

Tuscarawas County Health
Department

Strategic Plan

2020-2023



Public Health
Prevent. Promote. Protect.

Plan approved by the Board of Health on: December 19, 2019

Questions about this plan may be addressed to:

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Foreword

The Tuscarawas County Health Department's (TCHD) original strategic plan was created in October 2015 and Board of Health approved in November that same year. The purpose of a strategic plan is to define and determine organizational roles and priorities for the next three to five years. Strategic plans should also outline who, what, where, when why and how of the priorities and act as a road map that leads implementation and successful completion of a set of tasks. The Tuscarawas County Health Department determined that a three-year plan was a better fit for the agency and thus when this document was created in late 2019 was developed as such.

Plan Review Responsibility

Review of the Plan: Tuscarawas County Health Department will review this plan every year, or more often if the need presents itself. Board of Health members, management, staff and community partners will be involved in review.

Authorship: The 2020-2023 Tuscarawas County Strategic Plan was written by TCHD administration and the Board of Health.

Approval: This plan was approved by the Tuscarawas County Board of Health on December 18, 2019.

Introduction

About This Document: The Tuscarawas County Health Department is pleased to present the 2020-2023 Strategic Plan. Through a comprehensive planning process that included input from administration, employees and board of health members. Community input, including that from disparate populations, was obtained via the 2018 community health assessment. This assessment obtained a representative population sample of the greatest health concerns and disparities in Tuscarawas County. We identified our agency's priorities and developed specific goals and objectives to guide our work over the next three years. This plan allows us to focus our organization towards addressing the strategic priority issues that have been articulated through several assessments, plans and data sets. The strategic plan is intended to be a roadmap for the health department's current and future efforts.

Agency Overview: Tuscarawas County is located in the eastern part of Ohio. The County seat is New Philadelphia. The County has a total area of 571 square miles. According to the United States Census Bureau, the population is 92,176. The majority (96.5%) of the population are Caucasian. Hispanic (2.9%), African Americans (.9%), American Indian and Alaska Natives (.5%), Asian (.4%) and Native Hawaiian or Alaska Natives (.2%) comprise the rest of the population. The median income for households in the County is \$49,460.00.



The Tuscarawas County Health Department is a local government public agency. The Health Department is one of two health departments in Tuscarawas County and has jurisdiction in all areas outside of the city of New Philadelphia. The agency consists of five bureaus which include: prevention and promotion, community health services, environmental health and emergency preparedness, maternal and child health and administrative services.

The Board of Health is the governing body for the health department. The District Advisory Council appoints five members of the Board of Health, the District Licensing Council appoints one member, and the final member is a physician from the community. The District Advisory Council consists of the chairman of the board of trustees from each township, the mayor from each city or village and a representative of the Board of County Commissioners. The Licensing Council consists of representatives from the major Environmental Health programs that are licensed and inspected by the health department.

The agency is directed by a Health Commissioner and a leadership team that is comprised of the Director of Nursing (Bureau of Community Health Services), Director of Environmental Health (Bureau of Environmental Health and Emergency Preparedness), Director of Medical Records (Bureau of Administrative Services), Director of WIC (Bureau of Maternal and Child Health) and Director of Prevention and Promotion (Bureau of Prevention and Promotion). Directors oversee programs and supervise staff within their respective divisions.

The health department is funded through a variety of sources including outside millage, grants, permits and licenses, contracts for services, private donations and fees for direct services. Training required by grants is supported by each respective grant.

This strategic plan has the full support of the Board of Health and the TCHD administration. The plan is tied to the Community Health Improvement Plan, State of Ohio Health Improvement Plan, Workforce Development Plan and operates in conjunction with the Quality Improvement/Performance Management Plan to ensure that priorities, objectives, strategies, and activities are met.

Executive Summary

The 2020-2023 Tuscarawas County Health Department Strategic Plan is the result of planning efforts which were initiated in May and June 2019 and continued through the fall of 2019.

The initial process for strategic planning began with outside consultation for the purposes of facilitating two 2-day sessions. After the initial 2 day working session, the mission, vision and value statements were reviewed and updated. After final board of approval publication will be done via the health department website, the employee newsletter, and in various locations throughout the building.

Data sources utilized for the updated Strategic Plan included: County Health Rankings, health department financial status, legislative impacts, emerging issues in the community, and results of the strengths, weaknesses, opportunities and threats (SWOT) analysis. Additionally, a summary of the 2018 Community Health Assessment (CHA) was also provided.

Development of the strategic priority areas considered all the inputs. The strategic priorities sought to create linkages with the SHIP, CHIP, and the QI/PM Plan. Goals and objectives were also established for each priority. Goals were broadly stated, and objectives were written in the SMART (Specific, Measurable, Achievable, Realistic, Time-phased) format.

The 2020-2023 Strategic Plan was sent to the Board for review in December 2019, and was Board approved on December 18, 2019. Once approved, the plan is considered a living document and may be revised should the need arise. The plan will be available online to employees and the public, and you can also access a paper copy at the health department.

The strategic plan will be reviewed and updated on an annual basis and will be formally rewritten every three years to ensure that the priorities, goals, and objectives of the work remain relevant and related to our mission, vision and values.

Strategic Planning Priorities

The following strategic planning priorities support our mission, vision, and values, and contribute to providing high quality public health services to Tuscarawas County:

1. Fiscal Viability and Sustainability
2. Trusted Source of Information for the Community
3. Maintain a competent, engaged workforce
4. Healthy and Safe Community

Alignment with the State Health Improvement Plan (SHIP) and 2019 Community Health Improvement Plan (CHIP)

The 2017-2019 State Health Improvement Plan (SHIP) serves as a strategic menu of priorities, objectives, and evidence-based strategies to be implemented by state agencies, local health departments, hospitals and other community partners and sectors beyond health including education, housing, employers, and regional planning. The 2017-2019 SHIP will be updated in 2020.

