

# **The 2020-2023 Strategic Plan**

**Wyandot County**



**Public Health**

Prevent. Promote. Protect.

**The 2020-2023 Strategic Plan  
Approved December 15, 2019 by the  
Wyandot County Board of Health**

## **Wyandot County Health Public Health Leadership**

**Keri S. Harris, M.D., Health Commissioner, Medical Director**

**Dallas Risner, President**

**Ene Leonard, Vice President**

**William Aubry, Board Member**

**Joseph D’Ettorre, Board Member**

**Dr. Chevone Vent, Board Member**

### **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**

The Vision of Wyandot County Public Health is to be a valued and respected partner promoting health and care in the community.

### **Values**

We at Wyandot County Public Health strive to create an outstanding, professional experience for the public, without compromising our integrity, while providing education, health, and safety services.

## **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 (2020-2023). 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.

## **Capacity for Effective Strategic Planning Implementation**

To effectively implement a Strategic Plan, it is important to consider the ability to maintain current organizational capacity, while planning to expand existing programs, workforce, and departmental infrastructure. Wyandot Public Health currently monitors many factors to assure that existing capacity is maintained, and can be expanded as needed. Long-term financial stability is a specific performance management indicator that the department regularly monitors and is review by the Board of Health quarterly. This permits the Department to be forward thinking regarding the need to expand or contract existing programs, seek efficiencies in programs, and identify new funding streams, as needed. Long-term planning also allows us to forecast the Departments ability to expand its workforce, as required.

Maintaining and improving key infrastructure is also essential to success. Currently the Department is blessed to have support of our County Commissioners that provide us with, and update as required, the physical facilities used to conduct our public health activities. In addition to our physical facilities, information management needs are regularly monitored through an annual IT assessment. These assessments, which includes both equipment and software, assures that the current technology utilized by the workforce is up-to-date, meets the needs of the department, and has the capacity for future expansion. To assist with identifying key technological infrastructure needs the Department continues to contract with IT professionals whom we rely on to assist with recommendations regarding upgrades to our existing information management systems.

In order to meet the goals of a strategic plan it is imperative that an organization has the capacity and infrastructure to effectively communicate with the public regarding important public health issues. It is also essential that when messages are developed and distributed, that they are instantly recognized as coming from a trusted agency. Utilizing current branding strategies and communication pathways will assure the public's health information needs are met.

An agencies strategic plan cannot stand alone, or operate in a vacuum. The success of the plan is dependent upon the Department's ability to effectively implement the plan's objectives. Because many objectives are newly identified, staff will be required to obtain new knowledge and skills for

successful implementation. Consequently, Wyandot Public Health is committed to identifying and providing access to needed training through the Department's workforce development planning process.

In addition to a knowledgeable workforce, successful implementation of our strategic plan is dependent upon the ability to identify when proposed strategies are ineffective so that quality improvement concepts can be instituted to assure success. For example, as action steps and objectives are implemented and monitored there will be times when the defined performance measures, timelines, or objectives will not be achieved. When this occurs, a quality improvement approach can be taken to determine ways to make improvements to achieve the desired outcome. This approach could be through a formal quality improvement project that follows the Department procedures and is monitored through the Quality Improvement Steering Committee. Or, the improvement may be more simplistic and only require the use of quality improvement tools and the knowledge of leaders that have received formal quality improvement training.

To track the impact of the Strategic Plan, performance measures will be set and tracked on a regular basis. The data gathered from these measures will be reviewed by the Strategic Planning team, as well as the Board of Health. An additional overlap for these two systems comes because the Strategic Planning team also serves as the performance management team. The performance management system at Wyandot Public Health incorporates looking at data to show the impact, as well as tracking and examining progress toward achieving objectives. The plan acknowledges that unless process measures are met, the ultimate result will not be achieved.

The Strategic Plan also links to our County and State efforts to improve population health. Specifically, objectives are included from both the local Community Health Improvement Plan, as well as the State Health Improvement Plan. Items identified for inclusion in the CHIP were identified through the State and Community Health Assessment process, and include such as addiction and vaccine preventable diseases.

## **SWOT Analysis**

In order to identify factors that affect the implementation of our strategic plan Wyandot Public Health completed a SWOT analysis on July 29<sup>th</sup> 2019. Based upon the review the following strengths, weaknesses, opportunities and threats were identified;

### **Strengths**

- Knowledgeable and friendly staff who work together to meet the needs of the community.
- Effectively communicate new information to community and partners through social media and news outlets.
- Regular Immunization clinics to improve access to vaccines in the community.
- Timely notification and management of emergency situations.
- All departments work together toward a common goal of improving public health.

### **Weaknesses**

- Staff retention
- Health Department finances and funding.
- Health Department facility limitations.
- Health Department policy and personnel procedures.
- Health Department outreach and education.

### **Opportunities**

- Become Accredited.
- Enhance funding.
- Increase collaboration with health alliance partners.
- Educate on emerging public health issues. Educate more through technology (Facebook/Twitter)
- Provide more safety & health related services and inspections.
- Take the lead on community health threats, immunizations, and education.

### **Threats**

- Funding.
- Education and outreach
- Employee retention.
- Regulations, guidelines, and Accreditation.
- Addiction and Opioids.

### **SWOT Summary**

When evaluating the information identified in the SWOT it is clear that one of the Department's most significant strengths lie with its knowledgeable friendly staff and their ability to serve the public. Working as a team, the Department provides vital public health services to the citizens of Wyandot County including, but not limited to, access to immunizations, preventative health programs and emergency response activities. In addition, the Department continues to strengthen and expand its information sharing efforts through the use of social and print media.

