

# Tuscarawas County Health Department Strategic Plan 2026-2028



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

**Tuscarawas County  
Health Department**

Health Department  
Tuscarawas County

Plan approved by the Board of Health on:  
December 17, 2025

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## Contents

Record of Revisions .....	5
Foreword .....	6
Executive Summary .....	7
Department Overview .....	8
Organizational Structure .....	9
Workforce.....	10
Population Served .....	10
Tuscarawas County Demographics.....	11
Programs and Services .....	13
2024 TCHD Program and Service Statistics: .....	15
Public Health:.....	16
Department Purpose:.....	17
Mission, Vision, and Values.....	18
Department Financials.....	19
Essential Public Health Services (Revised, 2020) .....	20
Acknowledgements.....	21
Strategic Planning Process.....	22
Qualitative and Quantitative Data Considerations.....	26
Environmental Scan (SWOT Analysis) .....	26
Employee Satisfaction Survey .....	28
Workforce Development Plan.....	31
Community Perception Survey .....	32
County Health Rankings .....	35
Tuscarawas County Community Health Needs Assessment (CHNA) .....	36
Community Health Improvement Plan (CHIP) .....	36
TCHD Quality Improvement and Performance Management Plan .....	38
Healthy People 2030 .....	48
Employee Input.....	50
Potential Linkages.....	51
Putting the Plan into Action.....	51
Strategic Plan Terminology .....	52

- Strategic Priorities, Goals, and Objectives ..... 52
  - Strategic Priority #1: Financial Sustainability ..... 52
    - Goal 1: Ensure Health Department financial sustainability through prioritization of local public health programs and services..... 52
    - Goal 2: Increase operational knowledge of fiscal processes across the Department. .... 54
  - Strategic Priority 2: Employee Satisfaction ..... 56
    - Goal 1: Develop and foster relationships between management and staff..... 56
- Engagement and Continuous Improvement..... 60
- References..... 61
- Appendix A: Annual Employee Feedback Report 2025..... 62
- Appendix B: Participants in the Strategic Planning Process ..... 88

## Record of Revisions

The Tuscarawas County Health Department maintains a record of changes to this plan. The date of the revision, section/pages revised, and a brief description are provided below.

<b>Revision Number</b>	<b>Section/Pages Revised &amp; Description of Revisions Made</b>	<b>Date</b>	<b>Responsible Person</b>
001	Document Created	September 2025	Katie Seward
002	Document Revised by Administration	Dec 2025	Admin Team
003	Board of Health Approved Version	December 2025	Board of Health

## Foreword

As we look ahead to the years 2026 through 2028, we do so with both a clear sense of purpose and a deep awareness of the challenges we face. The landscape of public health continues to evolve rapidly—shaped by shifting policies, emerging health threats, workforce changes, and increasing community needs. In these uncertain times, our local health department must not only adapt but also lead with resilience, foresight, and commitment to our core mission: protecting and promoting the health of our community.

This Strategic Plan reflects our department’s proactive approach to navigating this complex environment. After thoughtful input from staff, partners, and stakeholders, two key priorities have emerged as critical to our continued success: **financial stability and employee satisfaction.**

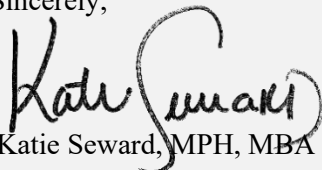
Financial sustainability is foundational. Without it, our ability to deliver essential services, respond to emergencies, and invest in innovation is compromised. This plan outlines a focused strategy to strengthen funding streams, diversify revenue sources, and enhance fiscal stewardship across all levels of our department.

Equally important is our workforce. The dedication and professionalism of our employees are the driving forces behind every program, every response, and every outcome. In a time when burnout and workforce turnover challenge public health agencies nationwide, we are committed to creating a supportive, inclusive, and engaging work environment where employees feel valued, heard, and empowered to thrive.

This Strategic Plan is more than a document—it is a promise. A promise to our staff, our partners, and the people we serve that we will continue to build a stronger, more responsive, and more sustainable health department for the future.

Thank you to all who contributed to this plan and who continue to support the work of public health in our community. Together, we will meet the moment and move forward—stronger, smarter, and more united than ever.

Sincerely,



Katie Seward, MPH, MBA

Tuscarawas County Health Commissioner

## **Executive Summary**

The Tuscarawas County General Health District, dba Tuscarawas County Health Department (TCHD), is proud to present its 2026-2028 Strategic Plan. This framework is designed to guide our department's efforts in achieving its mission of preventing disease, promoting health, protecting the environment, and striving to create health equity for all through education, enforcement, and empowerment.

This plan was developed to provide clear direction for our department's work, ensuring alignment with organizational goals, evolving public health needs, and external influences. By identifying key priorities and implementing effective strategies, the plan enhances our ability to make informed decisions, allocate resources efficiently, and continually improve our impact.

Each priority is supported by specific goals, measurable objectives, and actionable strategies to ensure meaningful progress.

### **The 2026-2028 Strategic Priorities for the Tuscarawas County Health Department:**

#### **Strategic Priority 1: Financial Sustainability**

#### **Strategic Priority 2: Employee Satisfaction**

As we move forward, implementation and accountability will be at the core of this plan. Our department will track progress through quarterly progress meetings and annual reports, ensuring alignment with our mission and responsiveness to emerging needs. Annual reports are provided to the Board of Health.

## Department Overview

The constitution and laws of the State of Ohio delineate the rights and privileges of the Tuscarawas County Health Department, referred to as the Health Department. The Tuscarawas Combined Health District, which operates under the designation of Tuscarawas County Health Department (TCHD), is overseen by a seven-member Board of Health, established in accordance with Ohio Revised Code (ORC) Chapter 3709.

The Board of Health is responsible for supervising the Health Department and appoints a full-time Health Commissioner to oversee the daily operations of the Department. Members of the Tuscarawas County Board of Health are appointed by the Tuscarawas County District Advisory Council (DAC). The duties of both the Board of Health and the Health Commissioner are outlined in ORC Chapter 3707.

The Tuscarawas County General Health District includes all villages and townships within the county, as well as the municipalities of Dover and Uhrichsville. As stipulated by the Revised Code, every municipality within the State of Ohio is required to either create and fund a public health department or to procure services through a collaborative health district. The City of New Philadelphia functions independently of the Tuscarawas County General Health District.



In the Spring of 2019, the Tuscarawas County Health Department received National accreditation from the Public Health Accreditation Board (PHAB). The Department continues to uphold the rigorous standards and performance metrics while actively working to enhance overall departmental operations to maintain its accreditation.

As a health department accredited at the national level, TCHD upholds a standard of organizational performance that is consistent with nationally acknowledged, practice-oriented, and evidence-based criteria.



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## Organizational Structure

The Department consists of 5 Bureaus, which are as follows:



The department is managed by a Health Commissioner along with a leadership team comprising a Medical Director, Director of Administrative Services, Director of Informational Services, Director of Promotion & Community Relations, Director of Environmental Health Services, Director of Nursing, Director of WIC and Maternal & Child Health Services, and a Director of Prevention Services.

## Workforce

As of January 15, 2025, the Health Department's staffing capacity is 48.28 FTE. The Health Department employs 46 full-time and 11 part-time employees. The percentage of salaries paid by grants in 2024 was 38%.

## Population Served

The population for the Tuscarawas County Health Department's mandatory programs in 2025 is 74,485, derived from the estimated total population of Tuscarawas County, which is 92,048, minus the estimated population of New Philadelphia City, which is 17,563.

The Tuscarawas County Health Department provides services and supplemental programs to all residents of Tuscarawas County and its neighboring regions.

The Tuscarawas County Health Department works in collaboration with the following agencies to ensure the health and safety of our community.

- Access Tusc
- ADAMHS Board of Tuscarawas and Carroll Counties
- Amish State Collaborative
- Association of Health Commissioners (AOHC)
- Aultman Health System
- Bridges to Wellness
- Centers for Disease Control and Prevention (CDC)
- Cleveland Clinic Union Hospital
- East Central Ohio Educational Service Center
- Family and Children First Council
- Healthy Tusc
- Local Emergency Planning Committee
- National Association of City and County Health Officials (NACCHO)
- Med-Wise Pharmacy
- Newcomerstown Community Action Network
- Northeast Central Ohio Regional Emergency Preparedness Committee
- Ohio Department of Agriculture (ODA)
- Ohio Department of Health (ODH)
- Ohio Environmental Protection Agency (EPA)
- Ohio Guidestone
- Ohio Injury Prevention Partnership
- Ohio Public Health Association
- OSU Extension

- SpringVale Health Centers
- Stark-Tusc-Wayne Recycling District
- Trinity Health System
- Tuscarawas County Board of Developmental Disabilities
- Tuscarawas County Breastfeeding Coalition
- T4C
- Tuscarawas County Chamber of Commerce
- Tuscarawas County Commissioners
- Tuscarawas County Job and Family Services
- Tuscarawas County Regional Planning
- Tuscarawas County Senior Center
- Tuscarawas County YMCA
- Tuscarawas Valley Farmer's Market
- Twin City Chamber of Commerce
- United Way of Tuscarawas County

## Tuscarawas County Demographics



***Key Takeaways:** The median age in Tuscarawas County is 42.5 years, which is higher than in Ohio. The largest age group is 60-69, making up 15% of the population. The racial makeup is predominantly white (92%), with 4% Hispanic. The per capita income is \$31,308, and the median household income is \$60,604, both of which are lower than in Ohio. Approximately 42% of households earn \$50,000 or less, and 15.8% live in poverty, which is higher than the state rate. There are 39,110 households, with 69% owner-*

*occupied. The median home value is \$185,500. Only 18.1% have a bachelor's degree or higher. The birth rate is higher than in Ohio.*

The median age of Tuscarawas County residents is 42.5, which is about 10% higher than in Ohio (39.9) and the United States (39.2). The largest age bracket in Tuscarawas County is 60-69, which makes up 15% of the total population. Of the total Tuscarawas County population, 23% are under the age of 18, while 21% are 65 years or older. The male-to-female percentage is evenly

split, with 51% of the population identifying as female. 92% of Tuscarawas County residents are white, while 4% are Hispanic (United States Census Bureau, 2023).

The per capita income in Tuscarawas County is \$31,308, which is about 80% of the amount in Ohio (\$39,395). However, the median household income is \$60,604, which is 90% of the amount in Ohio (\$67,769). 42% of households in Tuscarawas County have an income of \$50,000 or less, which is approximately 20% higher than in Ohio. The overall percentage of people living in poverty in Tuscarawas County (15.8%) is about 20% higher than the Ohio rate (13.3%). 23% of children in Tuscarawas County live in poverty, which is 1.3 times the rate of Ohio. Fortunately, individuals age 65 and over in Tuscarawas County (9%) are less likely to live in poverty than in Ohio (11%) (United States Census Bureau, 2023).

There is a total of 39,110 households in Tuscarawas County, with 40,893 total housing units. There is an average of 2.3 people per household. 96% of all units in the County are occupied, while 69% are owner-occupied compared to 31% renter occupied. The median value of owner-occupied homes is \$185,500, which is about 80% of the amount in Ohio (\$220,000) (United States Census Bureau, 2023).

54% of the Tuscarawas County population is married. The birth rate in Tuscarawas County is approximately 1.3 times higher than that in Ohio, with 7.4% of women aged 15-50 giving birth in the past year (United States Census Bureau, 2023).



Only 18.1% of the Tuscarawas County population has a bachelor's degree or higher, which is about three-fifths the rate of Ohio. 14% of the population has no degree, equating to 1.5 times the Ohio rate (United States Census Bureau, 2023).

## Programs and Services

***Key Takeaways:** The Tuscarawas County Health Department (TCHD) works to prevent disease, promote health, protect the environment, and ensure health equity through education and community support. Its activities include disease surveillance, food safety, maintaining a healthy environment, injury reduction, and individual health programs. Mandatory services in Ohio include investigating animal bites, managing camps, handling vital statistics, communicable disease investigations, immunizations, food safety checks, and ensuring safety in public pools and tattoo parlors. In 2024, TCHD reported significant activities, such as receiving \$2.13 million in grant funds, issuing over 5,000 birth and death certificates, administering almost 2,300 vaccines, and conducting numerous health inspections and assessments. Public health systems are crucial for American health and safety, especially noted during the COVID-19 pandemic, which revealed challenges due to funding shortages.*

The Tuscarawas County Health Department (TCHD) prevents disease, promotes health, protects the environment, and strives to create health equity for all through education, enforcement, and empowerment. This is completed through disease surveillance (outbreak investigation and response), food safety programming (restaurant inspections), maintenance of a sanitary environment (nuisance abatement), injury reduction services (car seat checks), and through individual and family health programs (medical office).

**Mandatory programs of local public health departments in the State of Ohio include the following:**

- Animal bite investigations
- Camps, RV, and recreational parks program
- Vital statistics (birth and death records)
- Communicable disease investigation
- Immunization services
- Food safety program
- Public spas and pools program
- Tattoo and body piercing safety program
- Water safety (well and septic) program

**Supplemental programs of the Tuscarawas County Health Department include the following:**

- Child fatality review
- Suicide fatality review
- Public health emergency response
- Complex Medical Help (CMH) program
- Operation of a rural health clinic for acute and chronic medical care
- Reproductive health and wellness medical services
- Car seat safety checks and provision of car seats to income-eligible families
- Women, Infants and Children (WIC) supplemental nutrition program
- Harm Reduction / Project DAWN (Deaths Avoided With Naloxone) program (Narcan)
- Cribs for Kids program, providing safe sleep equipment to income-eligible families
- Tobacco use prevention program
- Mosquito control program
- Falls prevention program
- Child injury prevention program
- Creating Healthy Communities program
- Rabies surveillance program
- General health education program

## 2024 TCHD Program and Service Statistics:

**289** Clients Served Through Complex Medical Help (CMH) Program

**3,889** Medical Appointments

**2,445** Vaccines Provided

**13.12** Tons of Scrap Tires Collected

**5,299** Birth and Death Certificates Issued

**1,329** Food Safety Inspections Completed

**82** Free In-Home Fall Risk Assessments Completed for Older Adults

**2,295** Mosquitoes Collected & Tested

**155** Car Seats or Boosters Provided

**1,377** Naloxone (Narcan) Kits Distributed

**123** Pack 'N Plays Distributed

**1,187** New WIC Clients

**167** Septic Permits Issued

**123** Well Water Permits Issued

**219** Animal Bites Investigated

**\$2,129,565.20** Grant Funds Received

**Our TCHD professionals are here to build a sustainable environment, healthier families, and thriving communities right here in Tuscarawas County. We are here for you!**

## Public Health:

Public health systems play a vital role in ensuring the safety and health of Americans through various programs focused on prevention, preparedness, and surveillance, acting as the primary defense against disease outbreaks. The public health response to the COVID-19 pandemic was compromised due to long-standing underfunding of these systems at both the state and national levels.