The SHIP includes a strategic set of measurable outcomes that the state will monitor on an annual basis. Given that the overall goal of the SHIP is to improve health and wellbeing, the state will track the following health indicators:

- Self-reported health status (reduce the percent of Ohio adults who report fair or poor health)
- Premature death (reduce the rate of deaths before age 75)

In addition to tracking progress on overall health outcomes, the SHIP will focus on three priority topics:

1. Mental health and addiction (includes emotional wellbeing, mental illness conditions and substance abuse disorders)
2. Chronic Disease (includes conditions such as heart disease, diabetes and asthma, and related clinical risk factors-obesity, hypertension and high cholesterol, as well as behaviors closely associated with these conditions and risk factors- nutrition, physical activity and tobacco use)

3. Maternal and Infant Health (includes infant and maternal mortality, birth outcomes and related risk and protective factors impacting preconception, pregnancy and infancy, including family and community contexts)

The SHIP also takes a comprehensive approach to improving Ohio's greatest health priorities by identifying cross-cutting factors that impact multiple outcomes: health equity, social determinants of health, public health system, prevention and health behaviors, and healthcare system and access.

The 2016-2019 Tuscarawas County CHIP very closely aligns with the 2017-2019 SHIP priorities:

- Mental health and addiction
- Chronic disease

Additionally, the 2020-2023 CHIP will align with the 2020-2022 SHIP and focus on the following priorities:

- Mental health and addiction
- Chronic Disease
- Cross-cutting factors

The 2020-2023 Tuscarawas County Health Department Strategic Plan aligns with both the SHIP and Tuscarawas County CHIP by making community partnerships a priority and completing specific CHIP-rated action steps in which TCHD is the responsible agency. The TCHD also supports partner organizations, such as HealthyTusc and AccessTusc, in the following CHIP priority areas: mental health, addiction and chronic disease.

Alignment with the Tuscarawas County Health Department Quality Improvement and Performance Management Plan

Quality improvement is an element of performance management that uses processes or address specific targets for effectiveness and efficiency (Public Health Accreditation Board, 2013). The purpose of the Tuscarawas County Health Department Quality Improvement and Performance Management (QI/PM) Plan is to provide context and framework for Quality Improvement (QI) and Performance Management (PM) activities at the Tuscarawas County Health Department. The 2020-2023 Strategic Plan aligns with the QI/PM plan by integrating quality improvement processes into organizational practice, programs, processes and interventions. TCHD will also implement and

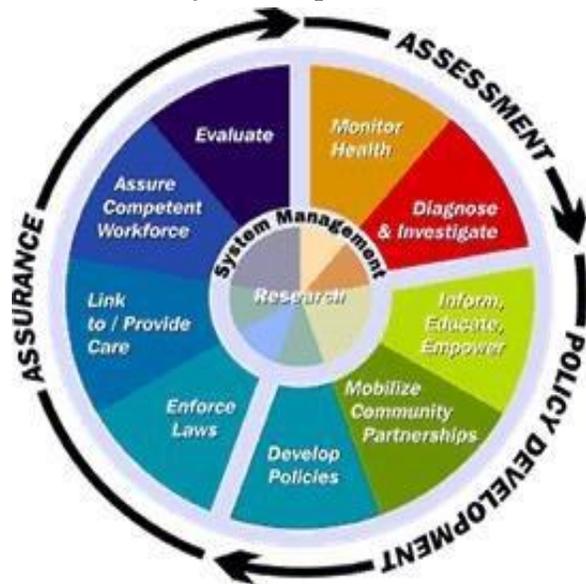
maintain a performance management system that will function in conjunction with the CHIP and Strategic Plan.

The Local Public Health System

The 10 Essential Public Health Services

The Tuscarawas County Health Department strives to continually assure that the Ten Essential Services of Public Health are provided with quality in our community:

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovated solutions to health problems.



Strategic Planning Process: Planning to Plan

Phase	Questions Considered	Action Steps
Phase 1: Plan to plan	<ul style="list-style-type: none"> • What needs to be addressed from your readiness assessment before you begin? • Who will you involve in the process? • Who will lead the process? • When will you need Board of Health approval? • Timeframe? 	The Board of Health and administration will be involved with the development and the Board of Health will make approvals throughout the process. The lead will be taken on by the health commissioner.
Phase 2: Articulate mission, vision, values	<ul style="list-style-type: none"> • Do you have a current mission, vision and values? • What can help with this phase? 	The health department has a mission that will be revised, and vision and values will be reviewed and potentially revised as a result of this process.
Phase 3: Assess the situation	<ul style="list-style-type: none"> • How will you approach your environmental scan? • What other inputs will you use? • What data do you have? 	Internal and external data sources will be reviewed, and a SWOT analysis will be completed. County health rankings, department finances, community health assessment data, SWOT data will all be valuable sources of inputs.

<p>Phase 4: Agree on strategic priorities</p>	<ul style="list-style-type: none"> • Who needs to be involved? • When will your board be involved? • What processes will you use? 	<p>The administrative team will develop priorities and Board of Health will have final approval rights. Surveys, group discussions and voting will all be used to aid in this process of the plan development.</p>
<p>Phase 5: Write the plan</p>	<ul style="list-style-type: none"> • Who will write your plan? • What approach will you use? 	<p>The plan will be written by the health commissioner and then reviewed, edited and approved by the administration team before needing board of health final approval.</p>

Mission, Vision, and Values

Mission: The mission for Tuscarawas County Health Department has always reflected the overall agency purpose.

