

Strategic Plan

Sidney-Shelby County Health Department

Sidney, Ohio



Public Health
Prevent. Promote. Protect.

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Date of Last Revision: May 15, 2019

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Message from the Health Commissioner

Dear Colleagues and partners,

I am pleased to present the Sidney-Shelby County Health Department's new and updated strategic plan. It will be the roadmap for the entire health department to effectively carry out our roles and responsibilities aimed at improving Public Health for those who live, work, and visit Shelby County.

This plan is a reflection and product of our needs discovered in our past Community Health Assessment, our needs for National Accreditation and our updated vision of our Community Health Improvement Plan. It will be the goal of each employee at the Sidney-Shelby County Health Department to strive towards the priorities set in this plan and to maintain the critical roles, partnerships, and collaboration needed to be successful.

In the face of funding cuts to Public Health from state funding sources and increased needs for Public Health services, this strategic plan provides a dynamic road map that will lead us into the future. It provides a balanced framework focused on the core Public Health competencies and is adjusted to fit the needs of Shelby County. Our continued success is the result of those individuals throughout our health department who strive to improve the public health in Shelby County every day.

Best in Health,

Steven J. Tostrick, MPH, REHS, RS
Health Commissioner

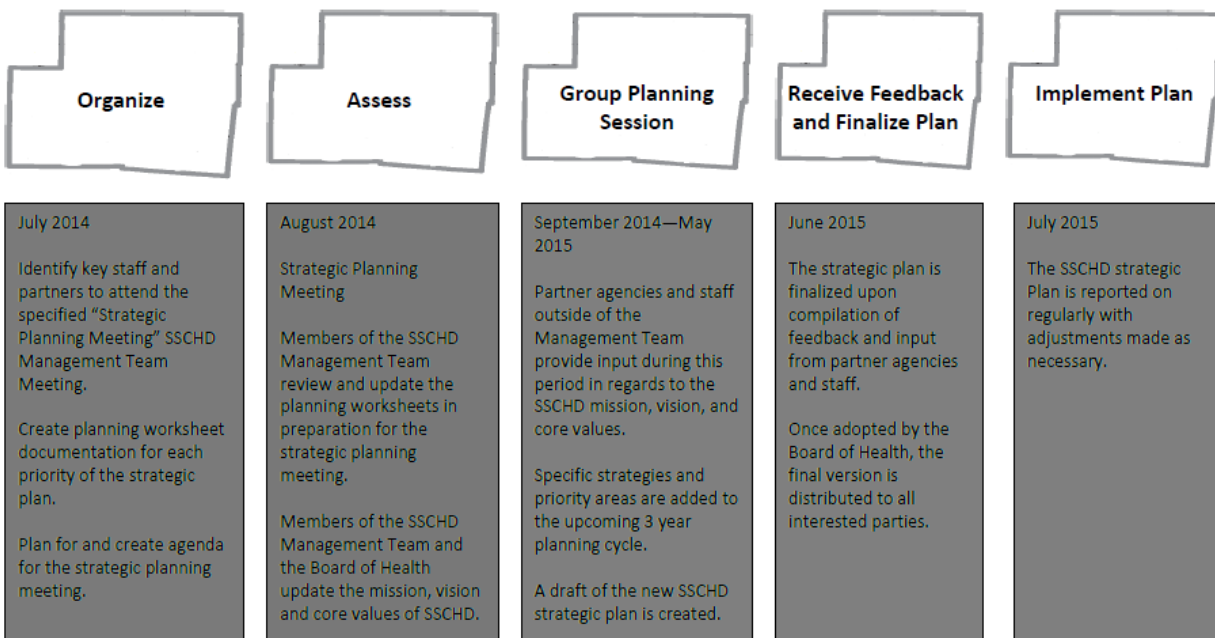
Executive Summary

Introduction

The Sidney-Shelby County Health Department (SSCHD) Strategic Plan describes the agency's operational framework and key priority areas from 2015 through 2018. This plan is the updated, second 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, SSCHD staff, and other interested parties. It is designed to focus on areas of need for the public health of Shelby County, as well as, to meet operational goals set for SSCHD. Despite limited resources and decreased state public health funding, the SSCHD continues to lead in the goals further outlined in this plan through meaningful collaboration and innovation.