### PUBLIC HEALTH PROGRAM EXPENDITURES ACCOUNT FOR APPROXIMATELY

# 10%

OF TOTAL HEALTH CARE SPENDING IN MOST NATIONS, YET THEIR INFLUENCE CAN BE SIGNIFICANT



AN ANNUAL INVESTMENT OF **\$10** PER INDIVIDUAL IN EVIDENCE-BASED COMMUNITY HEALTH INITIATIVES COULD RESULT IN SAVINGS EXCEE-

# \$16 BILLION

FOR THE COUNTRY EACH YEAR

THIS TRANSLATES TO A POTENTIAL RETURN

# \$5.60

FOR EVERY DOLLAR INVESTED

Public health initiatives have played a significant role in the remarkable rise in life expectancy observed over the last century. Leaders in public health are modifying these initiatives to tackle contemporary health threats, which encompass the increasing prevalence of chronic conditions like diabetes, heart disease, and depression, as well as risk factors such as obesity and exposure to violence. Recent studies have highlighted the importance of public health and preventive measures in preserving lives and managing healthcare expenses.

On a routine basis, the Tuscarawas County Health Department is assessing threats by monitoring the community health status and investigating health hazards in the community. From regular community health assessments to community health improvement plans,

our Health Department continues to partner with outside agencies and organizations to identify the unique needs of our community. This community engagement has allowed our department to increase the impact of our programs and services and improve the social determinants of health.

## Department Purpose:

### Prevent

The Tuscarawas County Health Department plays a crucial role in preventing the initiation and dissemination of outbreaks and diseases. We are committed to ensuring the safety of food and physical environments, as well as preventing and addressing the spread of diseases within the community, while also preparing for and responding to disasters and emergencies.

The Tuscarawas County Health Department has been designated as the Public Health Emergency Preparedness and Response Unit for the County. Effective prevention strategies and access to healthcare services help reduce costs and expenditures for all individuals.

### Promote

The Tuscarawas County Health Department is dedicated to ensuring a safety net for healthcare and advocates for effective practices that promote improved health for everyone. TCHD supports the well-being of children and young adults by encouraging health education and providing services aimed at decreasing chronic illnesses and injuries.

Additionally, the Health Department guarantees access to high-quality healthcare services via our Rural Health Clinic, reproductive health services, and immunizations for individuals of all ages.

### Protect

The Tuscarawas County Health Department protects the community by enacting policies and cultivating partnerships. Significant public health initiatives that have improved the welfare of our community encompass Tobacco 21, smoke-free spaces, and requiring healthier food choices in our schools.

The Health Department continuously assesses the needs of our community to strengthen its capacity to advocate for better health. This aim is realized through various community collaborations that merge resources to jointly pursue common objectives.

## Mission, Vision, and Values



The mission statement reflects the health department's core purpose and primary responsibilities. It answers the question: "Why do we exist?"



The vision statement describes the department's ideal future and long-term aspirations. It answers the question: "What do we hope to achieve?"



Values define the principles and beliefs that shape the department's actions, culture, and decision-making. They answer the question: "What do we stand for?"

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:** 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:** Sustainable Environment. Healthier Families. Thriving Communities.

**Values:** These are the guiding principles of the Tuscarawas County Health Department:

- **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 and information to promote understanding
- **Ethics:** Honesty and integrity that create an inclusive environment

## Department Financials

The Health Department's financial statements consist of a combined statement of receipts, disbursements, and changes in fund balances (regulatory cash basis) for all governmental fund types organized on a fund type basis.

The Health Department uses funds to maintain its financial records during the year. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. The funds of the Health Department are presented below:

**General Fund:** The general fund accounts for and reports all financial resources not accounted for and reported in another fund. The general fund balance is available to the Health Department for any purpose provided it is expended or transferred according to the general laws of Ohio.

**Special Revenue Funds:** These funds account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

**Capital Project Funds:** These funds account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. The Permanent Improvement Fund is the Health Department's only capital project fund.

Budgetary activity for the year ending December 31, 2024, includes the following:

<b>2024 Budgeted vs. Actual Receipts</b>			
<u>Fund Type</u>	<u>Budgeted Receipts</u>	<u>Actual Receipts</u>	<u>Variance</u>
General	\$2,351,441	\$2,490,287	\$138,846
Special Revenue	6,886,359	4,621,973	(2,264,386)
Capital Projects	1,620,000	33,840	(1,586,160)
Total	\$10,857,800	\$7,146,100	(\$3,711,700)

<b>2024 Budgeted vs. Actual Budgetary Basis Expenditures</b>			
<u>Fund Type</u>	<u>Appro. Authority</u>	<u>Expenditures</u>	<u>Variance</u>
General	\$2,114,586	\$1,511,008	\$603,578
Special Revenue	6,394,016	4,698,855	1,695,161
Capital Projects	775,000	709,774	291
Total	\$9,283,602	\$6,210,572	\$3,073,030

The Department had the following largest expenses and revenues in 2024:

<b>Source</b>	<b>FY24 Total</b>	
<b>Salaries</b>	\$2,748,620.17	Expense
<b>Contracts</b>	\$757,567.35	Expense
<b>Fringe</b>	\$721,322.96	Expense
<b>Supplies</b>	\$465,930.86	Expense
<b>Grants</b>	\$2,129,565.20	Income
<b>Levy</b>	\$1,558,098.13	Income
<b>Environmental Health Service Fees</b>	\$890,939.49	Income
<b>Medical Office Fees</b>	\$467,204.81	Income

### **Essential Public Health Services (Revised, 2020)**

For the last 25 years, Essential Public Health Services (EPHS) have functioned as a widely acknowledged framework for fulfilling the objectives of public health.

Originally developed in 1994 by a federal working group led by the Centers for Disease Control and Prevention (CDC), the framework has become a guiding tool for public health systems worldwide. It defines the core activities that public health systems should undertake, ranging from assessing population health to ensuring equitable access to care. Over the years, the framework has been revised to reflect evolving public health challenges, with the most recent update introduced in 2020.

Local health departments (LHDs) rely heavily on the EPHS framework to inform their strategic planning processes. These services provide a roadmap for addressing public health priorities, fostering community partnerships, and ensuring accountability.

Research underscores the critical role of the EPHS framework in embedding equity into strategic planning processes. By leveraging tools like health equity impact assessments (HEIAs) and participatory planning models, LHDs can address systemic barriers and ensure that their initiatives are culturally relevant and locally adapted. Furthermore, the integration of technology, such as telehealth and data visualization tools, enhances the ability of LHDs to monitor health trends, predict emerging threats, and expand access to care in underserved areas (PHERN). These findings suggest that LHDs must continue to prioritize equity-focused strategies, invest in workforce development, and adopt innovative approaches to meet evolving public health needs (PHERN, 2025).



## Acknowledgements

Gratitude is extended to the individuals and groups who contributed to the development of this strategic plan. Your contributions have been invaluable in developing a roadmap that strengthens our department's ability to operate efficiently, set clear priorities, and achieve meaningful progress.

The collective effort and dedication of TCHD staff, the Tuscarawas County Health Department Board of Health, and the public have been instrumental in creating a strategic plan that will guide the Tuscarawas County Health Department in its mission to improve the health and well-being of our community (**Appendix B**).

## Strategic Planning Process

Strategic planning is a cornerstone of effective public health management, enabling local health departments (LHDs) to navigate complex challenges, allocate resources efficiently, and improve community health outcomes. As public health systems face increasing demands due to evolving healthcare needs, policy changes, and crises like pandemics, the importance of a well-structured strategic plan has become more pronounced. Strategic planning provides a framework for decision-making, aligning organizational goals with community needs and ensuring the sustainability of public health services.

Local public health departments operate on the frontline of healthcare delivery, often with limited resources and under significant public scrutiny. According to the Minnesota Department of Health (2025), strategic planning processes, such as Community Health Assessments (CHA) and Community Health Improvement Plans (CHIP), are essential tools for identifying local health priorities and optimizing the use of resources. These plans help LHDs address critical issues such as access to care, chronic disease management, and social determinants of health.

In addition to improving health outcomes, strategic planning strengthens organizational capacity. Ackerman (2025) notes that departments with robust strategic plans are better positioned to justify funding, attract community partners, and respond to public scrutiny. By fostering a forward-looking vision and aligning programs with organizational missions, strategic planning enables LHDs to remain proactive and relevant amidst shifting social, economic, and political landscapes.

Strategic planning provides a framework for setting measurable goals that enhance organizational performance. Research indicates that public health departments that establish clear objectives and performance indicators are more likely to achieve their desired outcomes. According to a review published in the *Journal of Public Health Management & Practice* (2025), strategic planning has a moderate to significant positive impact on organizational performance, particularly in public health settings.

Strategic planning is a vital tool for enhancing the performance and impact of local public health departments (LHDs). Several key benefits of strategic planning include the alignment of

limited resources with community health needs, the establishment of measurable goals to drive organizational performance, and the strengthening of community partnerships.

A Strategic Plan:

- ✓ **Defines Direction:** Establishes the health department’s vision and goals for the future.
- ✓ **Supports Decision-Making:** Guides to resource allocation and prioritization of initiatives.
- ✓ **Drives Accountability:** Tracks progress and measures success with transparency.
- ✓ **Enhances Adaptability:** Ensures the department can respond effectively to emerging public health challenges and opportunities.

The strategic plan is a critical tool for ensuring the health department operates efficiently, makes informed decisions, and remains adaptable to future challenges. This plan provides a clear structure for setting priorities, optimizing resources, and guiding internal actions to support long-term success.

By proactively identifying areas for growth and improvement, the department can focus on strengthening internal processes, workforce capacity, and service delivery.

This plan also supports alignment between daily operations and long-term goals, ensuring that all staff understand how their work contributes to broader organizational success. It serves as a living document—one that will evolve as new challenges emerge, reinforcing the department’s ability to respond effectively while maintaining a strong foundation for decision-making.

By using this plan as a guide, the Tuscarawas County Health Department 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.

Phase	Questions Considered	Action Steps
<b>Phase 1: Plan to plan</b>	<p>What needs to be addressed from your readiness assessment before you begin?</p> <p>Who will you involve in the process?</p> <p>Who will lead the process?</p> <p>When will you need Board of Health approval?</p> <p>Timeframe?</p>	<p>The Board of Health and administration will be involved with the development, and the Board of Health will make approvals throughout the process.</p> <p>The lead will be taken on by the Health Commissioner.</p> <p>Plan to be adopted by the Board of Health prior to December 31, 2025.</p> <p>The plan period will be from 2026 to 2028.</p>
<b>Phase 2: Articulate mission, vision, values</b>	<p>Do you have a current mission, vision, and values?</p> <p>What can help with this phase?</p>	<p>The health department has elected not to revise the mission, vision, or values with this Strategic Plan revision.</p>
<b>Phase 3: Assess the situation</b>	<p>How will you approach your environmental scan?</p> <p>What other inputs will you use?</p> <p>What data do you have?</p>	<p>Internal and external data sources will be reviewed, and a SWOT analysis will be completed. County health rankings, department finances, community health assessment data, and SWOT data will all be valuable sources of inputs.</p> <p>An Environmental Scan or SWOT Analysis was conducted in July 2025.</p> <p>The Employee Satisfaction Survey was completed in early 2025.</p> <p>The Workforce Development Plan was revised for 2025.</p>

		<p>The Community Perception Survey was completed in the summer of 2025.</p> <p>County Health Rankings were released and reviewed annually.</p> <p>Community Health Needs Assessment was last completed in 2024.</p> <p>Community Health Improvement Plan was completed in 2025.</p> <p>The Tuscarawas County Health Department Quality Improvement and Performance Management Plan is reviewed and revised annually, with the most recent revision occurring for 2025.</p> <p>Healthy People 2030 was reviewed in 2025 in preparation for the creation of the strategic plan.</p> <p>Employee survey for strategic priority selection was conducted in August 2025.</p>
<p><b>Phase 4: Agree on strategic priorities</b></p>	<p>Who needs to be involved?</p> <p>When will your board be involved?</p>	<p>The stakeholders, employees, administration, and Board of Health will all be involved in the strategic planning process.</p> <p>The Board of Health will have final approval and adoption rights.</p> <p>A strategic planning session between the administration and the board of health will be held in September 2025 to determine priorities based on data and inputs available.</p>
<p><b>Phase 5: Write the plan</b></p>	<p>Who will write your plan?</p>	<p>The plan will be written by the health commissioner and then reviewed, edited, and approved by the administration team before needing the board of health's final approval in December 2025.</p>

## Qualitative and Quantitative Data Considerations

### Environmental Scan (SWOT Analysis)

SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework used to assist agencies and organizations with the development of their strategic plan. SWOT analysis assesses internal and external factors, as well as current and future potential.

A SWOT analysis is designed to facilitate a realistic, fact-based, data-driven look at the strengths



and weaknesses of an organization, initiatives, or within its industry.

As a part of the 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 July 2025 among TCHD staff and board of health members.

