 3707.03, 3707.26			Y
Smoking Enforcement	EH	ORC 3794	OAC 3701-52	OHD Contract with LHD	Y(1)
Solid & Hazardous Wastes	EH	ORC 3734	OAC 3745-27	RCRA	Y (2)
Swimming Pools/Spas	EH	ORC 3749	OAC 3701-31	Model Aquatic Health Code	Y(2)
Tattoos, Body Piercing	EH	ORC 3730	OAC 3701-9		Y
Teen & Family Clinic	Clinical Svcs.				N
Tuberculosis (TB) Program	CD	ORC 339.72, 339.75, 339.80		County Commissioners Contract with LHD	Y (1)
Vaccination/Immunization	CD	ORC 3707.27		ODH Emergency Standing Orders	Y
Vital Statistics	Admin	ORC 3705	OAC 3701-5		Y
Women, Infants, & Children (WIC) Grant	Clinical Svcs.	3701.32		Federal/State Nutrtion Grant	Y (1)
Safe Communities Grant	EH			Ohio Traffic Safety Office Grant with LHD	N (1)

Admin = Administrative
EH = Environmental Health
CD = Communicable Disease

(1) No except by Contract
(2) ODH or OEPA Survey/Subsidy dependant
(3) By local Rule Only
(4) Mandated to County Commissioners

Wyandot County Public Health
2017-2019 Strategic Plan Deliverables Reporting Format

	Strategy	CHIP and WCPH Strategies	Action Step	Owners	Update 2017	Update 2018	Updates 2019
1	**Align with County and State most current Community Health Improvement Plans (CHIP)**	**Decrease Obesity and educate on the correlation between obesity & disease.**	Community Garden	Claire, Danielle	Seeds given to local schools to start plants, FFA asked to participate. Produce was shared with food banks, senior centers in area, Nevada will be a focus for this year.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Promote Public Health Education	Arlene, Darlene, Jeff	Parental smoking education program in WIC. Smoking 5 A's program used in HMG HV. Healthy Homes & smoking education directly affect diseases like asthma.	Continue 2017 programs and add 5 A's program into Family Planning	Continue 2017 & 2018 programs
		Increase Mental Health Services and educate on mental health resources and stress related coping skills.	Increase Screening	Arlene, Darlene	Referral are made to Firelands through: Family Planning screens for depression. WIC screens for post partum depression. HMG HV screens for post partum depression.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Decrease Barriers	Barb, Kelli	450 Wyandot County Resource Directories are updated and distributed to public by WCPH Staff. Current Directory published every 3 years	Find funding to update & publish Resource Directory annually.	Find funding to update & publish Resource Directory annually.
		Decrease Substance Abuse.	Increase LifeSkills	Darlene Steward	Expanded to Carey in 2016. Doing grade 6 countywide, then 3 thru 6 grades at various schools.	Will ask Carey to expand. High Schools have declined opportunity.	Updates 2019 NEED EVIDENCE
			Increase Awareness	Jeff Ritchey	Work with Firelands/CARSA to provide Sober Truth Program in Carey, Union 8th, 10th, and Upper HS.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
		Increase Injury Prevention.	Promote thru Safe Communities Grant	Jeff	Review traffic fatalities & prevention activities as scheduled for 2017 Apply for 2018 grant	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Promote CFR Action Steps	Rachel	CFR meeting was 3/1/2017 and no injury risk prevention action steps resulted from this meeting.	Promote CFR action steps as necessary	Promote CFR action steps as necessary
			Promote Public Health Injury Prevention	Darlene	Promote Cribs for Kids Program. Promote Bike Helmet Program. Promote Safe Sleep through HMG HV assessment.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
		Align with the State 2017-2019 Health Improvement Plan.	Mental Health and Addiction	Barb	Refer to action steps in our CHIP addressing depression screening.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Chronic Disease Priority Topic	Darlene	Refer to action steps in our CHIP addressing obesity and educating on correlation between obesity & disease	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Maternal & Infant Health Priority Topic	Darlene	Refer to action steps in our CHIP addressing increased mental health screening and injury prevention	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE

Wyandot County Public Health
2017-2019 Strategic Plan Deliverables Reporting Format

	Strategy	CHIP and WCPH Strategies	Action Step	Owners	Update 2017	Update 2018	Updates 2019
2	**Achieve Public Health Accreditation**	**Initiate Action Steps in Accreditation Work Plan and Time Line**	Complete Work Plan and Time Line	Barb	Accreditation Work Plan and Time Line to be approved by Board 4/19/2017 and Submitted via DODD by 4/30/2017	Continue to submit Work Plan update every 6 months. Submit to ODH in OPPD.	Possibly Accreditation Complete?
			Complete Branding Strategy	Darlene	Branding Strategy approved by the Board of Health on Resolution 2016-19B on 10/16/2016. Update: Mission statement, letterhead, business cards, and shirts.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Complete Strategic Planning	Barb	Strategic Plan written. Reporting form created and hope to be approved by the Board on 4/19/2017.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Complete Workforce Development Plan	Claire, Barb	Workforce Development Template from OSU partially completed 4/1/2017. Seneca Co. Grant to train Seneca, Crawford and Wyandot Counties through OSU May to Aug 2017. Hope to complete by 7/31/2017.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Complete Quality Improvement Plan	Jeff	Jeff working on and plans to complete by 12/31/2017	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Complete Performance Management Plan	Arlene, Barb, Jeff, Darlene, Jeremiah	Arlene/Barb training 5/15/17 - plans to complete by 12//31/2017	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE

Wyandot County Public Health
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	Strategy	CHIP and WCPH Strategies	Action Step	Owners	Update 2017	Update 2018	Updates 2019
3	**Increase General Public Knowledge of WCPH Programs**	**Increase Community Outreach**	Outreach Guidelines & Initiate Activities	Barb, Jeremiah	Jeremiah wrote Communications Policy for uniform outreach. Board to approve 4/19/2017. Barb to disburse 2016 annual report with cover letter	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Monthly Articles	Jeff, Arlene, Darlene,	Initiate a running list of who is completing articles to be submitted as public health service announcement. Currently using website for hot topics.	Continue, track articles add Facebook. Continue to use website for hot topics	Continue tracking articles, Facebook, and add billboards on hot topics.
		Educate Medical Providers and Nursing Facilities of Programs	Communicate with Medical Providers	Dr. Harris	Present Public Health information at Medical Provider Staff Meetings, document for accreditation (sign in, date, topic information)	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Communicate with Nursing Facilities	Darlene, Jeff	Present Public Health information at Nursing Facilities, document for accreditation (sign in, date, topic information)	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
		Communicable Disease Education & Prevention	Communicate with Medical Providers	Dr. Harris	Present Public Epi Report at Medical Provider Staff Meetings, document for accreditation (sign in, date, topic information)	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Communicate with Nursing Facilities	Darlene, Jeff	Present Communicable Disease information at Nursing Facilities, document for accreditation (sign in, date, topic information)	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
4	**Maintain & Expand Funding**	**Keep Staff Informed**	Budget Update	Barb	Regarding Grants, Levy, & Budgets update Board Monthly update Staff semi-annually	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
5	**Facility Improvements**	**Implement Noticeable Changes**	Cosmetic, Paint, Floor	Barb	Develop Paint Team for Vital Stats and Sanitarians end of the building Ask Commissioners about floor.	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Building Space and Signage	Bill & Darlene	Bill to discuss space with Commissioners Darlene to discuss signage with Board and Commissioners	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE
			Computers	Barb	Keep computer grid current Update Staff Annually	Update 2018 NEED EVIDENCE	Updates 2019 NEED EVIDENCE