Planning Process

The Sidney-Shelby County General Health District is governed by an elected Board of Health. The Board of Health, department staff, Health Commissioner, and Management Team collaborated to determine the focus areas outlined in this plan. In 2014, the Management Team (see acknowledgements section) met every other month to review and revise the strategic plan.



This team continued to use the Mobilizing for Action through Planning and Partnerships (MAPP) Process including the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis which was also used in the previous version of the strategic plan. Through those forms of analysis, the team was able to revise the ongoing community health improvement process in order to adjust to the vision of leadership at the health department and to face emerging Public Health issues. Monthly Board of Health meetings were also used to discuss and update the progress of the plan.

When considering the development of this strategic plan, the group focused on several questions including:

- What do the residents of Shelby County identify as the main public health issues facing the county?
- What is the regional and statewide data indicating that should lead our areas of focus for Shelby County?
- What are the health priorities specified for Shelby County?
- Does the SSCHD have the resources and funding to adequately improve the health of the community?
- From start to finish, how will the proposed goals be met?

Shelby County's Main Public Health Concerns

Upon completion of the strategic planning process, the collaborative group formally adopted the new and updated strategic plan at the June 2015 Board of Health Meeting. The plan, which spans a time frame from 2015 through 2018 focuses on these priorities:

- Assuring Core Public Health Functions
- Achieving and Sustaining Public Health Accreditation
- Increase and improve Public Health Awareness in Shelby County
- Maintain and upon fiscal wellbeing
- Address known and emerging health disparities in Shelby County

Summary

This updated strategic plan is ambitious and will only be successful with the help and collaboration of community, regional, and state partners. While there are endless public health issues we could 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 Shelby County. We hope that through the distribution of this plan with businesses, residents, agencies, and elected officials within Shelby County that we are will be able to further establish a collective movement better poised to improve public health.

Mission, Vision, & Core Values

Mission

The mission of the Sidney-Shelby County Health Department is to promote and improve the health and well being of the people living and/or working in Shelby County.

Vision

Our vision is to achieve the highest possible health and well being for Shelby County residents and workers. We provide vital, cost-effective and culturally proficient health services that protect and promote people's health and support the creation of healthy environments and communities.

Core Values

- Diversity
- Quality of Life
- Justice
- Teamwork
- Responsibility to the public

Departmental, County, and Situational Evaluation

MAPP and SWOT analysis

In order to review and analyze our ability to adequately serve the community and deliver appropriate Public Health services, the Management Team continued to use the Mobilizing for Action through Planning and Partnerships (MAPP) Process including the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the second version of the strategic planning process. In particular, the SWOT analysis served as a tool to review and identify the updated strengths and weaknesses that impact SSCHD's ability to deliver efficient and useful services to the community. As before, we believe that developing a full awareness of your situation can help with both strategic planning and decision-making.

Strengths

- Knowledgeable, experienced staff
- Working relationships 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 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 (internet, newspaper, etc.)
- Electronic medical records for Nursing
- Community involvement through community partnerships
- Shared services
- Chance for employees to gain experience in wider areas of Public Health
- Strong Community Involvement

Threats

- Lower income
- Migration to urban areas/cities
- State mandates and agendas
- Drugs
- Teen pregnancy
- Access to care
- Retention of employees
- Economy
- Levy renewal/replacement

Strategic Priorities

The Board of Health and the SSCHD Management Team has developed five (5) strategic priorities that are designed to address the major public health issues in Shelby County. The group reviewed the health priorities of the previous Community Health Assessment, Community Health Improvement Plan and the 2014 SWOT analysis to determine if SSCHD continued to have the ability to mitigate change in the aforementioned health priority areas. It was decided that the 10 Essential Public Health Services, the priorities, and their corresponding next steps are as follows:

Our Priorities

1. Assure core public health functions at SSCHD

- a. All SSCHD 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 and conferences to receive further education and/or knowledge pertaining to their Public Health roles and responsibilities.
- c. Training for the health department staff will occur regularly at division staff meetings.
- d. SSCHD will stay in compliance and meet expectations with all state regulatory agencies (Ohio Department of Health (ODH), Ohio Department of Agriculture (ODA), etc.) that conduct site visits and evaluations.