**Responses totaled 20 (Response Rate = 35%)**

<b>Strengths</b>	<b>Weaknesses</b>
<p align="center"> Dedicated workforce  Workforce professionalism  Knowledgeable workforce  Reliable workforce  Caring workforce  Friendly workforce  Customer service  Good external communication  Employee professional development opportunities  Flexible work schedule  Strives for excellence  Competitive pay  Wide range of service offerings  Quality services  Strong enforcement  Strives for excellence  Secures grant funding  Provides vaccine clinics  Community outreach  Community partnerships  Community education  Community presence  Reliable sources of information  Nationally Accredited  Pandemic response  Fiscally responsible </p>	<p align="center"> Employee morale  Internal communication  Medical office  Financial deficit of the medical office  Wait time  Busy lobby  Funding restrictions  Engaging stakeholders  Interactions between bureaus  Employee expectations  Customer service  Sustainable programming  Technological advances  State enforcement mandates  Environmental health service fees  Public health now equals government overreach  Facility's location  Confusing phone system  Promotion  Too many promotional items </p>
<b>Opportunities</b>	<b>Threats</b>
<p align="center"> Dental services  Mental health services  Increase medical office services  Increase services  Increase medical laboratory services  Telehealth  Promotion  Advertising  Increase technology  AI  Online payments  Translation technology  Streamline processes  Facility updates  Grant specialist  Diversify funding sources  Data modernization  Climate change initiatives  Increase community partner collaboration  Gather community input  Community support programs </p>	<p align="center"> Funding uncertainty  Politics  Funding restrictions  Legislation  Public health crises  Workforce shortages  Community mistrust  Loss of community partner support </p>

## Employee Satisfaction Survey

TCHD recognizes employee satisfaction as a vital component of health department success. Each year, employees are presented with an employee satisfaction survey. The last survey was completed in early 2025. Employees were invited to participate via email with a link to the online survey. Participation was voluntary but encouraged. Responses were recorded anonymously. The response rate for the 2025 survey was 71%. Important highlights of that survey are provided below. The entire survey results can be found in Appendix A.

### Q3: If you were to leave our organization, what would be the primary reason?

The feedback presents a mixed sentiment regarding potential reasons for leaving the organization. While some individuals expressed neutral to positive sentiments related to personal choices (e.g., retirement), there is a notable prevalence of negative sentiments regarding workplace conditions and management, indicating areas needing urgent attention.

#### Areas of Concern:

<p><b>High Stress Levels:</b> Employees feel overwhelmed, which impacts productivity and overall job satisfaction.</p>	<p><b>Management Effectiveness:</b> There is dissatisfaction with management practices and communication that need improvement.</p>
<p><b>Understaffing Issues:</b> The organization is perceived as lacking adequate staffing, leading to increased pressure on current employees.</p>	<p><b>Understaffing Issues:</b> The organization is perceived as lacking adequate staffing, leading to increased pressure on current employees.</p>

#### Opportunities for Improvement:

<p><b>Enhance Communication Strategies:</b></p> <ul style="list-style-type: none"> <li>• Implement regular check-ins and transparent communication channels between management and staff.</li> <li>• Provide training on effective communication practices.</li> </ul>	<p><b>Improve Employee Well-Being Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Introduce programs that focus on mental health support and stress management.</li> <li>• Promote a culture of work-life balance through flexible work arrangements and wellness initiatives.</li> </ul>
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<p><b>Address Staffing Challenges:</b></p> <ul style="list-style-type: none"> <li>• Assess current staffing levels and aim to fill critical roles to alleviate workload pressures.</li> <li>• Develop a strategic plan for growth to retain and attract talent.</li> </ul>	<p><b>Review Compensation and Benefit Packages:</b></p> <ul style="list-style-type: none"> <li>• Conduct a market analysis to ensure competitive pay structures.</li> <li>• Consider enhancing benefits related to retirement and job security.</li> </ul>
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**Q17: What are our organization's greatest strengths?**

The feedback reflects a predominantly positive sentiment toward the organization's strengths, emphasizing community engagement, professionalism, and teamwork.

**Areas of Opportunity:**

<p><b>Enhancing Community Programs:</b> Building on the strength of community engagement by expanding programs or services that address community health needs.</p>	<p><b>Professional Development:</b> Investing in ongoing training and development to further enhance the skills of the talented workforce.</p>
<p><b>Communication Strategies:</b> Explore new methods to enhance communication with the public and amongst staff, reinforcing the already positive sentiment towards open communication.</p>	

**Actionable Insights for Improvement:**

<p><b>Employee Recognition Programs:</b> Implement recognition programs for teamwork and professionalism to further encourage and motivate employees.</p>	<p><b>Regular Feedback Mechanisms:</b> Establish ongoing feedback mechanisms to gather insights on organizational strengths and areas needing attention, thus ensuring that the positive sentiments are maintained and improved upon.</p>
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**Q18: What are our organization's greatest weaknesses?**

The feedback indicates a predominantly negative sentiment towards the organization's current weaknesses. Various themes emerged that highlight significant concerns among employees regarding management practices, communication, and support for career development.

**Areas of Concern:**

Leadership's approach and styles, especially how they engage with employees.	Development and implementation of effective communication strategies.
Boosting employee morale and retention rates.	Creating structured pathways for career advancement.
Addressing financial and resource limitations.	Strategies for fostering an inclusive and adaptable work environment.

**Opportunities for Improvement:**

<b>Enhance Communication:</b> Implement regular feedback loops and an open-door policy to encourage employees to voice their concerns and suggestions.	<b>Leadership Training:</b> Provide training for directors and management to ensure they are approachable and aligned with employee needs.
<b>Career Development Programs:</b> Establish clear career progression pathways and professional development resources to support employee growth.	<b>Resource Allocation:</b> Review and potentially restructure funding and resources to ensure adequate staffing and support for employees.
<b>Foster Inclusivity:</b> Develop programs that enhance cross-cultural communication and adaptability to create a more cohesive work environment.	<b>Employee Engagement Initiatives:</b> Create initiatives that focus on building morale and demonstrating care for employees, possibly through team-building activities or wellness programs.

**Areas of Concern:**

<b>Morale Issues:</b> The existing animosity among staff and departments represents a critical area that needs addressing to improve the overall work atmosphere.	<b>Facility Limitations:</b> The lack of adequate communal areas for relaxation and social interaction reflects an opportunity for facility enhancement.
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**Areas of Opportunity:**

<b>Team-Building Initiatives:</b> Implementing team-building activities could ease tensions between departments and foster better relationships.	<b>Facility Enhancements:</b> Prioritizing the establishment of a lounge/lunchroom may significantly impact employee satisfaction.
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**Actionable Insights for Improvement:**

<b>Communication Strategy:</b> Develop a communication plan to clearly define and explain the unique roles of different bureaus to reduce confusion and comparisons.	<b>Facility Development Plan:</b> Allocate resources for the creation of a dedicated lounge/lunchroom space to improve employee well-being and foster a sense of community.
<b>Conflict Resolution Programs:</b> Introduce workshops or facilitated discussions to address animosity and promote a more collaborative work environment.	

**Workforce Development Plan**

The Tuscarawas County Health Department (TCHD) is committed to identifying the training and educational requirements necessary for core competencies to fulfill our mission effectively. A skilled and knowledgeable workforce is crucial for adequately addressing both public health emergencies and routine public health operations.

TCHD’s workforce development plan is reviewed and revised on an annual basis. Components of the plan include:

- Workforce Capacity
- Public Health Workforce Needs
- Recruitment and Retention
- Competencies and Education Requirements
- Training Needs
- Core Competency Assessments
- Health Equity
- Workforce Development Goals

The 2025 workforce development goals are as follows:

1. By May 2026, TCHD will complete the objectives listed, which include:
  - a. Develop or obtain training for all staff on Community Health Partnerships skills.
  - b. Develop or obtain training for all staff on Customer Service skills
  - c. Create an “onboarding” plan for each bureau for their new employees.
  - d. Develop a plan to retain and maintain an efficient and effective workforce.
  - e. Assess the effectiveness of training by completing another Public Health Core Competencies Assessment.
  
2. By May 2026, TCHD will implement the objectives listed to build a supportive work environment and evaluate staff satisfaction:
  - a. Develop or obtain more group training opportunities where staff can have a more interactive experience.
  - b. Prioritize employee mental health by offering avenues for stress reduction, safe spaces, and resources.

## **Community Perception Survey**

The Tuscarawas County Health Department enlisted the service of Center for Marketing and Opinion Research, LLC (CMOR) to conduct a community perception survey in the Summer of 2025. The Center for Marketing & Opinion Research provides public opinion research services to colleges and universities, hospitals and healthcare organizations, businesses, community-based organizations, and government agencies. CMOR asks survey questions to the right people using telephone, web, and mail surveys. A sample of 400 responses was obtained, resulting in an

oversampling error of 5.0%, within a 95% confidence interval. A high-level overview of the survey results is outlined below:

### **Community Issues and Top of Mind Awareness**

- 16% of respondents cited **addiction and unaffordable healthcare as the most important health-related issues or challenges facing Tuscarawas County right now**. Rounding out the top three issues were addiction, unaffordable healthcare, and **shortage of health resources (15%)**.
- Residents were asked for the first thing that came to mind when they thought of health departments. The most common responses were **public health and safety (18%)**, **immunizations and shots (18%)**, and **medical services (14%)**.

### **Awareness and Importance of Services**

- **Nearly two-thirds, 61%, reported that they were aware of services or programs provided by the Tuscarawas County Health Department, nearly the same percentage as in 2022, 62%**. The services that residents were most familiar with were immunizations and shots (46%), medical appointments (24%), and WIC (22%).
- **Nearly two-thirds, 64%, of residents thought that the need for services provided by the Tuscarawas County Health Department in their community has increased over the past five years**, a decrease from 70% in 2022. Less than one in ten, 9%, said that the need for services decreased.
- **Nearly half, 48%, reported that they or someone in their family had used services provided through the health department in the past 5 years, a decrease from 59% in 2022**. Less than a sixth, 14%, have used services or programs from another health department in the past two years, nearly the same as in 2022, 15%. Immunizations and shots were the services used most often, followed by birth and death certificates and COVID testing. The majority of residents who had not used health department services or programs in the past, 81%, would consider using health department services or programs if the need arose; this amounted to 42% of all respondents.

- Less than a tenth, 8%, of residents said that there is a specific health education program that they would like to see the Tuscarawas County Health Department offer. **The most common programs mentioned were support systems (35%), programs for proposed concerns (24%), and alcohol and drug programs (21%).**
- **Residents were most likely to use TCHD services on weekdays during the day (49%),** followed by weekdays during the evening (24%). A smaller percentage were most likely to use TCHD services on weekends (14%) or overnight (2%). **Nearly a third, 31%, stated that they were not likely to use TCHD services at any time.**
- Most respondents, **86%, agreed that “TCHD is important to our community,”** while slightly fewer, **82%, agreed that “It is important to support Tuscarawas County Health Department,”** and **“The health department is a valuable asset to my community.”**
- Residents were given a list of services and asked if they were aware that each was provided by TCHD. **Residents were most likely to be aware of immunizations and vaccines, monitoring of contagious illnesses, and information on tobacco use prevention.** When asked how important it is that TCHD continues to provide each service, the **services rated most important were restaurant inspections, immunizations and vaccines, and monitoring of contagious diseases.**
- Residents thought **TCHD should continue funding immunizations and WIC, even if funding were limited.**

### **Health Department Perception**

- Residents were asked their overall opinion of the health department. **Nearly three-quarters of respondents, 72%, had a favorable opinion of the health department, a decrease from 83% in 2022.** Only a small percentage of respondents, 4%, had an unfavorable opinion. **Less than a tenth, 6%, had no opinion of the department.**

- **Community assets, helpful, and for low-income families were the most common words used to describe TCHD.**

### Health Department Support

- Residents were asked how often they support TCHD. More than half, **55%, support the health department most of the time**, with 29% of respondents reporting they support the health department some of the time, and 16% reporting never or seldom supporting the TCHD.

## 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 visit: <http://www.countyhealthrankings.org/>.

*Results from the 2025 County Health Rankings show that Tuscarawas County is faring slightly better than the average county in Ohio for Population Health and Well-being. However, Tuscarawas County is faring about the same as the average county in Ohio for Community Conditions.*

The leading causes of death under the age of 75 in Tuscarawas County (2020-2022) are as follows:

Cause	Deaths	Rate per 100,000
<b>Malignant neoplasms (Cancer)</b>	390	154.2
<b>Heart Disease</b>	313	123.7
<b>COVID-19</b>	233	92.1
<b>Accidents</b>	160	63.3
<b>Diabetes</b>	102	40.3

## **Tuscarawas County Community Health Needs Assessment (CHNA)**

Since 2015, Health Tusc, a multi-agency, county-wide collaborative of health and social science agencies and supporters, has conducted Community Health Needs Assessments (CHNA) every three years. The 2024 assessment builds on past efforts, providing stronger data that identifies community needs by topic (such as chronic disease or alcohol use) and by geography.

Findings from the 2024 CHNA adult survey, in which results exceeded those of Ohio, are highlighted below:

- 82% of adults rated general health as good, very good, or excellent (79.6% Ohio)
- Average number of days that physical health was not good in the past 30 days was 4.0 (3.6 Ohio)
- 11.3% of adults are uninsured (8.8% Ohio)
- Average number of days that mental health was not good in the past 30 days was 7.4 (5.5 Ohio)
  - 10% of adults seriously considered attempting suicide in the past year
- 49% of adults are considered obese, with a BMI of 30 or greater (38.1% Ohio)
- 21% of adults were binge drinkers (15.6% Ohio)

## **Community Health Improvement Plan (CHIP)**

The Healthy Tusc members, of which Cleveland Clinic Union Hospital, New Philadelphia City Health Department, Tuscarawas County Health Department, and Trinity Health System Twin City Medical Center are members, met in August 2024 to review the findings of the primary and secondary data collection. These findings were shared with the community through a “Creating a Thriving Community” presentation in November 2024. Healthy Tusc members then reviewed the results of the Community Stakeholder Perceptions Survey and the full Tuscarawas County CHNA.