Although the staff of the Department have many strengths, there are areas of weakness and challenges they faces. First and foremost, staff retention has become an ongoing issue. Continued shortages of qualified public health nurses in rural areas, while seeing increased competition from other healthcare facilities for workers, have made it difficult to hire and retain qualified staff. One primary issue being the Department's struggle to have competitive wages due to stagnant funding streams. Also, limitations on staffing have resulted in ongoing issues related to maintaining existing policies and expanding the existing public health outreach efforts.

Future opportunities that may positively impact the Department include becoming accredited. By fulfilling the accreditation process, the Department could see additional public health dollars from the State Health Department and opportunities for new grant funding. In addition, accreditation could garner future support for public health levies. The strengthening of public health partnerships in the future could also result in additional programmatic partnerships leading to increased funding streams. These partnerships would also permit the Department to expand our existing services which would position us as a valued partner and public health leader in the community.

As the Department continues our mission to provide health and safety services that positively impact the well-being of our citizens, we recognize that threats exist which could impact our services in the future. One of the most significant is the threat that revolves around public health accreditation. In Ohio failure to achieve public health accreditation could result in the reduction or loss of state funding, and potentially state programs. This threat has the potential to affect existing unfunded public health mandated programs, our public health education efforts, and our ability to maintain competitive wages which help to retain existing employees. A reduction funding would also limit our ability to address emerging public health crises, like substance abuse and the opioid epidemic, which have the potential to affect the health of our county.

### **External Trends and factors**

Wyandot Public Health recognizes that there are a number of external trends and factors that potentially impact the community's health, and the health department. Identified external factors and trends that directly affect the Department include limitations on public health funding, mandated public health accreditation, and the limited availability of public health workforce in rural areas. Trends and factors that continue to, or may in the future, directly affect the health of the citizens of Wyandot county include limited primary care providers in the county, the impact of technology and social media on both physical and mental health, and the normalization of substance abuse both locally and throughout the country. These factors provide opportunities and challenges for public health departments to work differently in the future.

### **Semiannual Reporting**

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 semi-annual 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, semi-annually.

The Wyandot County Public Health Priorities Goals, and Objectives are determined to be:

**Priority #1 Prevention of communicable disease and injuries**

**Goal #1.1 Prevent communicable disease through vaccination and community education**

Objective #1 Increase **Gardasil** vaccine rates for 12-18-year-olds to 35% by 12/31/2022

Objective #2 Increase **Menactra** vaccine rates for 12–18-year-olds from 65% to 80% by 12/31/2022

Objective #3 Implement yearly **Sexual Health** Education in 10th grade at Carey and Upper Schools

**Goal #1.2 Prevent injuries through effective community outreach and education**

Objective #1 Implement an Effective Community **Car Seat** Program by employing a certified car seat technician by 12/31/2022

Objective #2 Increase **Safe Communities** contact outreach numbers by 5000 each year through 2023 to reduce unintentional injuries and accidents.

Objective #3 Expand Community **Life Skills** Programing to include Pre and Post Testing in grades 3-5 by 12/31/2022

Objective #4 Initiate a **Healing Communities** Program to eliminate overdose deaths in Wyandot County by 2023

**Priority #2 Communication and Education**

**Goal #2.1 Increase community public health communication and education efforts**

Objective #1 Promote public health programs and education efforts through quarterly presentations to local physicians at Wyandot Memorial Hospital.

Objective #2 Grow Wyandot Public Health's **social media** presence by 5% each year

Objective #3 Promote public health education through the issuance of original bimonthly news articles to local media.

Objective #4 Create & implement a comprehensive Departmental **outreach calendar** by January 1, 2022.

Objective #5 Incorporate Cribs for Kid's resources into the Help Me Grow program by December 31, 2021 to assure zero infant deaths due to unsafe sleep.

### **Priority #3 Customer Service**

#### **Goal #3.1 Assure staff provides excellent customer service**

Objective #1 Provide effective customer service training to 100% of Wyandot county Public Health staff annually.

#### **Goal 3.2 Effectively obtain and evaluate customer service feedback**

Objective #1 Provide and discuss customer feedback to staff at quarterly staff meetings.

Objective #2 Review and update customer **survey** tools annually to assure open and honest feedback.

### **Priority #4 Public Health Funding**

#### **Goal #4 Effectively communicate departmental public health funding objectives**

Objective #1 Provide comprehensive quarterly financial briefings to the Board of Health and Health District staff, including funding objectives and expectations.

### **Priority #5 Public Health Infrastructure**

#### **Goal #5 Continually improve existing departmental infrastructure to assure a safe and effective work environment for staff and the public.**

Objective #1 Obtain and install a Health District branded electronic messaging sign on the exterior of the Health Department by 12/31/2020

Objective #2 Replace existing flooring in the Vital Statistics and Administrative areas by 12/31/2021.

Objective #3 Create and implement a **computer software** infrastructure inventory and tracking systems by 12/31/2020.

Objective #4 Identify additional funding to assist with the replacement and/or updating of aging technological infrastructure in accordance with our existing equipment tracking system by 12/31/2021

### **Conclusion**

After Board of Health approval, the Strategic Plan will be made available on the Wyandot County Public Health Website, in an effort to be transparent and available to the community.

### **Attachments Include**

- Overview of Strategic Planning Process
- Public Health Mandate List
- Wyandot County Public Health Strategic Planning Inputs Summary Sheet
- Public Health 2020-2023 Strategic Plan Deliverables Reporting Form