Mission Statement:

As a leader in public health, the Tuscarawas County Health Department prevents disease, promotes health, protects the environment and strives to create health equity for all, through education, enforcement and empowerment.

Vision: In the creation of the vision statement for Tuscarawas County Health Department, the developing committee was advised to create a lofty, future-oriented statement that explained what the health department would achieve in a perfect world.

Vision Statement:

Sustainable Environment. Healthier Families. Thriving Communities.

Values: The value statements were created to be the guiding principles for the health department.

Values:

P-L-A-C-E

Professionalism: Demonstrate knowledge and skill while providing respectful, courteous treatment to all.

Leadership: Accountability for your actions by courageously inspiring others to succeed

Attitude: Supportive and compassionate to all

Communication: Sharing ideas to promote understanding and information

Ethics: Honesty and integrity that create an inclusive environment.

Environmental Scan

Internal SWOT Analysis: As a part of the 2020 strategic planning process, TCHD conducted an online SWOT analysis to identify strengths and weaknesses as well as opportunities and threats (SWOT). The analysis was conducted in the Fall of 2019. The results of the SWOT analysis are identified in the table below. Employee responses totaled 42.

This information, along with other data contributions such as customer satisfaction survey results, community health improvement plan priorities, and employee satisfaction survey results, provided the basis for identifying the agency’s strategic priorities and goals.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Accredited Health Department • Committed Staff • Quality of Customer Service • Confidentiality for clients/patients • Quality of Services • Service Accessibility to Public • Skills of the workforce • Diversity of programs offered 	<ul style="list-style-type: none"> • Internal Communication • Staffing Vacancies • Employee Morale • Budget

Opportunities	Threats
<ul style="list-style-type: none"> • Continued Accreditation • Better Community Outreach • Grant Availability 	<ul style="list-style-type: none"> • Decreased funding • Competition from outside agencies • Lack of community awareness of programs and services

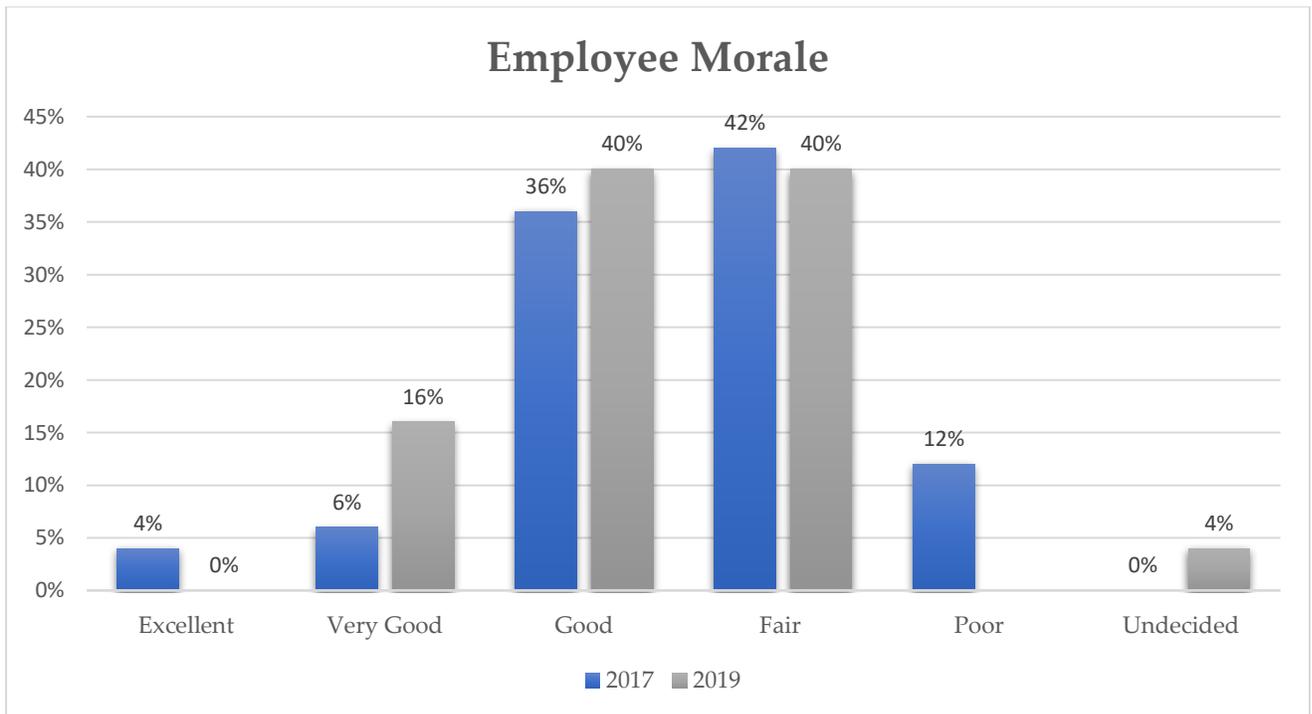
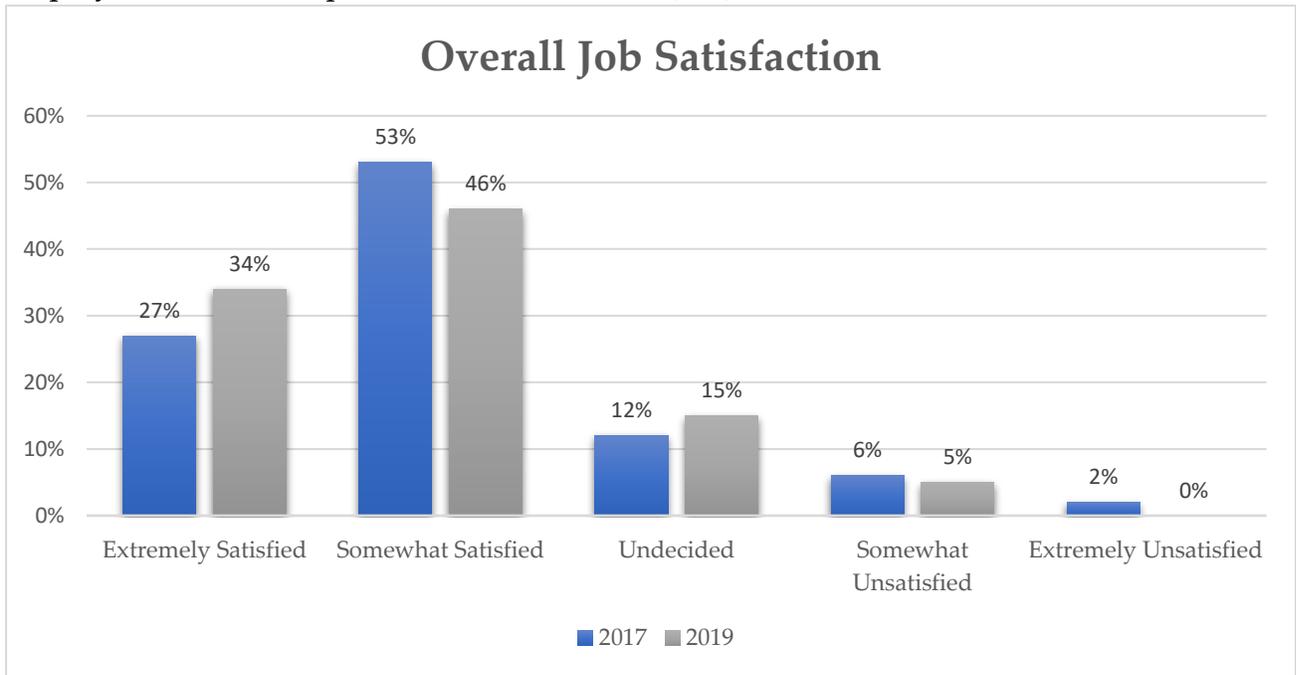
External Community Analysis: TCHD conducted also an online community survey of community partners to identify community perceptions regarding health department strengths, weaknesses, opportunities for improvement, and valued services. TCHD received a total of 53 responses. The results of the external community survey are identified in the table below.