Based on the CHNA, the ten top population health priorities and health inequities in the community were identified. Healthy Tusc members, in accordance with the NACCHO’s MAPP guidelines, were asked to consider the following criteria before ranking these issues:

- a. Relevance of the issue to community members;
- b. Magnitude/severity of the issue;

- c. Impact of the issue on community members impacted by inequities;
- d. Availability and feasibility of solutions and strategies to address the issue, and organizations willing to take the lead in addressing the issue; and
- e. Availability of resources (time, funding, staffing, equipment) to address the issue.

The Healthy Tusc members confidentially ranked the key health issues via an online survey. The votes were compiled by calculating the mean scores for each issue.

Following a review and discussion of the ranking results, Healthy Tusc members reached a consensus to focus on three priority areas for the 2025-2028 Tuscarawas County Community Health Improvement Plan (CHIP):

1. Mental health/suicide
2. Health care coverage, access, and utilization; and
3. Healthy behaviors (including physical activity and nutrition to address obesity, and tobacco use)

## TCHD Quality Improvement and Performance Management Plan

The purpose of the Tuscarawas County Health Department (TCHD) 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 TCHD Strategic plan is linked with performance management by advancing the use of performance management concepts and QI methods among staff. Strategic Priority #2 is an organizational infrastructure when looking at recruitment, retention, and transparency, which align with the quality improvement goals of strengthening workforce capacity and sharing lessons learned across the department.

### The 2025 Quality Improvement Goals are as follows:

- Goal 1: Expand the use of QI projects to achieve TCHD goals and objectives
- Goal 2: Strengthen the workforce capacity to support organizational excellence
- Goal 3: Share lessons learned and make improvement teams and activities visible across the Department

### 2025 Department Benchmarks (Performance Indicators) include the following:

Bureau	Program	Benchmark	Target	Numerator	Denominator	Alignment	Source of Benchmark	Strategies to Meet Benchmarks	2024 Results
Administrative Services	Promotion and Community Engagement	Engagement Rate on TCHD's Facebook Page	Maintain an average monthly Facebook engagement rate of 35%	Number of Social Media Engagements	Total number of followers on Facebook	Strategic Plan	TCHD Facebook insights	Design messaging with engaging content that followers are more likely to share. Prioritize messages to cover topics of most importance based on seasonal interest, community needs, & TCHD Strategic Plan and CHIP.	31%
Administrative Services	Promotion and Community Engagement	Number of unique visitors to the TCHD website	3,250 unique visitors to TCHD's website	Number of unique visitors to the TCHD website		Strategic Plan	Weebly page statistics	Include links to TCHD website landing pages (when applicable) with	39,266

			per month; <b>39,000 annually</b>					social media posts and on applicable informational handouts, flyers, and rack cards. Continue working with TCHD program areas to maintain updated website landing pages. Prioritize written content on high-traffic pages to include the information that is most important to the average website visitor first.	
Administrative Services	Promotion and Community Engagement	TCHD Facebook followers	Add an average of <b>20</b> new Facebook followers per month, or <b>240</b> annually.	Number of new Facebook followers		Strategic Plan	TCHD Facebook insights	Utilize Facebook’s settings to enable the invite feature for potential new followers. Use Facebook icon on TCHD handouts and materials as appropriate to spread awareness of the Facebook page. Mention the TCHD Facebook page as a resource for more information when conducting media interviews.	<b>329</b>
Administrative Services	Human Resources	Employee retention rate	Maintain a <b>95%</b> average monthly employee retention rate	Number of staff who resign or retire	Total number of staff	Workforce Development Plan; Strategic Plan	HR records	Reference the Employee Satisfaction Survey and implement employee suggestions when possible, address employee concerns as quickly as possible, and continue open communication between staff and HR.	<b>99%</b>

Administrative Services	Human Resources	Percent of hours absent from work	Average <b>5%</b> of less sick time usage	Total hours of sick time utilized by all employees per month	Total number of possible hours worked per month	Strategic Plan	Kronos	Encourage infection prevention measures are implemented, offer an employee wellness program, give acknowledgment to staff who are sick less than 3% of their working hours each quarter.	<b>6%</b>
Administrative Services	Finance	Combined fund balance	<b>Balanced Budget</b>	YTD Revenue	Subtract YTD Expenses	Strategic Plan	TCHD Financials	Reconcile monthly financial reports and provide updates to TCHD staff and the Board of Health.	
Environmental Health Services	Nuisance Complaints	% of nuisance complaints responded to within 7 business days	<b>100%</b>	Total number of nuisance complaints responded to	Total number of nuisance complaints received	Strategic Plan	Nuisance Complaint Log	Staff will receive reminders to complete inspections and updates on progress at EH staff meeting. Progress will be reviewed by EH admin	
Environmental Health Services	Septic Design Review	% of septic designs that are reviewed and responded to within 7 business days	<b>100%</b>	The total number of septic designs responded to	Total number of septic designs received	Strategic Plan	Septic Design Log	New staff will be added into this program. When fully staffed this benchmark will be reviewed with WQ staff	
Environmental Health Services	Food Safety Program	Tracking Enforcement Activities and other program data	<b>Average 20 inspections per month</b>			Strategic Plan	Health Space	Progress will be reviewed in programmatic staff meetings and changes made as needed during the year	
Environmental Health Services	Water Safety Program	Tracking Enforcement Activities and other program data				Strategic Plan	Health Space	Progress will be reviewed in programmatic staff meetings and changes made as needed during the year	
Environmental Health Services	Pool and Spa Program	Tracking Enforcement Activities and other program data	<b>Average 10 inspections per month</b>			EH Annual Report	Health Space	Progress will be reviewed in programmatic staff meetings and changes made as needed during the year	

Environmental Health Services	Campground Program	Tracking Enforcement Activities and other program data	Average 2 inspections per month			EH Annual Report	Health Space	Progress will be reviewed in programmatic staff meetings and changes made as needed during the year	
Environmental Health Services	Tattoo Program	Tracking Enforcement Activities and other program data	Average 2 inspections per month			EH Annual Report	Health Space	Progress will be reviewed in programmatic staff meetings and changes made as needed during the year	
Environmental Health Services	Solid Waste Program	Tracking Enforcement Activities and other program data				EH Annual Report	Retrac		
Environmental Health Services	Animal Bite and Rabies Surveillance Program	Tracking Enforcement Activities and other program data				EH Annual Report	Animal Bite Log		
Environmental Health Services	Mosquito Control Program	Tracking Enforcement Activities and other program data				EH Annual Report	Nuisance Log		
Community Health Services	Rural Health Center (RHC)	Income per RHC visit	\$139.00	Total monthly income	Total RHC Visits	Strategic Plan, Workforce Development Plan, Community Health Assessment	2022 Ohio RHC Productivity Standards	Review with CHMB biweekly if income/visit is at the maximum. Educate staff on the findings and what can be done to ensure we are optimizing billing codes. Update the EHR with appropriate codes as needed.	
Community Health Services	Rural Health Center (RHC)	Cost per Visit	\$125.00	Total monthly expenses	Total RHC visits	Strategic Plan	RHC CMS Productivity Standards	Investigate ways to lower costs. Work with Health Promotion to market the medical office.	

Community Health Services	Rural Health Center	Increase in encounters	Average <b>6% increase</b> in encounters from the previous year	Total encounters for the previous month	Total encounters for the same month in 2024	Strategic Plan	FTP Site	Work with partners to offer other visit types such as pre-employment physicals, off-site vaccine clinics, etc. Work with health promotion to market the medical office. Work with staff to brainstorm ideas to increase encounters-women's health day, lab day, etc	
Community Health Services	Reproductive Health and Wellness	Reproductive Health encounters	<b>1,000 per year or 84 visits per month</b>	Number of Reproductive Visits		Community Health Assessment	FY25 RHW RFP	Review with staff plausible ways to increase visits. Education/counseling calls, etc. Work with Health promotion to market the program. Partner with WIC, health education and other stakeholders to assist with having marketing tools available for their clients.	
Community Health Services	Immunizations	Records entered into IMPACT have updated zip code information	<b>100%</b>	Number of records entered into IMPACT with updated zip codes	Total records entered into IMPACT	Strategic Plan	Impact SIIIS data	Monitoring reports in Impact monthly. Following up with staff who may not be entering the zip code and educating on the need to enter it.	
Community Health Services	Immunizations	Total Immunizations provided per month (excluding COVID-19 vaccines and Influenza vaccines)	Increase monthly average by <b>10%</b> from 2024 (1,500 annually or 125 per month)	Total vaccines provided per month excluding COVID-19		Strategic Plan, Community Health Assessment	2023 Performance Indicators	Partnering with school nurses to offer back-to-school clinics. Offer educational resources to stakeholders. Conversation Corner topic. Work with Health Promotion to market vaccines.	<b>1,365</b>

Community Health Services	Immunizations	Influenza Vaccines	Increase the total influenza vaccines administered by <b>10%</b> from 2024 (535 annually)	Total influenza vaccines provided per month		Strategic Plan, Community Health Assessment	Impact SIIS data	Offer off-site flu vaccine clinics to area partners. Drive-thru Flu Clinic. Conversation Corner Work with Health Promotion to market.	<b>486</b>
Community Health Services	Immunizations	COVID-19 Vaccines	Increase the total number of COVID-19 vaccines administered by <b>10%</b> from 2024 (634 annually)	Total COVID-19 vaccines provided per month		Strategic Plan, Community Health Assessment	Impact SIIS data	Offer off-site flu vaccine clinics to area partners. Drive-thru Flu Clinic. Conversation Corner Work with Health Promotion to market.	<b>576</b>
Community Health Services	Communicable Disease	Confirmed reportable diseases	Decrease of <b>10%</b> from 2024 ( <b>1,091</b> )	Total Confirmed reportable disease		Strategic Plan, Community Health Assessment	ODRS	Work with THCD Epi to develop an outreach/educational plan when the 2023 annual report has been completed. Work with Health Promotion to develop educational social media posts, news articles, etc. Work with community partners, area hospitals, and provider offices.	<b>1,212</b>
Community Health Services	CMH	Enrolled cases	Enroll an average of <b>5</b> individuals per month	Total enrolled cases		Strategic Plan	CMH case data	Monthly meetings to assess current caseload. Continue to work on the outreach plan. Work with CMH consultant to assist with talking to area providers who may be interested in becoming a local provider. Attend outreach events.	
Community Health Services	Bridges to Wellness	Community Health Worker Cases	Average <b>60</b> per month	Total cases		Strategic Plan, Community Health Assessment	Bridges to Wellness reports	Monthly meeting to review current caseload. Strategizing ways to increase caseload. Work with Bridges to Wellness to assist	

								with marketing to potential referral entities.	
Community Health Services	Bridges to Wellness	Community Health Worker Case Closure Success Rate	Establish a baseline	Total cases closed successfully	Total cases closed	Strategic Plan, Community Health Assessment	Bridges to Wellness reports	Monthly meetings to review cases that were successfully closed. Discuss barriers to closing cases successfully. Working with Bridges to Wellness on ways to improve successfully closing cases.	
Maternal and Child Health Services	WIC Program	Total WIC Clients Served	Establish a baseline	Total WIC Clients Served		Strategic Plan	WIC System	Utilize the WIC Certification system daily schedule stats to calculate total appts seen by staff to determine daily appts completed and then calculate monthly total at the end of each month for the total WIC clients served	
Maternal and Child Health Services	WIC Program	Total WIC clients Served in Satellite locations	Establish a baseline	Total WIC clients served at satellite locations		Strategic Plan	WIC System	Utilize the WIC Outreach schedule where appointment attendance is documented to calculate appointments completed each month	
Maternal and Child Health Services	WIC Program	Number of contacts made to pregnant and breastfeeding WIC participants	301 per month/3,610 per year	Total number of contacts	Total Participants	HealthyPeople 2030	WIC System	Utilize Breastfeeding Contact Report provided monthly by State WIC that lists the total number of contacts made to pregnant and breastfeeding WIC participants.	273.5
Maternal and Child Health Services	WIC Program	Provide education on the urgent maternal warning signs to women at least	<b>100%</b>	Total number of women provided education	Total number of women provided services	WIC ODH grant	WIC System	Dietitians will educate and provide the UMWS handout during the interview with women	100%

		once during pregnancy and once during the postpartum certification appointment						participants. UMWS education handouts will be available on the WIC table near the lobby for women to take. The UMWS handout will be added to WIC information packets for participants.	
Prevention Services	Car Seat Program	Number of car seat misuses	<b>0% misuse</b>	Number of car seats incorrectly used or installed	Total number of car seats checked	Child Injury Prevention	Ohio Information Warehouse	<p>Hold car seat classes with community partners such as JFS and HARCATUS. Social media posts to promote safe car seat use and free checks at TCHD.</p> <p>The use of the OBB online car seat course and installation was completed with CPST when obtaining a car seat through TCHD.</p> <p>Hold car seat check event(s).</p>	
Prevention Services	Harm Reduction	Overdose deaths involving opioids in Tuscarawas County Residents	13.1 deaths per 100,000	Overdose deaths in Tuscarawas County per 100,000 population with opioid indicators		ODH Harm Reduction Grant, Community Health Improvement Plan, Community Health Assessment	Ohio Information Warehouse	<p>Maintain attendance at Addiction Task Force.</p> <p>Compare areas of greatest need vs. naloxone distribution to identify target areas.</p> <p>Increase partner distribution locations while maintaining a current list.</p> <p>Identify areas of harm reduction improvement (naloxbox/vending machines).</p>	

<p>Prevention Services</p>	<p>Adults Falls Prevention</p>	<p>Fall-related deaths among older adults</p>	<p>5.0 deaths per 100,000</p>	<p>Deaths per 100,000 population aged 65 and older caused by unintentional falls</p>		<p>ODH Older Adult Falls Prevention Grant</p>	<p>Ohio Information Warehouse (9.4 per 100,000 deaths in 2020)</p>	<p>Maintain a relationship with the senior center.  Establish relationships with healthcare providers. Establish relationship with law enforcement, EMS, and healthcare providers.  Provide walking program for older adults,  Provide risk assessments.  Provide in-home safety assessments.  Implement fall risk screenings.  Distribute STEADI toolkits  Provide fall prevention workshops (balance and mobility classes).</p>	
<p>Prevention Services</p>	<p>Suicide Prevention</p>	<p>Suicide-related deaths</p>	<p>12.8 deaths per 100,000 population</p>	<p>Deaths per 100,000 population aged 65 and older caused by suicide</p>		<p>Suicide Fatality Review</p>	<p>Ohio Information Warehouse</p>	<p>Maintain suicide fatality review board.  Maintain involvement with suicide prevention coalition.  Seek funding for suicide prevention efforts.  Assist in the promotion of signs and symptoms of suicide risk/attempt.</p>	

								<p>Provide QPR training to the community.</p> <p>Maintain data as it is available on suicide attempts.</p>	
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The strategic plan of the Tuscarawas County Health Department is intricately linked to our performance management (PM) system, ensuring that strategic priorities are systematically monitored, assessed, and improved upon.

