

# Strategic Plan

## Sidney-Shelby County Health Department

Sidney, Ohio



**Public Health**  
Prevent. Promote. Protect.

Adopted On: October 15, 2025

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## Message from the Board of Health

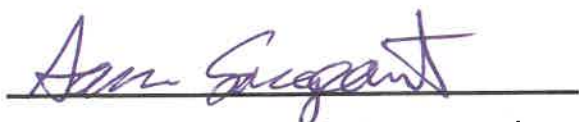
The Sidney-Shelby County Board of Health is pleased to present the updated Strategic Plan for the Sidney-Shelby County Health Department (SSCHD). This plan serves as a roadmap for the future of public health in our community—clearly outlining our goals, the strategies we will use to achieve them, and the methods by which we will measure our success.

This Strategic Plan is the result of thoughtful input from our dedicated staff, insights from the Community Health Assessment, requirements of PHAB Accreditation, guidance from the NACCHO model, and alignment with our Community Health Improvement Plan. Together, these components reflect the evolving needs of our community and the Health Department’s commitment to addressing them effectively.

To ensure transparency and accountability, we will utilize a web-based system to track our progress. Every employee at SSCHD plays a vital role in advancing the priorities outlined in this plan. Success will require continued commitment to excellence, collaboration, and strong partnerships across all sectors of our community.

We look forward to working together toward a healthier future for all who reside, work, or visit Shelby County.

Sincerely,



Aaron Sargeant, DVM, PhD, President  
Sidney-Shelby County Board of Health



Date

# Executive Summary

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## Introduction

The Sidney-Shelby County Health Department (SSCHD) Strategic Plan describes the agency's operational framework and key priority areas from 2025 through 2028. This plan is the most recent revision of the Health Department's initial strategic plan and reflects the ongoing collaboration between the Board of Health and SSCHD staff. 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 PHAB accredited Sidney-Shelby County Health Department is governed by an elected Board of Health. The Board of Health, department staff, Health Commissioner, Management Team, and Strategic Planning Committee collaborated to determine the focus areas outlined in this plan. In 2025, the Strategic Planning Committee (see acknowledgements section) met to review and revise the strategic plan.

Getting Set Up	Defining Who We Are	Defining Our Challenge	Setting Our Course	Putting it all Together	Making it Happen	Keeping it Relevant
<i>Phase 1</i>	<i>Phase 2</i>	<i>Phase 3</i>	<i>Phase 4</i>	<i>Phase 5</i>	<i>Phase 6</i>	<i>Phase 7</i>
Get Ready: Plan to Plan	Articulate Mission, Vision & Values	Assess Situation	Agree on Strategic Priorities	Write the Plan, Document, & Commit	Implement the Plan	Evaluate and Monitor the Plan
Product = Workplan	Product = Mission, Vision, Guiding Principles	Product = Data to inform decisions; SWOT Analysis	Product = Goals, objectives and indicators of success	Product = Strategic Plan	Product = Annual Plan	Product = Mechanism for monitoring; measures, milestones

Source: Adapted from Allison and Kaye, *Strategic Planning for Nonprofit Organizations*, 2005

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. Using those analyses, the team revised the strategic plan to align with leadership's vision and address new public health issues. The Board of Health further discussed and updated the plan at monthly Board of Health meetings.

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 October 2025 Board of Health Meeting. The plan, which spans a period from 2025 through 2028 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 build 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. As we move forward, implementation and accountability will be at the core of this plan. Our department will track progress through Clear Impact performance dashboards, ensuring alignment with our mission and responsiveness to emerging needs. 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. By using this plan as a guide, SSCHD is committed to delivering high-quality public health services, fostering a culture of accountability, and continuously improving performance to meet both current and future needs. We hope that through the distribution of this plan with businesses, residents, agencies, and elected officials within Shelby County that we will be able to further establish a collective movement better poised to improve public health.

# Mission, Vision, & Values

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The health department's mission, vision and values define its purpose, aspirations, and core principles. These foundational elements provide a framework for the strategic plan, shaping priorities and guiding decision-making.

## ***Mission***

The mission of the Sidney-Shelby County Health Department is to promote healthy lifestyles, prevent illness, protect population health, and reduce disease and injury for those who reside, visit, or work in Shelby County. We are committed to safeguarding the environment and providing essential public health services to improve the well-being of our community.

## ***Vision***

Our vision is to continue to be a trusted and recognized leader in public health for all who reside, visit, or work in Shelby County by protecting and promoting our community health and well-being.