Overall, community partners rated health department services as excellent (43.4%), very good (30.19%), good (22.64%), and fair (3.77%). No one rated health department services as poor. Ninety-one percent (77%) of community partners were satisfied (41.5%) or very satisfied (35.9%) with the health department as whole. To view the full results of the external community analysis, please contact TCHD at (330) 343-5555.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Variety of services offered • Resource to the community • Dedicated staff • Qualified staff 	<ul style="list-style-type: none"> • Lack of funding • Hours of operation • Lack of Some services • Communication to the public
Opportunities	Valued Services
<ul style="list-style-type: none"> • Continued community partnerships • Seek additional funding • Increase marketing • Satellite locations • Expand hours of operation 	<ul style="list-style-type: none"> • Immunizations • WIC • Environmental Health • Services to underserved populations • Condemnations of houses that need it • General Healthcare services • Birth and Death Certificates

Employee Satisfaction Survey: TCHD recognizes employee satisfaction as a vital component to health department success. Each year employees are presented with an employee satisfaction survey. In 2019, employees reported they were extremely satisfied

(35%), somewhat satisfied (45%), undecided (15%), somewhat unsatisfied (5%) and extremely unsatisfied (0%) with their current job. 38% of employees reported that health department morale was fair, while 57% reported that morale was good or very good. These results are an improvement from past years. For more information regarding employee satisfaction, please contact TCHD at (330) 343-5555.



2019 County Health Rankings: The County Health Rankings and Roadmaps program is a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. The annual County Health Rankings measure vital health factors including but not limited to high school graduation rates, obesity, smoking, and access to healthy foods in nearly every county in America. The annual County Health Rankings provide a revealing snapshot of how health is influenced by where we live, learn, work and play. For more information on County Health Rankings please go to <http://www.countyhealthrankings.org/>.

Below is a list of 2019 County Health Rankings results in which Tuscarawas County is ranked, per measure, out of 88 counties in Ohio:

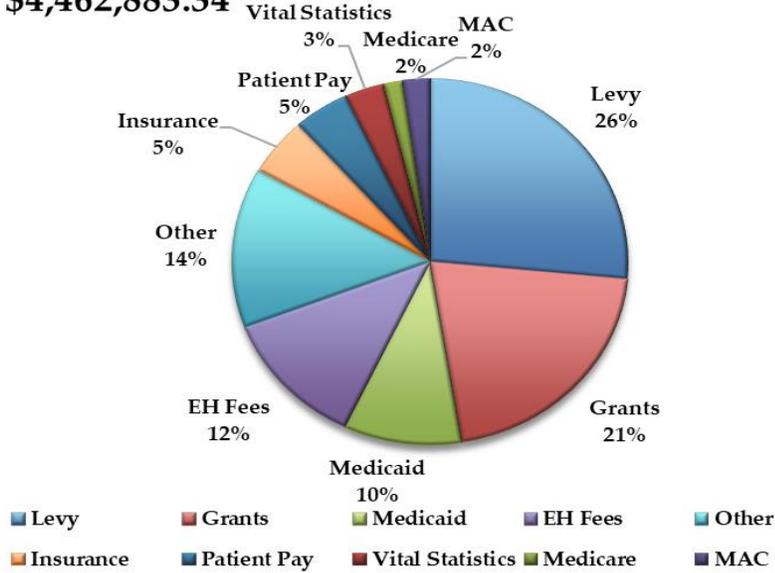
County Health Rankings Measure	2017	2018	2019
Health outcomes (Overall rank)	36	28	23
Length of life	27	19	14
Quality of life	42	38	35
Health factors	38	49	48
Health behaviors	21	52	49
Clinical care	69	69	73
Social and economic factors	37	38	42
Physical environment	34	43	24