The PM system offers a methodical framework for tracking essential objectives, pinpointing performance deficiencies, and executing quality enhancement initiatives that bolster internal functions. By integrating PM practices into everyday operations, the department cultivates a culture of accountability and decision-making based on data.

Through these initiatives, the Tuscarawas County Health Department illustrates its dedication to leveraging performance management as a mechanism to implement strategic priorities, improve efficiency, and maintain a culture of continuous quality enhancement. This alignment guarantees that strategic objectives are not only feasible and quantifiable but also facilitate significant internal advancements that contribute to the long-term success of the department.

## **Healthy People 2030**

The Healthy People 2030 initiative, spearheaded by the U.S. Department of Health and Human Services (HHS), serves as a cornerstone for public health improvement in the United States. As the fifth iteration of the Healthy People initiative, it builds on over four decades of progress by setting science-based, 10-year national objectives aimed at improving health and well-being across the lifespan. This initiative is particularly significant for local health departments, as it provides a comprehensive framework to guide strategic planning, resource allocation, and community health interventions.

Healthy People 2030 emphasizes a shift from a disease-specific approach to a more holistic focus on health promotion and well-being. This expanded vision aligns with the initiative's overarching goals, which include addressing social determinants of health (SDOH), reducing health disparities, and fostering environments that enable individuals to achieve their full health potential. One of its five overarching goals specifically highlights the importance of creating social, physical, and economic environments that promote health equity (U.S. Department of Health and Human Services, 2025).

To align with these goals, LHDs must integrate Healthy People 2030 objectives into their strategic plans by:

- **Prioritizing Evidence-Based Interventions:** Healthy People 2030 emphasizes evidence-based strategies to address public health challenges. LHDs can incorporate these strategies into their plans to ensure that interventions are grounded in proven methodologies.
- **Setting Measurable Targets:** Healthy People 2030 provides measurable 10-year targets for key health indicators. LHDs can use these benchmarks to set realistic, data-driven goals for their communities.
- **Incorporating SDOH into Planning:** Healthy People 2030 places significant emphasis on addressing upstream factors, such as housing, education, and economic stability, that influence health outcomes.

The integration of Healthy People 2030 objectives into local health department (LHD) strategic planning significantly enhances public health efforts by providing a structured, evidence-based framework for addressing community health challenges. The initiative's emphasis on health equity, social determinants of health (SDOH), and measurable targets enables LHDs to align their goals with national priorities while tailoring interventions to local needs.

One of the most critical findings is the role Healthy People 2030 has in advancing health equity. By providing disaggregated data and equity metrics, LHDs can identify disparities and develop targeted interventions, such as culturally tailored health programs for underserved populations. The initiative also supports capacity building through resources for workforce training, performance management, and grant applications, enabling LHDs to secure funding and sustain their efforts. Furthermore, Healthy People 2030's emphasis on embedding SDOH into strategic planning encourages LHDs to address root causes of health disparities, such as housing instability and economic inequities, through collaborative, multi-sectoral approaches.

## Employee Input

A survey was completed in August 2025 with all employees of the Health Department seeking their input on what the Strategic Priorities of the Health Department should be for 2026-2028. A total of 25 employees responded, resulting in a 48% response rate.

The results are provided below:

Topic	Votes	Percentage of Total Votes
Financial Sustainability	11	46%
Promote Healthy Lifestyles	7	29%
Improve Employee Morale	6	25%
Improve Quality and Efficiency of Technological Methods	6	25%
Increase Staff Recruitment and Retention	5	21%
Strengthen Communication	4	17%

## **Potential Linkages**

The Tuscarawas County Health Department has intentionally aligned its 2026-2028 Strategic Plan with the priorities identified in the Tuscarawas County Community Health Improvement plan to ensure a cohesive public health strategy. While the Tuscarawas County Community Health Improvement plan focuses on broader community health initiatives, our strategic plan prioritizes internal capacity-building, workforce development, and operational improvements to effectively support and sustain these initiatives.

Additionally, the Tuscarawas County Health Department collaborates with community partners to ensure alignment and avoid duplication of efforts. Regular stakeholder meetings, shared performance measures, and coordinated planning efforts allow us to integrate our department's internal priorities with broader public health strategies.

## **Putting the Plan into Action**

The Tuscarawas County Health Department has developed a structured approach to ensure the strategic plan is effectively implemented. This process includes clear role assignments, defined timelines, and the allocation of necessary resources to support progress.

To ensure that the strategic plan remains adaptable and effective, the Tuscarawas County Health Department is committed to ongoing staff engagement, performance monitoring, and quality improvement efforts.

## Strategic Plan 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
- ✓ **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 during which activities will take place
- ✓ **Responsible Party:** individual(s) responsible for ensuring the objective is met

## Strategic Priorities, Goals, and Objectives

### Strategic Priority #1: Financial Sustainability

**Goal 1: Ensure Health Department financial sustainability through prioritization of local public health programs and services.**

Strategic Priority # 1: Financial Sustainability				
Ensure Health Department financial sustainability through prioritization of local public health programs and services.				
Linked to: Employee SWOT, Employee Priority Survey, Community Health Assessment, Community Health Improvement Plan				
Objective	Action Steps	Timeline	Responsible Party	Status Update
<b>Objective 01-01-01:</b> By December 31, 2026, measure the effectiveness and sustainability of TCHD programs.	Develop a crosswalk of all TCHD programs and services and identify necessary data points for measurement of program effectiveness and	By June 30, 2026	Health Commissioner, Administration	

	financial sustainability.			
	Review all programs against the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) to gauge community need.	By June 30, 2026	Health Commissioner, Administration	
	Collect and enter identified data.	August 31, 2026	Administration	
<b>Objective 01-01-02:</b> By December 31, 2026, develop a plan that identifies points at which programs will be considered for reduction, suspension, or discontinuation.	Explore external facilitators for plan development.	June 30, 2026	Director of Promotion and Community Relations	
	Develop a plan and have Board of Health Approval.	December 31, 2026	Administration, Board of Health	

<b>Objective 01-01-03:</b> By June 30, 2027, communicate plan information to appropriate parties.	Provide information to staff.	March 31, 2027	Director of Promotion and Community Relations, Director of Administrative Services	
	Provide information to stakeholders and the public.	June 30, 2027	Director of Promotion and Community Relations, Health Commissioner	

**Goal 2: Increase operational knowledge of fiscal processes across the Department.**

<b>Strategic Priority # 1: Financial Sustainability</b>				
<b>Goal 2: Increase operational knowledge of fiscal processes across the Department.</b>				
<b>Linked to: Employee Priority Survey, Performance Measures</b>				
<b>Objective</b>	<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Status Update</b>
<b>Objective 01-02-01:</b> By December 31, 2027, TCHD staff knowledge will increase as it relates to fiscal processes.	Review monthly financial data with staff at all staff meetings (quarterly).	December 31, 2027	Health Commissioner	
	Review bureau-specific financial reports at regular staff meetings.	December 31, 2027	Administration	
	Complete all necessary training as it relates to the	December 31, 2027	Administration, Accounting Coordinators	

	implementation of the new County-wide accounting system.			
	Review forms and financial policies to ensure alignment with the County-wide system implementation.	December 31, 2027	Director of Administrative Services, Human Resource Coordinator, Accounting Coordinators	

## Strategic Priority 2: Employee Satisfaction

### Goal 1: Develop and foster relationships between management and staff

Strategic Priority # 2: Organizational Infrastructure				
Goal 1: Increase staff communication.				
Linked to: Employee SWOT, Employee Priority Survey, 2025 TCHD Workforce Development Plan, 2025 TCHD QI Plan, 2025 Performance Measures				
Objective	Action Steps	Timeline	Responsible Party	Status Update
<b>Objective 02-01-01:</b> By December 31, 2028, ensure strategies are in place that increase communication and build relationships between administration and staff.	Conduct quarterly all-staff meetings.	December 31, 2028	Administration	
	Ensure bureau meetings are held at least once quarterly.	December 31, 2028	Administration	
	Implement one-on-one meetings with staff at a minimum of two times per year.	December 31, 2028	Administration	

	<p>Establish regular office hours for the Health Commissioner, Human Resources, and Director of Promotion and Community Relations for all staff accessibility.</p> <p>Bureau directors will also establish office hours within their department.</p>	December 31, 2028	Administration, Human Resource Coordinator	
<p><b>Objective 02-02-02:</b> By December 31, 2028, maintain 95% employee retention rate to align with the performance management plan.</p>	<p>Conduct an annual staff satisfaction survey to measure progress.</p>	December 31, 2028	Health Commissioner	

**Goal 2: Ensure a positive work culture that supports employees' needs and agency goals.**

<b>Strategic Priority # 2: Employee Satisfaction</b>				
<b>Goal 2: Increase team building and employee camaraderie.</b>				
<b>Linked to: Employee SWOT, Employee Priority Survey, 2025 TCHD Workforce Development Plan, 2025 TCHD QI Plan, 2025 Performance Measures</b>				
<b>Objective</b>	<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Status Update</b>
<b>Objective 02-02-01:</b> Increase overall employee satisfaction by December 31, 2028.	Implement employee wellness plan.	December 31, 2026	Director of Administrative Services, Human Resource Coordinator	
	Conduct an annual training day for all staff.	December 31, 2028	Administration	
	Integrate “ice breaker” activities for all staff meetings.	December 31, 2026	Administration	
	Develop and implement regular team-building activities.	December 31, 2028	Director of Environmental Health	
	Ensure the workforce development plan is reviewed and amended annually to ensure alignment	December 31, 2028	Director of Administrative Services  Health Commissioner	

	with program requirements and staff's professional development goals.			
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## **Engagement and Continuous Improvement**

To ensure the strategic plan remains adaptable and effective, the Tuscarawas County Health Department is committed to ongoing staff engagement, performance monitoring, and quality improvement efforts.

### **Ongoing Feedback & Staff Engagement**

Regular staff briefings, progress meetings, and feedback surveys will provide insights into how implementation is progressing. For example, quarterly progress meetings will allow staff to share challenges and propose improvements to refine strategies.

### **Evaluating & Adjusting Strategies**

Progress on strategic objectives will be evaluated through quarterly progress meetings and annual reports. If implementation challenges arise, the department will use quality improvement methods such as Plan-Do-Study-Act (PDSA) cycles to refine approaches.

### **Promoting a Learning Culture**

To strengthen implementation over time, the department will provide ongoing training opportunities. These efforts will equip staff with the skills and knowledge needed to adjust and sustain strategic initiatives.

### **Maintaining a Dynamic Strategic Plan**

By embedding continuous improvement into implementation, the Tuscarawas County Health Department ensures the strategic plan remains a living document that evolves with departmental needs and priorities.

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## Appendix A:

### Tuscarawas County Health Department

### Annual Employee Feedback Report 2025

The annual employee feedback survey was launched in early 2025, with employees invited to participate via email with a link to the online survey. Participation was voluntary but encouraged. Responses were recorded anonymously. The response rate for the 2025 survey was 71%.

#### Results:

**Q1: If you were to add a new team member to your group, what is the most important skill they should have?**

The feedback indicates a positive sentiment towards the importance of various skills for potential new team members. The emphasis is on a mix of interpersonal skills, organizational abilities, and resilience, reflecting a comprehensive approach to team dynamics. There appears to be a lack of emphasis on technical skills or specific knowledge, suggesting an opportunity for improvement in identifying the requisite hard skills for roles.