## ***Values***

- **Health** - Promoting well-being for all members of our community
- **Service** – Strive to provide exceptional service with professionalism
- **Dependability** – Provide reliable consistent service and information that fosters trust
- **Integrity** – Deal fairly and honestly with the public and one another
- **Respect** – Showing courtesy and understanding for all with whom we interact

# SWOT Analysis

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SSCHD conducted a comprehensive strategic planning process to strengthen internal operations and ensure alignment with our mission, vision and values. This process was designed to address the department’s evolving priorities by using data-driven decision-making and a thorough assessment of internal capacity, organizational challenges, and external factors that impact our ability to deliver public health services effectively.

To develop this Strategic Plan, the strategic planning committee distributed a Strengths, Weaknesses, Opportunities and Threats (SWOT) survey to staff and Board of Health members in May and June of 2025. Nineteen staff and three board members submitted responses. Twenty-five staff members conducted a data walk of the SWOT responses in June 2025.

The goal of the strategic planning process is to better position the agency for the future by maintaining and leveraging its strengths while addressing areas of weakness. In addition, the agency aims to capitalize on new opportunities while recognizing and addressing potential threats.

<b>Strengths</b>
Dedicated Staff
Community Accessibility & Services
Community Collaboration
<b>Opportunities</b>
Technology
Community Outreach
Health Education

<b>Weaknesses</b>
Staff Compensation
Lack of electronic systems for efficiency
Organizational Culture
<b>Threats</b>
Funding & Budget Cuts
Misinformation
Health Department Image

### **Internal Strengths**

*Dedicated staff* – Employees are committed, caring, knowledgeable and highly skilled.

*Community Accessibility and Services* – SSCHD provides a variety of programs, with flexible hours and the ability to service walk-ins. The agency is PHAB accredited and consistently passes Ohio Department of Health (ODH) audits.

*Community Collaboration* – SSCHD has strong relationships with the township and city.

### **Internal Weaknesses**

*Staff Compensation* – Poor pay was noted by the majority of staff as an issue, along with stating the pay scale should take into account experience and education.

*Lack of electronic systems for efficiency* – There is a need to improve operational efficiency through the implementation of electronic systems for payroll processing and accurate, transparent timekeeping.

*Organizational Culture* – There is an opportunity to strengthen professionalism, mutual respect and accountability. Fostering a culture of ethical conduct, transparent communication and shared responsibility will enhance trust, collaboration and the delivery of high-quality public health services.

### **External Opportunities**

*Technology* – Modernize online fillable forms for services and increase social media presence.

*Community Outreach* – Raising health literacy, increase awareness of our programs and increase community engagement.

*Health Education* – Empower residents with accurate, actionable health knowledge and the programs we have to address issues aligned with community health data.

### **External Threats**

*Funding and Budget Cuts* – Strengthen financial resilience and diversify revenue sources.

*Misinformation* – Promote transparency and build public confidence in the health department.

*Health Department Image* – Strengthen the department's public image and visibility.

# Strategic Priorities

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Using these findings, the Board of Health, the SSCHD Management Team and the strategic planning committee 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 2025 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:

## ***Strategic Priority #1***

**Goal: Assure compliance and competency to carryout core public health functions at SSCHD**

**Objective 1:** 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.

**Objective 2:** 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.

**Objective 3:** 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.

## ***Strategic Priority #2***

### **Goal: Sustain Accreditation through the Public Health Accreditation Board (PHAB)**

**Objective 1:** Maintain PHAB Accreditation by completing annual reports.

**Objective 2:** Continue working towards reaccreditation, submitting application for reaccreditation in May, 2028.

## ***Strategic Priority #3***

### **Goal: Increase Public Health awareness and importance around Shelby County**

**Objective 1:** Further develop and maintain our website ([www.shelbycountyhealthdept.org](http://www.shelbycountyhealthdept.org)) to ensure our clients and partner agencies have the important information they require.

**Objective 2:** Maintain contribution of materials to local newspapers.

**Objective 3:** Work with county and regional partners to promote evidence-based public health policy and advancements.

**Objective 4:** Present and advocate our successes at local, state and regional conferences and speaking opportunities.

## ***Strategic Priority #4***

### **Goal: Maintain and build upon fiscal well-being**

**Objective 1:** Search and apply for potential funding sources through both our own county and beyond.

**Objective 2:** Work with local, state and federal agencies and legislature to advocate for public health funding and importance.

**Objective 3:** Work with neighboring and regional health departments to share services when possible to reduce expenses and build strong relationships with public health partners.