Tuscarawas County Health Department Financial Status

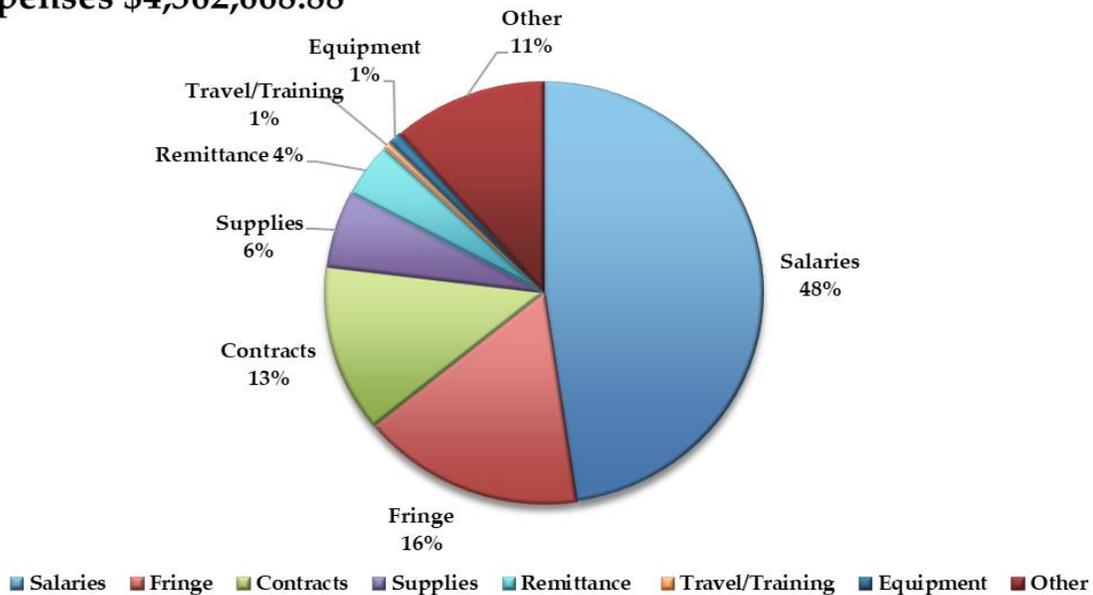
The information below indicates the financial status of TCHD in 2018 (per the 2018 TCHD Annual Report):

- 2018 Beginning Balance: \$4,310,197.73
- 2018 Ending Balance: \$4,210,412.19

Revenue \$4,462,883.34



Expenses \$4,562,668.88



Public Health Accreditation

What is Public Health Department Accreditation?

The measurement of health department performance against a set of nationally recognized, practice-focused and evidenced-based standards.

The issuance of recognition of achievement of accreditation within a specified time frame by a nationally recognized entity.

The continual development, revision, and distribution of public health standards.

The mission of the voluntary national accreditation program is to improve and protect the health of the public by advancing and ultimately transforming the quality and performance of the nation's state, Tribal, local, and territorial public health departments. PHAB recently added Vital Records/Health Statistics accreditation to its services, and in 2019 will also add Army Preventive Medicine Departments.

PHAB's initial accreditation assesses a health department's capacity to carry out the ten Essential Public Health Services; manage an effective health department; and, maintain strong and effective communications with the governing entity. Reaccreditation is necessary for a health department to continue to be designated as accredited. Reaccreditation focuses on assessment of an accredited health departments continued improvement and advancement thereby becoming increasingly effective at improving the health of the population they serve. PHAB is a 501(c)(3) organization.

Recognizing the benefits of PHAB accreditation, the 130th Ohio General Assembly in 2013 codified the authority for the Director of Health to require all local health districts to apply for accreditation by 2018 and to become accredited by 2020. PHAB accreditation is supported by national public health organizations, including the American Public Health Association, Association of State and Territorial Health Officials, Centers for Disease Control and Prevention, National Association of Local Boards of Health, and National Association of County and City Health Officials.

3701.13 Department of health - powers.

As a condition precedent to receiving funding from the department of health, the director of health may require general or city health districts to apply for accreditation by July 1, 2018, and be accredited by July 1, 2020, by an accreditation body approved by the director. The director of health, by July 1, 2016, shall conduct an evaluation of general and city health district preparation for accreditation, including an evaluation of each district's reported public health quality indicators as provided for in section 3701.98 of the Revised Code.

The Tuscarawas County Health Department became Accredited in Spring of 2019.

Three Greatest Strengths Identified by PHAB Site Visit Team:

TCHD has made a consensus effort to make sure their health department's overarching plans such as the Community Health Assessment, Community Health Improvement Plan, and Strategic Plan all work together. This makes their plans one all-encompassing

with interconnection of topics and themes. During discussions, it was evident that the health department is working on incorporating other plans such as their Emergency Operations Plan.