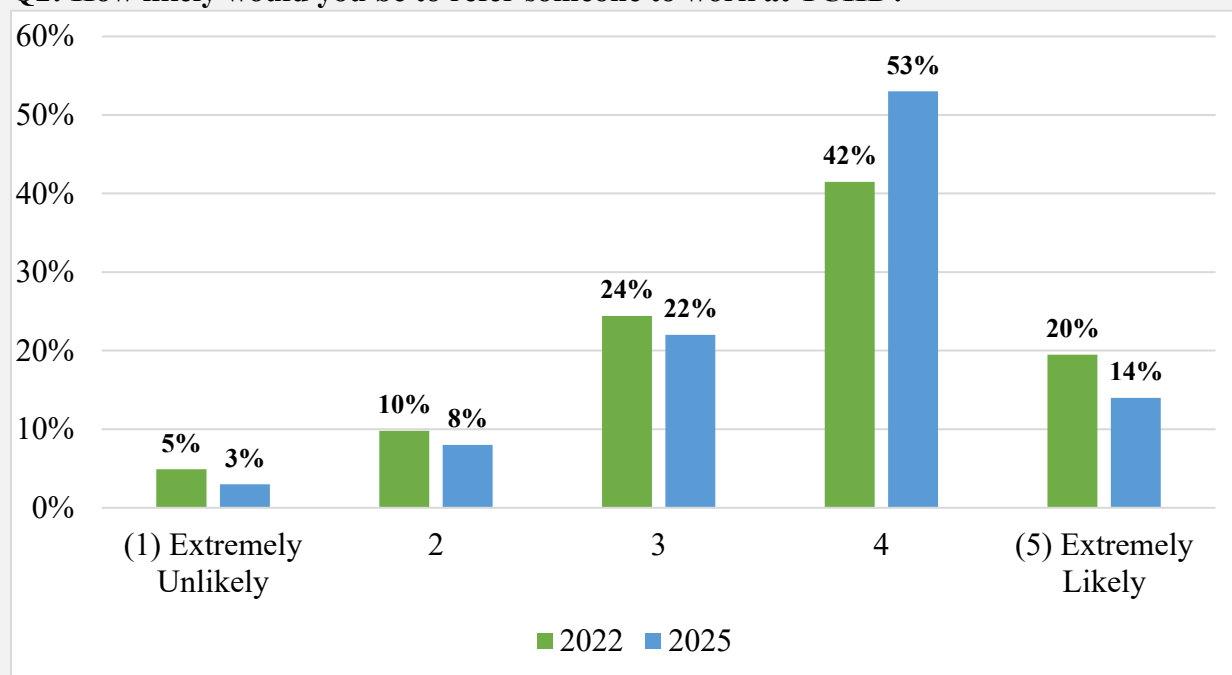
#### Opportunities for Improvement

- **Skill Development Programs:** Consider implementing training programs focused on enhancing interpersonal and communication skills.
- **Structured Onboarding:** Create a structured onboarding process that emphasizes organizational skills and resilience to help new members acclimatize quickly.

#### Actionable Insights

- **Recruitment Focus:** When considering new hires, prioritize individuals who demonstrate strong interpersonal and organizational skills alongside resilience.
- **Team Workshops:** Organize workshops that cultivate effective communication and teamwork strategies, which could further enhance group dynamics.
- **Feedback Mechanism:** Establish a regular feedback loop to assess the effectiveness of the skills being prioritized during the hiring process.

### Q2: How likely would you be to refer someone to work at TCHD?



**In 2025, 67% of employees answered that they would be likely or extremely likely to refer someone to work at TCHD, compared to 62% in 2022.**

### Q3: If you were to leave our organization what would be the primary reason?

The feedback presents a mixed sentiment regarding potential reasons for leaving the organization. While some individuals expressed neutral to positive sentiments related to personal choices (e.g., retirement), there is a notable prevalence of negative sentiments regarding workplace conditions and management, indicating areas needing urgent attention.

#### Areas of Concern

- **High Stress Levels:** Employees feel overwhelmed, which impacts productivity and overall job satisfaction.
- **Management Effectiveness:** There is dissatisfaction with management practices and communication that need improvement.
- **Understaffing Issues:** The organization is perceived as lacking adequate staffing, leading to increased pressure on current employees.
- **Compensation Satisfaction:** Employees are looking for better pay that aligns with their workload and market standards.

## Opportunities for Improvement

### Enhance Communication Strategies:

- Implement regular check-ins and transparent communication channels between management and staff.
- Provide training on effective communication practices.

### Improve Employee Well-Being Initiatives:

- Introduce programs that focus on mental health support and stress management.
- Promote a culture of work-life balance through flexible work arrangements and wellness initiatives.

### Address Staffing Challenges:

- Assess current staffing levels and aim to fill critical roles to alleviate workload pressures.
- Develop a strategic plan for growth to retain and attract talent.

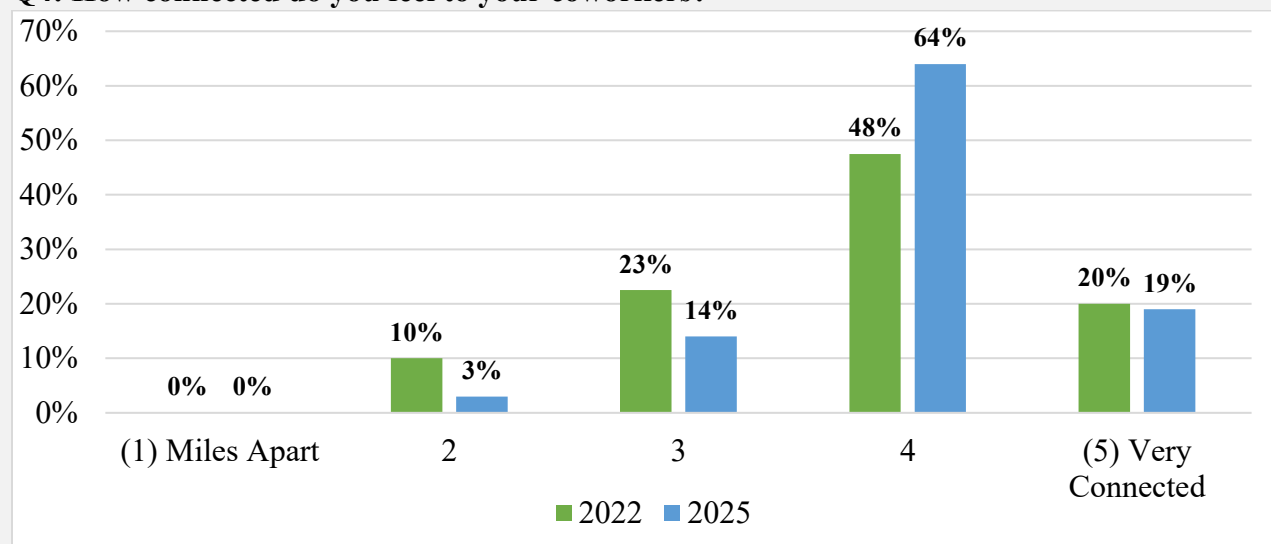
### Review Compensation and Benefit Packages:

- Conduct a market analysis to ensure competitive pay structures.
- Consider enhancing benefits related to retirement and job security.

### Career Development Programs:

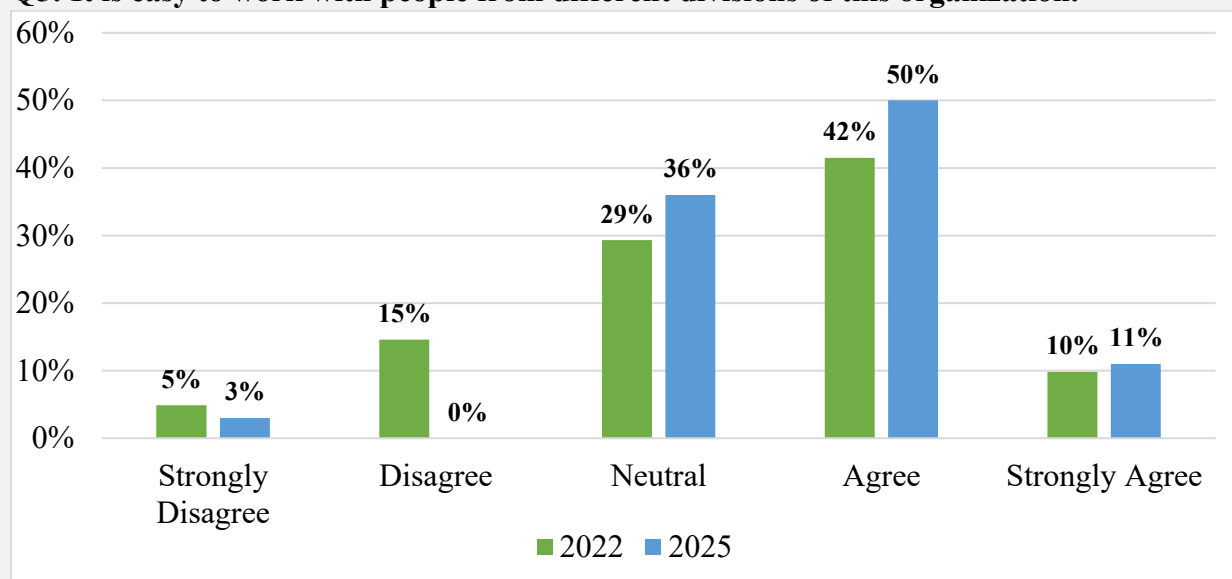
- Establish mentorship and career progression pathways to retain talent.
- Offer training programs tailored to employees looking to transition to different roles or industries within the organization.

### Q4: How connected do you feel to your coworkers?



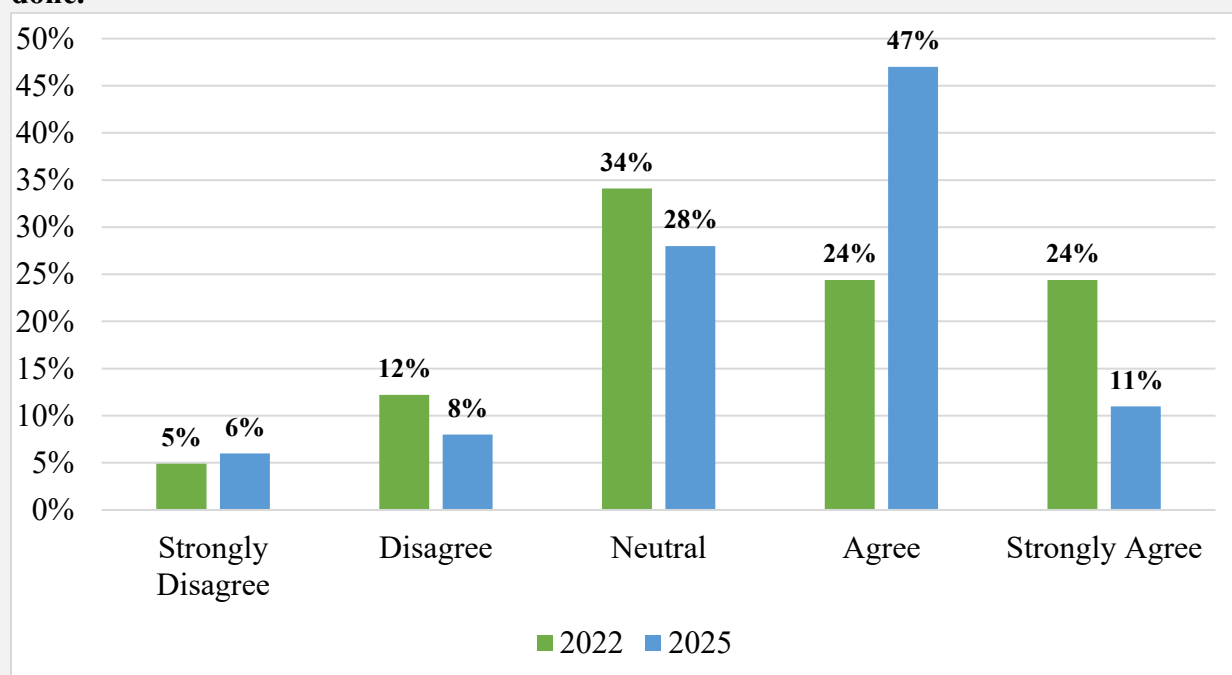
**Connections with co-workers increased significantly in 2025 with 83% stating they felt connected or very connected to coworkers, whereas 68% of employees responded the same in 2022.**

**Q5: It is easy to work with people from different divisions of this organization.**



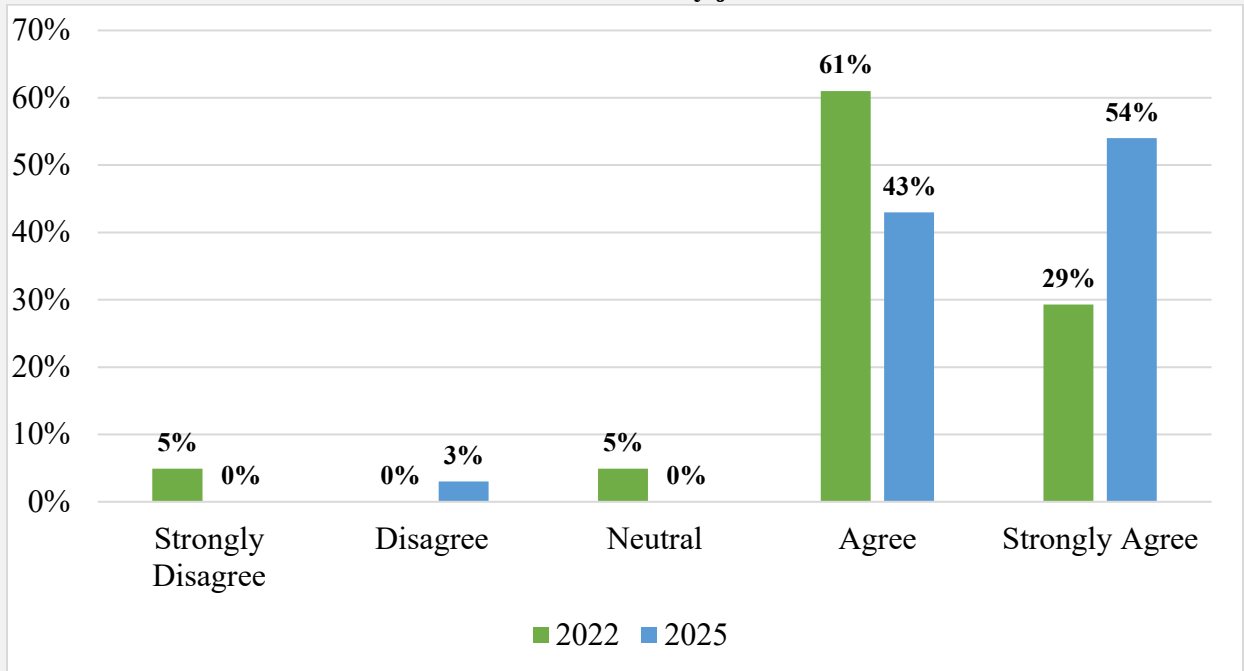
**The perception of ease in working with other departments increased from 2022 to 2025, with 62% of employees agreeing or strongly agreeing that it is easy to work with people from different divisions in 2025. However, 52% felt the same in 2022.**