**Objective 4:** Pursue modern technological processes to reduce expenses of antiquated methodologies.

## ***Strategic Priority #5***

### **Goal: Address known and emerging health disparities within Shelby County**

**Objective 1:** Identify and/or reevaluate Shelby County's areas of need for Public Health interventions that currently include Harm Reduction, Mental Health, and Strong Families.

**Objective 2:** Enhance services by both public and private sector organizations through better communication with partner agencies.

**Objective 3:** Provide opportunities and education for residents of Shelby County to ensure access to health care services.

## Implementation and Evaluation

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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 clear role assignments, defined timelines, and the allocation of necessary resources to support progress. Beginning in October of 2025, 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 all staff and departmental meetings presentations and discussions. Discussions will continue with the community advisory groups and partner organizations that were engaged during the initial strategic plan's 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, SSCHD has established key milestones to track the implementation of objectives. Quarterly updates from the Clear Impact Dashboard will allow leadership to monitor strategic progress and address challenges as needed. For new initiatives, the Management Team, Board of Health and Strategic Planning Committee 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 and progress will be monitored using Clear Impact to ensure accountability.

Evaluating progress on the goals and objectives in the strategic plan builds accountability and flexibility in implementation. Each strategic priority lead will provide regular progress reports to the management team. These reports will highlight accomplishments, challenges, and necessary adjustments to keep the plan on track.

To ensure the strategic plan remains adaptable and effective, SSCHD is committed to ongoing staff engagement, performance monitoring, and quality improvement efforts. Regular staff briefings will provide insights into how implementation is progressing.

Progress on strategic objectives will be evaluated through Clear Impact. If implementation challenges arise, the department will use quality improvement methods such as Plan-Do-Check-Act to refine approaches.

# **Clients, Customers, and Partners**

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- 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 County Community Partners and Agencies
- Shelby County Public Schools
- SSCHD Employees
- State Agencies and Partners
- Visitors to Shelby County

# Acknowledgements

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Sidney-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.

The following individuals were integral to the development, review, approval, or implementation of this new and updated strategic plan:

- **The Shelby County Board of Health**

- Aaron M. Sargeant, DVM, PhD, President
- Matthew Scott Vasko, MD, Vice President
- Bill Ankney<sup>2</sup>
- Ted Holthaus, MBA, PAS
- Shelby Pence, BSN, RN

- **Employees**

- Karin Bok, LPN, Public Health Nurse
- Laura Booth, Help Me Grow Home Visitor, Car Seat Technician
- Kimberly DeLoye, Account Clerk<sup>2</sup>
- Carol Dircksen, DTR, WIC Health Professional
- Eileen Ferree, Accreditation Coordinator, MRC Unit Coordinator<sup>2</sup>
- Tami Folk, BSN, RN, Public Health Nurse
- Julianne Geise, RN, Public Health Nurse<sup>2</sup>
- Toni Gibson, CLC, WIC Breastfeeding Peer
- Rhonda Gump, BSN, RN, Public Health Nurse
- Teri Heath, RN, Director of Nursing<sup>1</sup>
- Kristen Heitman, BSN, RN, Public Health Nurse
- Ben Hickerson, REHS, Registered Environmental Health Specialist
- Stephanie Holthaus, RN, Public Health Nurse
- Mary Hormann, Registrar/Clerical Specialist
- Erica Lentz, MSN, RN, Health Commissioner<sup>1,2</sup>
- Roberta Mangen, REHS, MPH, Emergency Preparedness/Epidemiologist, Registered EH Specialist<sup>2</sup>
- Mike McClain, REHS, Registered Environmental Health Specialist
- Shannon L. Nagel, RN, IBCLC, Shelby County WIC Project Director, Public Health Nurse
- Jannel O'Leary, RN, Public Health Nurse, CMH Program
- Ashley Russell, Clerical Specialist/Deputy Registrar, Car Seat Technician
- Rusty Schwepe, REHS, Registered Environmental Health Specialist
- Jay L. Stammen, REHS, Registered Environmental Health Specialist
- Tia Toner, Human Resources Manager<sup>1,2</sup>
- Kent Topp, REHS, Director of Environmental Health<sup>1</sup>
- Ted Wuebker, REHS, Registered Environmental Health Specialist
- Kelly York, RN, Public Health Nurse

The collective effort and dedication of everyone involved has been instrumental in creating a strategic plan that will guide Sidney-Shelby County Health Department in its mission to improve the health and well-being of everyone who resides, visits or works in Shelby County.

1- Management Team, 2 - Strategic Planning Committee Member

## **Plan Availability and the Future**

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The approved Shelby County Public Health Strategic Plan will be available on the SSCHD webpage ([www.shelbycountyhealthdept.org](http://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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