Quality Improvement is a part of the health department's culture. Continuous quality improvement efforts have been made to improve the client experiences. The department has a strong QI plan and during domain discussions it was noted several times the use of quality improvement to improve upon already existing issues.

Use of Data – TCHD is continuously using evidenced based and promising practices to guide and support initiatives. TCHD uses this information to re-tool or adjust programs. The data generated is used by both the health department and partners to submit request for funding.

Three Serious Challenges or Opportunities for Improvement Identified by PHAB Site Visit Team:

Resources in place for serving disabled clients. During the walk through of the health department it was noted that resources for serving disabled clients are lacking as there were no signs that included braille nor requests for sign language interpreter posted. Wheelchair accessibility was evident however it was noted that an over-sized wheelchair may not fit through the door.

Make it a priority to connect with the Hispanic and Amish communities. Much discussion was heard regarding the large population of both the Amish and Hispanic communities within TCHD, however it was continuously noted that there are difficulties in promoting services to these two populations.

Expansion of your partner groups. Partner groups do not appear to include representatives from sectors such as the religious or faith-based community, transportation, education, and community members. Adding input from these sectors on a regular basis can only help TCHD identify the needs/wants of the community and develop strategies to address those needs.

Overall Impression of the Department from PHAB Site Visit Team:

Strong leadership – TCHD has strong leadership in their administrative roles which allows for personal and professional growth. Administration is supportive to staff during their everyday job; provide trainings and continuing education for all staff; and offers job

shadowing of employees so that all employees have a better understanding of all aspects of public health. There is a level of transparency on policies, changes to policies and other matters related to the health department. Communication is open between staff and administration and staff feel comfortable expressing concerns and bringing new ideas to administration.

Employee Morale and Enthusiasm - Staff, from administration to front-line personnel, demonstrated a level of enthusiasm, passion, and commitment to TCHD and the residents they serve. The Employee Morale Committee makes learning of the department plans such as the strategic plan, fun and exciting for employees. Employees showed a true dedication to wanting to “do the right thing” to better the health of the community.

Engagement with Community Partners – TCHD has strong relationships with their community partners. During the community partners meeting it was stated multiple times that the health department is “consistent, reliable, and caring.” Community partners also stated that the health department is always willing to collaborate with any sector on projects for the betterment of the community.

Strategic Priorities

Strategic Planning Terminology

Strategic Priority: highest level of thinking about what needs to be accomplished; core themes

Goal: broad, major initiatives that need to be undertaken to address the priority area

Key Measure: specific metric used to measure progress and success

Objectives: interim steps that address the goal; should be SMART

Action Steps: specific steps that need to be taken to meet the objective

Timeline: timeframe within activities will take place

Responsible Party: who will be responsible for ensuring the objective is met?

Strategic Priority #1: Fiscal Viability and Sustainability

Strong financial health allows the health department to maintain, improve, and expand existing health services, as well as allow for the implementation of new programs and services. TCHD strives to achieve optimum financial health by monitoring monthly finances and pursuing funding opportunities, such as grants.

Goal 1: Create internal divisional benchmarks

Key Measure: By July 1, 2020 all department divisions will have at least 2 benchmarks that will be monitored on an ongoing monthly basis

Strategic Priority # 1 Work Plan				
Goal 1: Create Internal Divisional Benchmarks				
Measure: By July 1, 2020 all department divisions will have at least 2 benchmarks that will be monitored on an ongoing monthly basis				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Review current divisional benchmarks that are being tracked	Identify what is being tracked in each division	March 30, 2020	Administration	
	Identify how often the data is being tracked	March 30, 2020	Administration	
	Determine whether to continue to track the identified benchmark or develop new benchmarks	March 30, 2020	Administration	
Identify appropriate benchmarks for each division	Directors will work with staff to determine appropriate benchmarks (at least 2) to track that affect the financial sustainability of the Department	June 1, 2020	Administration and Staff	

	Collect baseline data	June 15, 2020	Administration	
	Develop an appropriate tracking method for the benchmark data	June 15, 2020	Administration	
Track benchmarks on a monthly basis	Track benchmarks on a monthly basis	July 1, 2020 and ongoing	Administration	
	Report benchmark data to Health Commissioner for Board of Health reports	By the 2 nd Wednesday of each month	Administration	

Goal 2: Explore and secure additional funding

Key Measure: By December 31 of each year, research and apply for at least 1 local and 1 additional Ohio Department of Health, or other State or Federal funding source, grant

Strategic Priority # 1 Work Plan				
Goal 1: Explore and Secure Additional Funding				
Measure: By December 31 of each year, research and apply for at least 1 local and 1 additional Ohio Department of Health, or other State or Federal funding source, grant				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Identify gaps in programs or services offered by the Health Department	Review community health improvement plan and community	January 31 of each year; or after annual update	Administration; Health Commissioner; Board of Health	

	health assessment			
	Review County Health Rankings	April 1 of each year	Administration; Health Commissioner; Board of Health	
	Identify program or focus areas of the Department for that year	April 15 of each year	Administration; Health Commissioner	
Identify potential grant options	Research and bring forth grant opportunities	Reviewed at Monthly Management Meetings	Administration; Health Commissioner	
	Apply for funding	As Identified	Administration; Health Commissioner	

Strategic Priority #2: Trusted Source of Information to the Community

The Health Department strives to act as a trusted resource to community members, partners and stakeholders on issues of public health. Through continuing education and valid licensures, TCHD employees remain current on a variety of public health topics and works to disseminate information in various ways to the community. Visibility within the community is a crucial element to remaining viable. Tuscarawas County Health Department strives to be engaged with partners, community organizations, stakeholders, and residents to create sustainable change that improves health within the community. It is crucial that residents understand the role of our agency and look to us as the primary source for public health-related information and services.