**Q6: There are so many things to do at work, that I often run out of time before I get them done.**



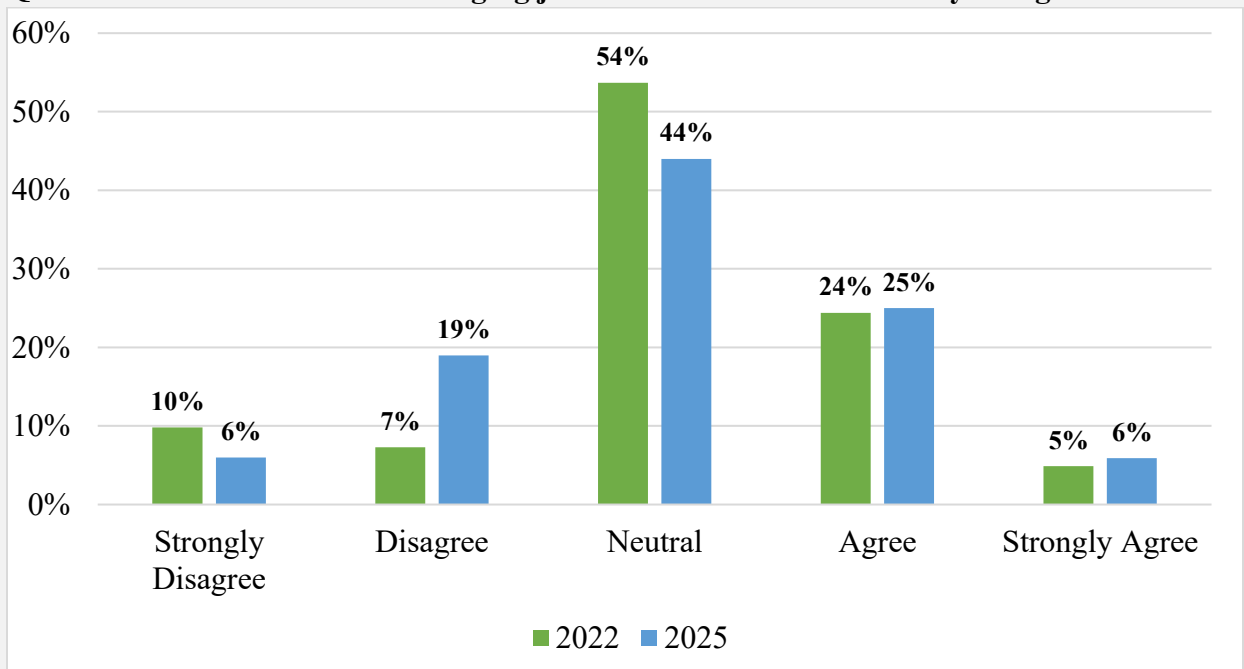
**Based on responses to this question, employees felt more overwhelmed by work tasks in 2022 than they did in 2025. In 2022, 48% of employees felt as though they had so many things to do at work they often ran out of time before they got them done, whereas that increased to 88% in 2025.**

**Q7: I know what I need to do to be successful at my job.**



**97% of employees reported knowing what they need to do to be successful at their jobs in 2025, whereas 90% reported the same in 2022.**

**Q8: I could handle a more challenging job than the one I am currently doing.**



**There was not much change in this from 2022 to 2025.**

### Q9: How could you be better challenged?

The overall sentiment from the feedback regarding challenges in the workplace appears to be mixed, with a significant division between those who seek more challenges and those who feel adequately challenged or overwhelmed.

#### Areas of Concern

- **Workload Management:** Employees are expressing concerns about the quantity of work, suggesting that adding more challenges may lead to burnout or dissatisfaction.
- **Challenge Appropriateness:** There is a need to assess the appropriateness of challenges based on individual capacities and current job demands.

#### Opportunities for Improvement

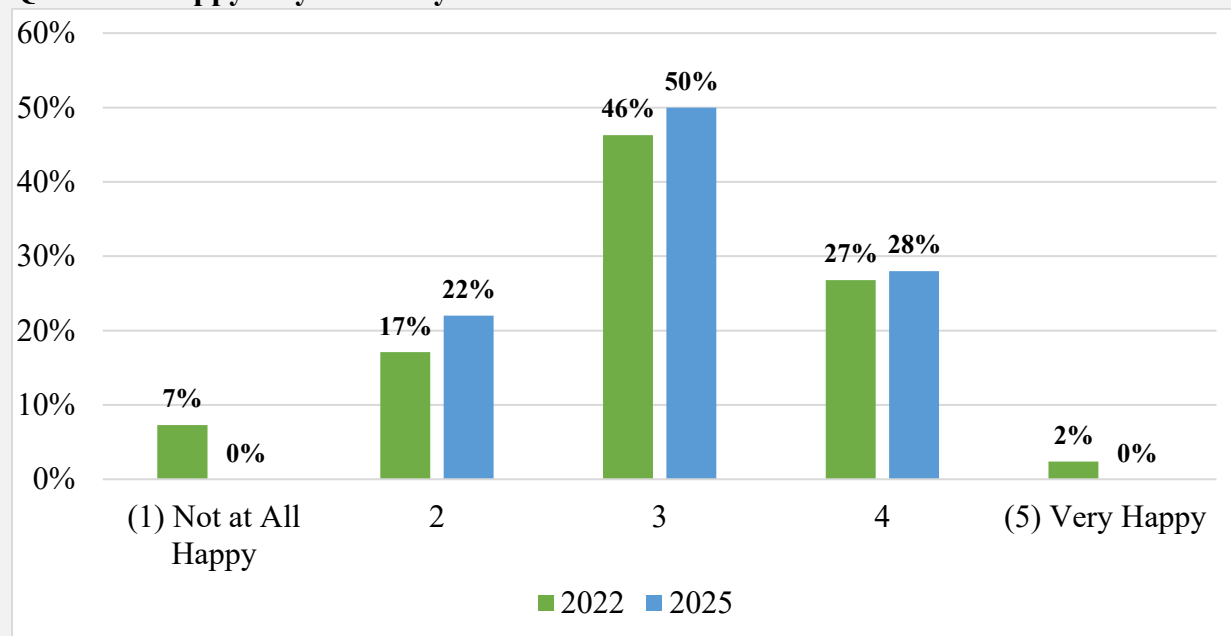
1. **Tailored Development Programs:**
  1. Implement customized development programs that allow employees to select areas they would like to be challenged in, offering new responsibilities aligned with their career goals.
2. **Promotion of Cross-Department Opportunities:**
  1. Encourage employees to engage with other programs within the agency to foster learning and professional growth.
3. **Feedback Mechanism:**
  1. Establish a continuous feedback loop that allows employees to express their needs regarding challenges and workloads, ensuring management is responsive to these insights.
4. **Incentive Programs:**
  1. Develop incentive programs for employees who take on additional responsibilities or demonstrate growth in their roles, thereby motivating those seeking more challenges.

#### Actionable Insights

- **Conduct a Workshop:** Facilitate workshops focusing on identifying personal goals and challenges, allowing employees to express their preferences for growth in a structured way.
- **Review Job Descriptions:** Regularly review job descriptions and responsibilities to ensure they align with employees' aspirations for growth while managing workloads effectively.

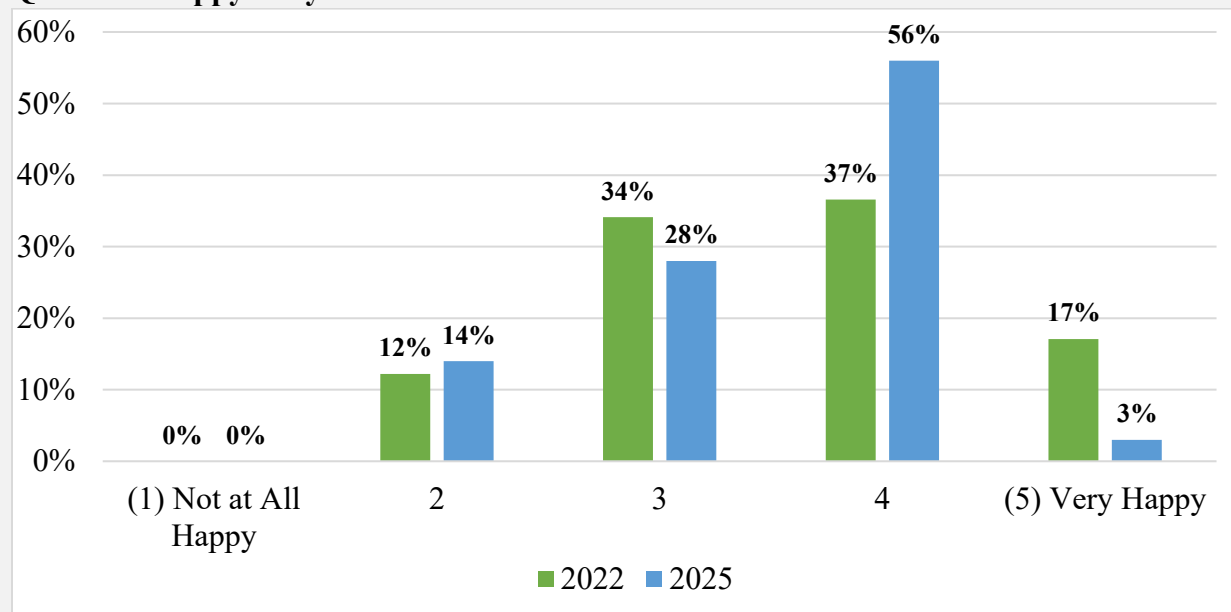
- **Balance Workloads:** Monitor employee workloads to prevent burnout, especially for those who feel overwhelmed, allowing room for additional challenges without compromising well-being.

**Q10: How happy do you think your co-workers are at work?**

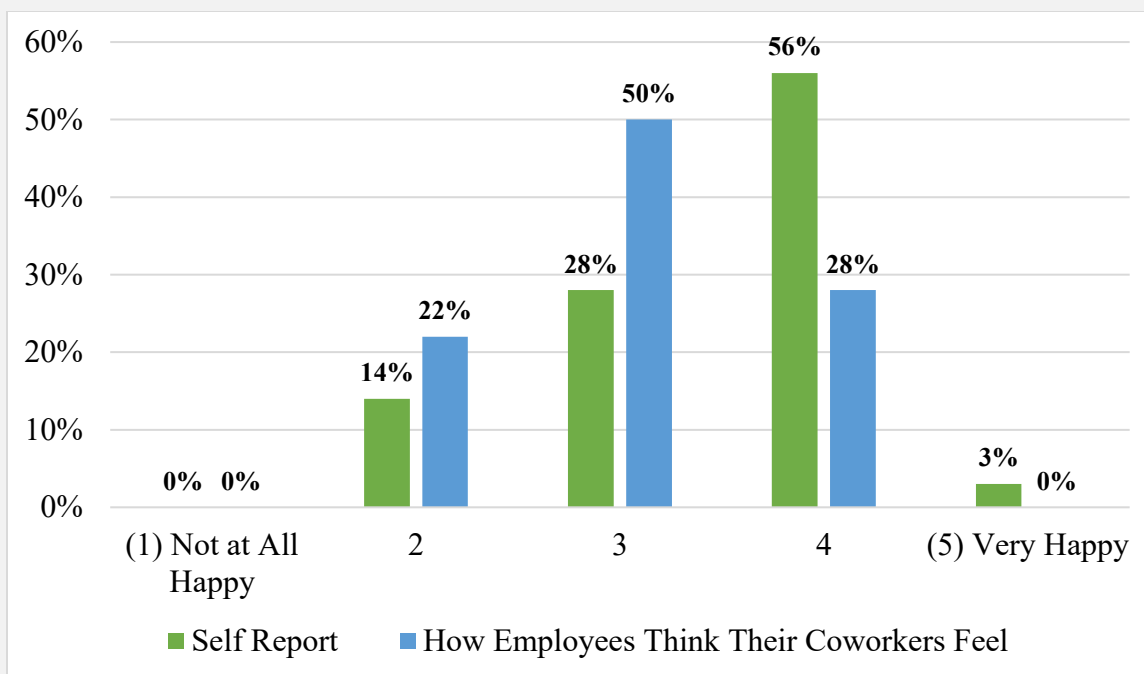


**There was not much change in this from 2022 to 2025.**

**Q11: How happy are you at work?**



**Most staff reported that they are happy or very happy at work. 59% in 2025 vs 54% in 2022.**



### Q13: What would improve your happiness at work?

The feedback presents a mixed sentiment, with a noticeable focus on workplace improvements, highlighting areas of concern that impact employee happiness. The need for change is evident, with a significant emphasis on equity, communication, and workplace culture.

#### Areas of Concern

- **Toxic Work Environment:** Addressing the negative aspects of workplace culture should be a priority.
- **Favoritism and Fairness:** Implementing policies that ensure equal treatment is vital for employee morale.
- **Communication Gaps:** Bridging the communication divide between management and staff can foster a more engaged workforce.
- **Compensation Disparity:** Addressing pay concerns may help improve overall job satisfaction.