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

- a. By June 2018, submit our PHAB Accreditation application.
- b. Be officially accredited through PHAB by July of the calendar year 2020.
- c. Maintain PHAB Accreditation upon approval in the following years.

3. Increase Public Health awareness and importance around the county

- a. Further develop and maintain our website (www.shelbycountyhealthdept.org) on a weekly basis to ensure our

clients and partner agencies have the important information they require.

- b. Maintain contribution of materials to local newspapers.
- c. Work with county and regional partners to promote evidence-based public health policy and advancements.
- d. Present and advocate our successes at local, state and regional conferences and speaking opportunities.

4. Maintain and build upon fiscal well being

- a. Search and apply for potential funding sources through both our own county and beyond.
- b. Work with local, state and federal agencies and legislature to advocate for public health funding and importance.
- c. Work with neighboring and regional health departments to share services when possible to reduce expenses and build strong relationships with public health partners.
- d. Pursue modern technological processes to reduce expenses of antiquated methodologies.

5. Address known and emerging health disparities within Shelby County

- a. Identify and/or reevaluate Shelby County's areas of need for Public Health intervention that currently include teen pregnancy, obesity, drug abuse and chronic disease.
- b. Reduce duplication of services by both public and private sector organizations through better communication with partner agencies.
- c. Provide opportunities and education for residents of Shelby County to ensure access to health care services.

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 July of 2015, the strategic plan will be published and distributed to staff and stakeholders. The plan will be made available to the community on the public 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 newsletter articles, webinars, and staff meeting 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 department's strategic direction and identify opportunities for collaboration. The SSCHD Health Commissioner and Management Team will share the strategic plan with county leadership and other stakeholder groups to apprise them of SSCHD priorities and objectives.

Implementation has already begun for some of the essential portions found in the strategic plan, while others will be initiated over time. For ongoing strategic planning efforts, the work plans developed during the plan development phase will be refined and implementation teams will be convened as required to continue work on these objectives. For new initiatives, the Management Team and Board of Health 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. Data collection mechanisms will be established to ensure that performance indicators can be measured over time. Evaluation of progress will be done through periodic status reviews, and the work plans will be updated at least annually to reflect changing needs and resources. At minimum it will be reviewed annually by the Management team, staff, and the Board of Health.

Clients, Customers, and Partners

- Residents of Shelby County, Ohio
- Shelby County Elected Officials
- State and Federal Elected Officials
- Neighboring Health Departments
- Shelby County Businesses
- Licensed Businesses and Facilities in Shelby County
- Shelby Community Partners and Agencies
- Shelby County Public Schools
- SSCHD Employees
- State Agencies and Partners
- Visitors to Shelby County

Acknowledgements

Shelby County Public Health would like to thank the entire health department staff for their commitment and dedication to improving Shelby 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 Shelby County Board of Health
 - James Hemmelgarn, Board President
 - Aaron M. Sargeant, DVM, PhD, Vice President
 - Bill Gosciwski, PE retired
 - Ted Holthaus, MBA, PAS
 - Matthew Scott Vasko, MD
- Health Department Management Team
 - Erica Lentz, BSN, RN, Director of Nursing
 - Roberta Mangen, MPH, RS, Emergency Preparedness Coordinator
 - Jenni St. Myers, Administrative Assistant
 - Kent Topp, RS, Director of Environmental Health
 - Tia Toner, WIC Director/Accreditation Coordinator
 - Steven Tostrick, MPH, REHS, RS, Health Commissioner

Plan Availability and the Future

The approved Shelby County Public Health Strategic Plan will be available on the SSCHD webpage (www.shelbycountyhealthdept.org) to solicit community input. Paper copies of the plan will be available on site at the Health Department. This information will be communicated in various forms through the local media outreach.

The Sidney-Shelby County Health Department Strategic Plan will be reviewed annually by the Management Team, department staff and the Shelby County Board of Health in an effort to address the changing needs of the community and its citizens.



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