Goal 1: Increase marketing of programs and services

Key Measure: At least 500 media exposures will be achieved annually for both paid and unpaid mediums. TCHD will participate in at least 24 community events annually.

Strategic Priority # 2 Work Plan				
Goal 1: Increase marketing of programs and services				
Measure: By December 31st of each year, TCHD will achieve at least 500 media exposures and participate in at least 24 community events				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Bolster TCHD community awareness and support through the dissemination of messages via paid and unpaid media, community events, community involvement, and partnerships	Plan and execute Public health 2020 Campaign	Begin in January 2020 with the first media messages to appear in February 2020, continue messaging throughout the years as funding allows	Dir. of Health Promotion Health Education Team Health Commissioner Board of Health Division Directors	
	Establish a Community Relations Budget for TCHD and revise annually as resources allow.	Annual budget proposal completed and approved by March 31, each year	Dir. of Health Promotion Health Commissioner Board of Health	
	When allowable, leverage TCHD	Beginning in January 2020 and ongoing.	Dir. of Health Promotion	

	grant resources to help promote TCHD programs and services.		Health Education Team	
Revise community relations related policies for maximum effectiveness (including but not limited to branding policy, communication policy, social media policy)	Create a new and modern look for TCHD forms and materials.	Begin using new forms in January 2020 and revise as needed with the goal to have them adopted by Jan 2021; revise as needed annually	Dir. of Health Promotion PHAB Coordinator	
	Revise TCHD social media policies.	Complete first iteration by Oct 31, 2020 and review and revise annually as needed.	Dir. of Health Promotion Health Education Team Health Commissioner Board of Health	
	Revise TCHD non-emergency communication plan to be more media-friendly and include outreach	Complete first iteration by January 31, 2021 and review and revise	Dir. of Health Promotion Health Education Team	

	communications to community partner organizations.	annually as needed.	Health Commissioner Board of Health	
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Goal 2: Establish procedure for information dissemination to medical providers in the community

Key Measure: By December 31 of each year, the procedure for information dissemination to medical providers will be reviewed, updated as necessary and implemented

Strategic Priority # 2 Work Plan				
Goal 1: Establish procedure for information dissemination to medical providers in the community				
Measure: By December 31 of each year, the procedure for information dissemination to medical providers will be reviewed, updated as necessary and implemented				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Identify the most effective way to disseminate information to medical providers in the community	Develop a tool to use to survey medical providers on the most effective way to disseminate information	June 30, 2020	Director of Nursing; Medical Records Director; Director of Prevention and Promotion	
	Disseminate the tool to area providers for feedback	July 31, 2020	Director of Nursing; Medical Records Director; Director of Prevention and Promotion	

	Develop procedure based on survey results	September 30, 2020	Director of Nursing; Medical Records Director; Director of Prevention and Promotion	
Maintain up to date provider list for dissemination of information	Yearly survey sent out to providers	By November 30 of each year	Director of Nursing	
	Review and update protocol, yearly	By Dec. 31, each year	Director of Nursing; Medical Records Director; Director of Prevention and Promotion	

Goal 3: Maintain and increase meaningful partnerships

Key Measure: Develop at least two new organizational partnerships annually, evidenced by a sharing of resources (communications and/or in-kind services, and etc.).

Strategic Priority # 2 Work Plan				
Goal 1: Maintain and increase meaningful partnerships				
Measure: Develop at least two new organizational partnerships annually, evidenced by a sharing of resources (communications and/or in-kind services, and etc.).				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Work cooperatively with potential	Develop and promote a TCHD	Create by September 30, 2020 and	Dir. of Health Promotion	

partners to enhance TCHD communications and service accessibility.	Speaker's Bureau.	promote in an ongoing fashion.	Health Education Team	
	Examine feasibility and usefulness of joining business organizations like local Chambers of Commerce.	By June 30, 2020 and ongoing.	Dir. of Health Promotion Health Commissioner Board of Health	

Strategic Priority #3: Maintain a Competent, Engaged Workforce

Maintaining a positive, knowledgeable, and dedicated workforce is instrumental to health department success. The TCHD values its employees and are dedicated to developing their skills, honing their success, and fostering a positive work environment.

Goal 1: Develop an orientation program for new employees

Key Measure: Employee morale will continue to improve (morale identified as Excellent or Very Good) by at least 5% each year.

Strategic Priority # 3 Work Plan				
Goal 1: Develop an orientation program for new employees				
Measure: Employee morale will continue to improve (morale identified as Excellent or Very Good) by at least 5% each year.				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Development of a comprehensive employee orientation program	Improve the comprehensive new hire orientation packet & checklist for	Complete first iteration by June 30, 2021 and make ongoing revisions as needed/recommended	Administration	

	message consistency and clarity			
	Welcome new staff to the workplace and the position and make workplace resources readily available	Begin by June 30, 2021	Administration	
	Create pre-employment letter to explain drug screen, background check, and what to expect on the first day	September 30, 2020	Administration; Administrative Assistant	
	Create a survey for new employees to gain feedback and further improve new employee orientation	November 30, 2021	Administration	

Goal 2: Educate employees through ongoing, annual trainings

Key Measure: By December 31 of each year TCHD staff will be required annual trainings as described in the Workforce Development Plan

Strategic Priority # 3 Work Plan

Goal 1: Educate employees through ongoing, annual training				
Measure: By December 31 of each year TCHD staff will be required annual trainings as described in the Workforce Development Plan				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Evaluate current workforce development and training calendar	Survey employees on training topics of interest	By October 31, annually	Administration	
	Review and update the workforce development plan	By November 30, annually	Administration	
	Use data from new employee survey to development onboarding training requirements	By January 1, 2021	Administration	
	Coordinate Workforce Development plan with the emergency preparedness multiyear training and exercise plan	By November 30, annually	Administration; Emergency Preparedness Coordinator	
Identify and train staff and Board of Health members on	Management will identify needs and discuss at monthly	Monthly	Administration	

issues that arise throughout the year	management meetings			
	Quarterly short session (10-15 minutes) training will be incorporated at board of health meetings (March, June, Sept, December)	Quarterly (March, June, Sept, December)	Administration; Board of Health	
	Quarterly short session (10-15 minutes) training will be incorporated into the all staff meetings	Quarterly (March, June, Sept, December)	Administration; All Staff	

Strategic Priority #4: Healthy and Safe Community

As highlighted in the mission and vision of the Tuscarawas County Health Department, a healthy and safe community is a foundational goal of public health and this Department. Through strategic programming and services TCHD seeks to create a healthy and safe community for all.

Goal 1: Reduce environmental health hazards

Key Measure: Ensure follow-up is conducted on 100% of the nuisance and dwelling code orders issued and 75% of HSTS are permitted under the Operation and Maintenance program by January 1, 2023

Strategic Priority # 4 Work Plan				
Goal 1: Reduce environmental health hazards				
Measure: Ensure follow-up is conducted on 100% of the nuisance and dwelling code orders issued and 75% of HSTS are permitted under the Operation and Maintenance program by January 1, 2023				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Creation of a comprehensive dwelling program	Code is reviewed on an annual basis with input from the Tuscarawas County Prosecutor's Office	By December 31, annually	Director of Environmental Health; Health Commissioner; Board of Health	
	Develop a County Wide Housing Coalition	By September 1, 2020	Director of Environmental Health; Health Commissioner	
	Conduct Quarterly Meetings of the Housing Coalition	December, March, June and September each year	Director of Environmental Health; Health Commissioner; Housing Sanitarian	
All known Home Sewage Treatment Systems	Implement a data management system to	December 31, 2020 and updated as needed	Director of Environmental Health	

(HSTS) will be enrolled in TCHD's Operation and Maintenance (O and M) program	improve accuracy of existing and new HSTS records			
	Provide HSTS resources to the community by developing a local resource guide (financial resources, maintenance resources, FAQs)	July 1, 2020 and updated as needed	Director of Environmental Health; Director of Prevention and Promotion	
	Continue to review and update information on TCHD's water quality website	Review on a quarterly basis and update as needed	Director of Environmental Health; Director of Prevention and Promotion	
	Create a Standard Operating Guideline (SOG) for noncompliant HSTS	January 1, 2021	Director of Environmental Health	

Goal 2: Improve Access to Care

Key Measure: By December 31, 2022 TCHD will establish two satellite clinics in a disparate area of Tuscarawas County

Strategic Priority # 4 Work Plan				
Goal 1: Improve Access to Care				
Measure: By December 31, 2022 TCHD will establish two satellite clinics in a disparate area of Tuscarawas County				
Objective	Action Steps	Timeline	Responsible Party	Status Update
Identify disparate areas in Tuscarawas County	Review data from recent CHIP/CHA and other resources, as needed	March 30, 2020	Administration	
	Reach out to identified disparity areas to assess facilities that may be available for clinic space; services to be offered decided	Identify and implement first location by June 30, 2020 Identify and implement second location by June 30, 2021	Administration	
	Plan for the logistics of having a satellite office in the identified disparity areas	First location: December 31, 2020 Second location: December 31, 2021	Service Directors	

Begin Satellite Clinic	Open satellite clinic	First location: March 31, 2021 Second location: March 31, 2022	Administration; Board of Health	
Evaluate the effectiveness of satellite clinics to ensure utilization and appropriate services being offered	Continue to review disparities	By December 31, each year	Administration	
	Review effectiveness of clinics (data reviewed will include utilization, demographics, service effectiveness, satisfaction surveys)	By December 31, each year	Service Directors	

Goal 3: Reduce Communicable Diseases

Key Measure: By January 31 of each year a review of communicable disease data for Tuscarawas County will be completed in order to plan for outreach, education etc. for the following calendar year

Strategic Priority # 4 Work Plan				
Goal 1: Reduce Communicable Diseases				
Measure: By March 31 of each year a review of communicable disease data for Tuscarawas County will be completed in order to plan for outreach, education etc. for the following calendar year				
Objective	Action Steps	Timeline	Responsible Party	Status Update

Review communicable diseases in Tuscarawas from the past 3 years of data	Review and analyze data from the annual communicable disease report from the past 3 years	March 31, 2020 And complete by March 31, each year moving forward	Director of Nursing; Communicable Disease Nurse; Health Commissioner	
Identify the top 3-4 communicable diseases in Tuscarawas County	Create an outreach plan to address the identified communicable diseases	June 30, 2020 And moving forward by June 30 of each calendar year	Director of Nursing; Communicable Disease Nurse; Director of Prevention and Promotion	

Conclusion

This strategic plan is intended to provide focus for the health department staff and Board of Health over the next three years. The plan will undergo annual review by the Administration Team and changes will be made as necessary. All revisions must be approved by the Board of Health and will be tracked on the revision page.