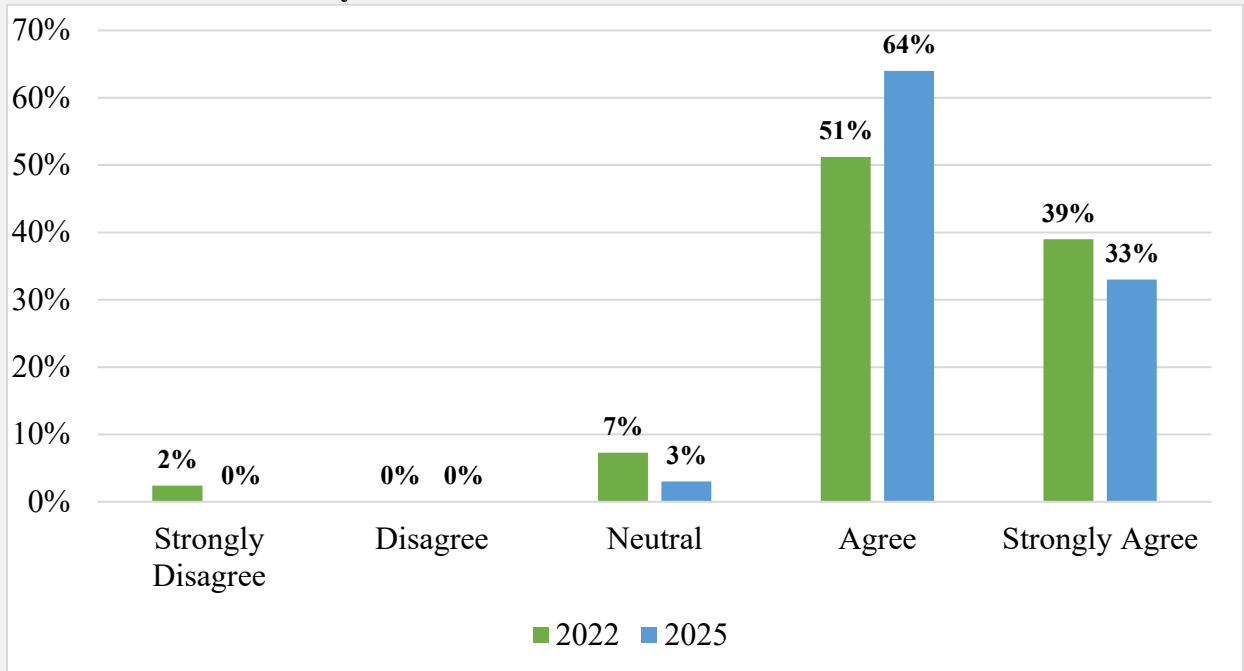
#### Opportunities for Improvement

1. **Implement Fairness Policies:**

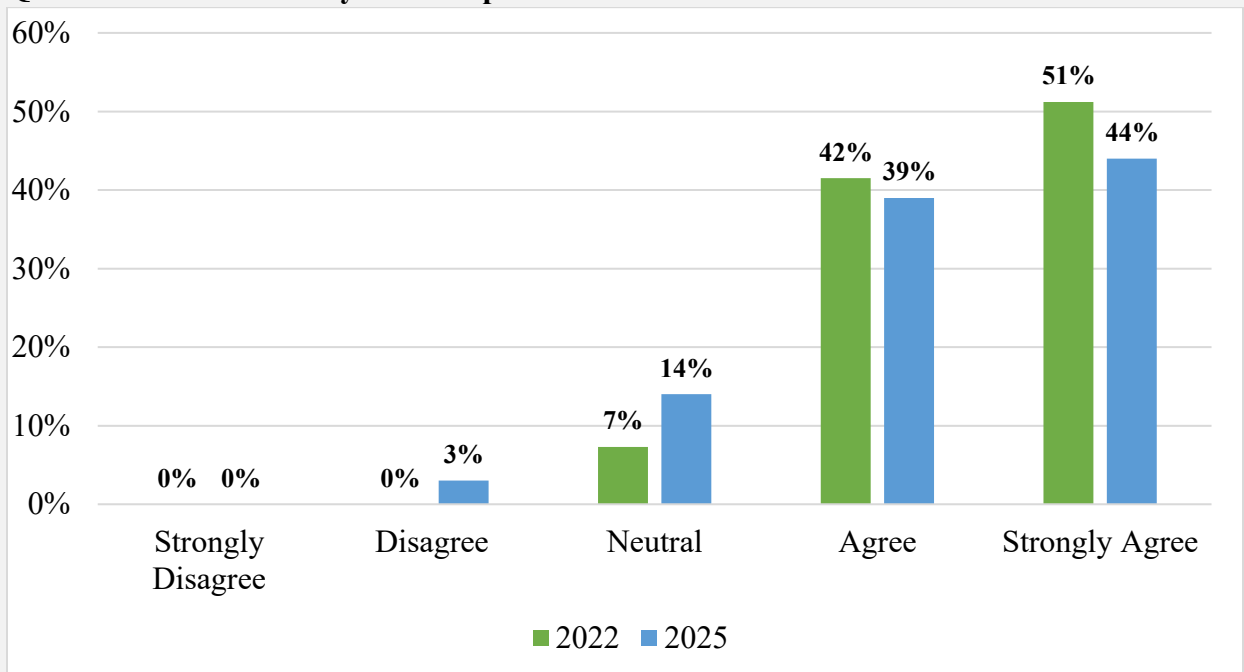
1. Establish clear guidelines to minimize favoritism and ensure equitable treatment across all levels of staff.
2. **Strengthen Communication Channels:**
  1. Introduce regular updates and feedback sessions from management to keep employees informed and engaged.
3. **Focus on Employee Wellness:**
  1. Develop and promote wellness initiatives and incentives that cater to both mental and physical health.
4. **Provide Training and Development:**
  1. Create more opportunities for professional growth through training programs and workshops.
5. **Review Compensation Packages:**
  1. Conduct a salary review to ensure competitive pay and address concerns raised by employees.

### **Actionable Insights**

- **Conduct a culture audit** to identify specific areas that contribute to toxicity and develop an action plan for improvement.
- **Set up a task force** to regularly assess employee satisfaction and implement changes based on feedback.
- **Create a feedback loop** where employees can feel safe to express concerns and suggest improvements anonymously.

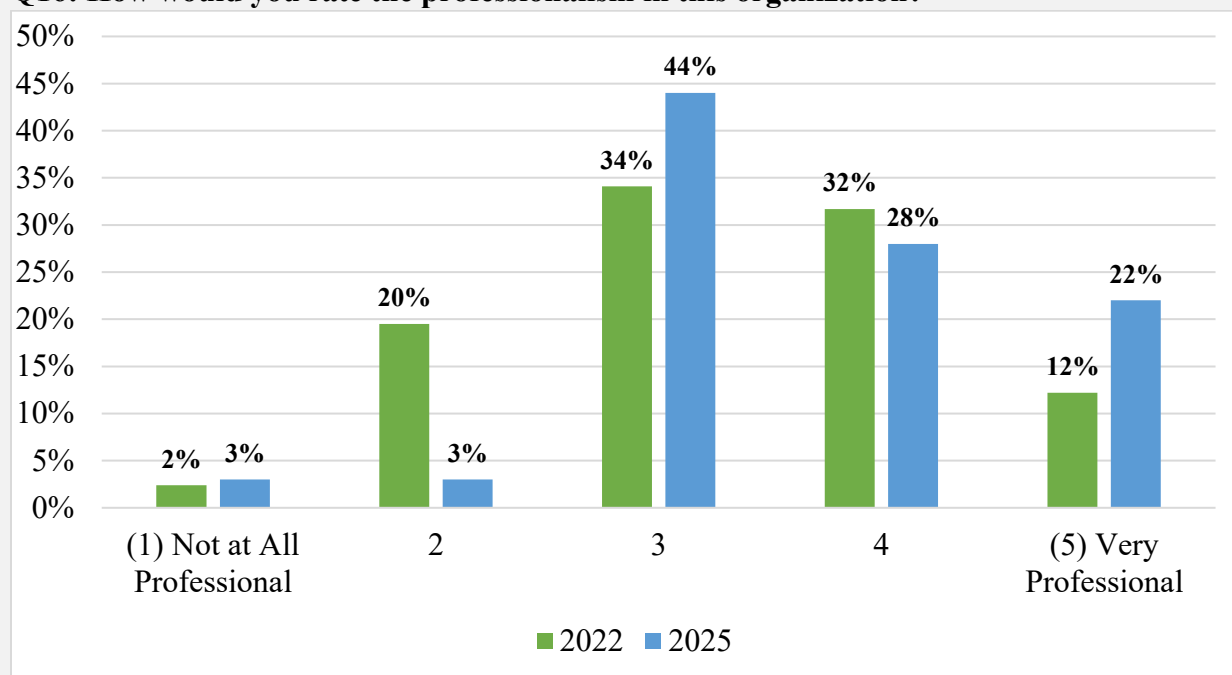
**Q14: I work well with my co-workers.**

**This continues to be agreed or strongly agreed upon by employees. 97% in 2025 vs 90% in 2022.**

**Q15: I work well with my direct supervisor.**

**83% of staff reported that they agree or strongly agree that they work well with their direct supervisor in 2025, which is a 10% decrease from 2022.**

**Q16: How would you rate the professionalism in this organization?**



**The perception of professionalism increased in 2025 to 50% of staff feeling the organization is professional or very professional, whereas 44% felt the same in 2022.**

**Q17: What are our organization's greatest strengths?**

The feedback reflects a predominantly positive sentiment toward the organization's strengths, emphasizing community engagement, professionalism, and teamwork.

**Areas of Concern:**

- **None Explicitly Identified:** While the feedback is overwhelmingly positive, it does not indicate specific areas of concern, suggesting a need for further investigation into potential weaknesses or areas for improvement.

**Areas of Opportunity:**

1. **Enhancing Community Programs:** Building on the strength of community engagement by expanding programs or services that address community health needs.
2. **Professional Development:** Investing in ongoing training and development to further enhance the skills of the talented workforce.
3. **Communication Strategies:** Explore new methods to enhance communication with the public and amongst staff, reinforcing the already positive sentiment towards open communication.

### **Actionable Insights for Improvement:**

- **Employee Recognition Programs:** Implement recognition programs for teamwork and professionalism to further encourage and motivate employees.
- **Regular Feedback Mechanisms:** Establish ongoing feedback mechanisms to gather insights on organizational strengths and areas needing attention, thus ensuring that the positive sentiments are maintained and improved upon.

### **Q18: What are our organization's greatest weaknesses?**

The feedback indicates a predominantly negative sentiment towards the organization's current weaknesses. Various themes emerged that highlight significant concerns among employees regarding management practices, communication, and support for career development.

### **Areas of Concern**

- Leadership's approach and styles, especially how they engage with employees.
- Development and implementation of effective communication strategies.
- Boosting employee morale and retention rates.
- Creating structured pathways for career advancement.
- Addressing financial and resource limitations.
- Strategies for fostering an inclusive and adaptable work environment.

### **Opportunities for Improvement**

#### **1. Enhance Communication**

1. Implement regular feedback loops and an open-door policy to encourage employees to voice their concerns and suggestions.

#### **2. Leadership Training**

1. Provide training for directors and management to ensure they are approachable and aligned with employee needs.

#### **3. Career Development Programs**

1. Establish clear career progression pathways and professional development resources to support employee growth.

#### **4. Resource Allocation**

1. Review and potentially restructure funding and resources to ensure adequate staffing and support for employees.

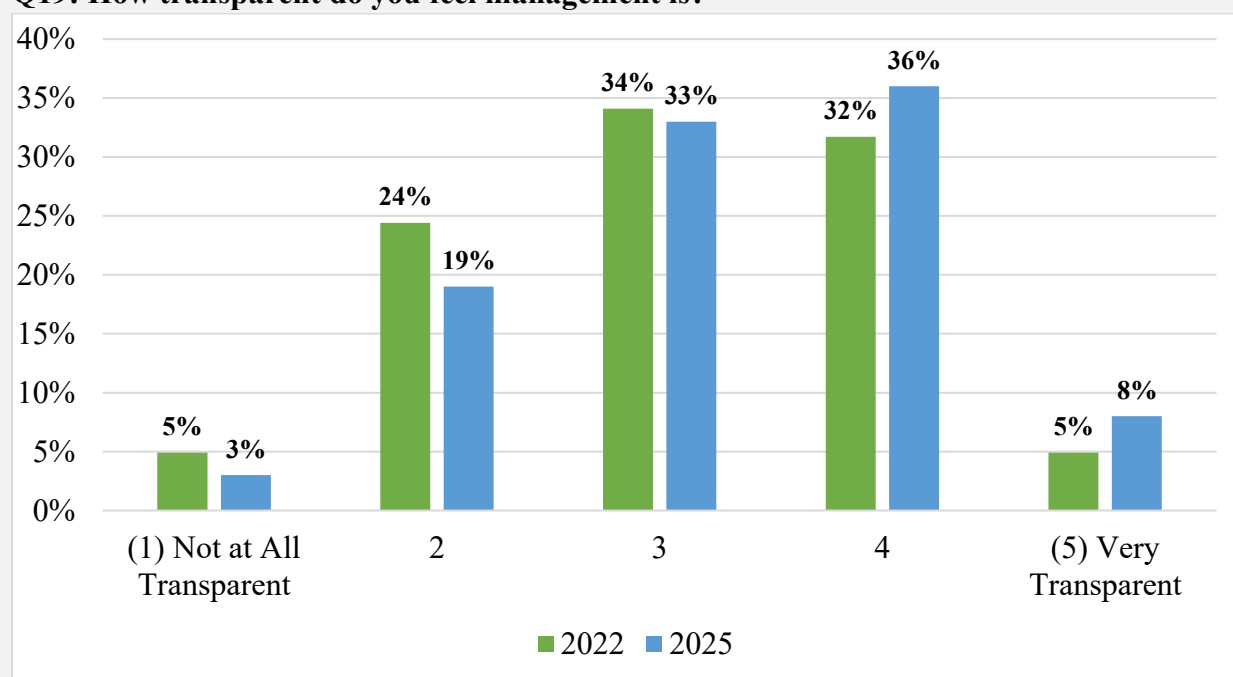
#### 5. Foster Inclusivity

1. Develop programs that enhance cross-cultural communication and adaptability to create a more cohesive work environment.

#### 6. Employee Engagement Initiatives

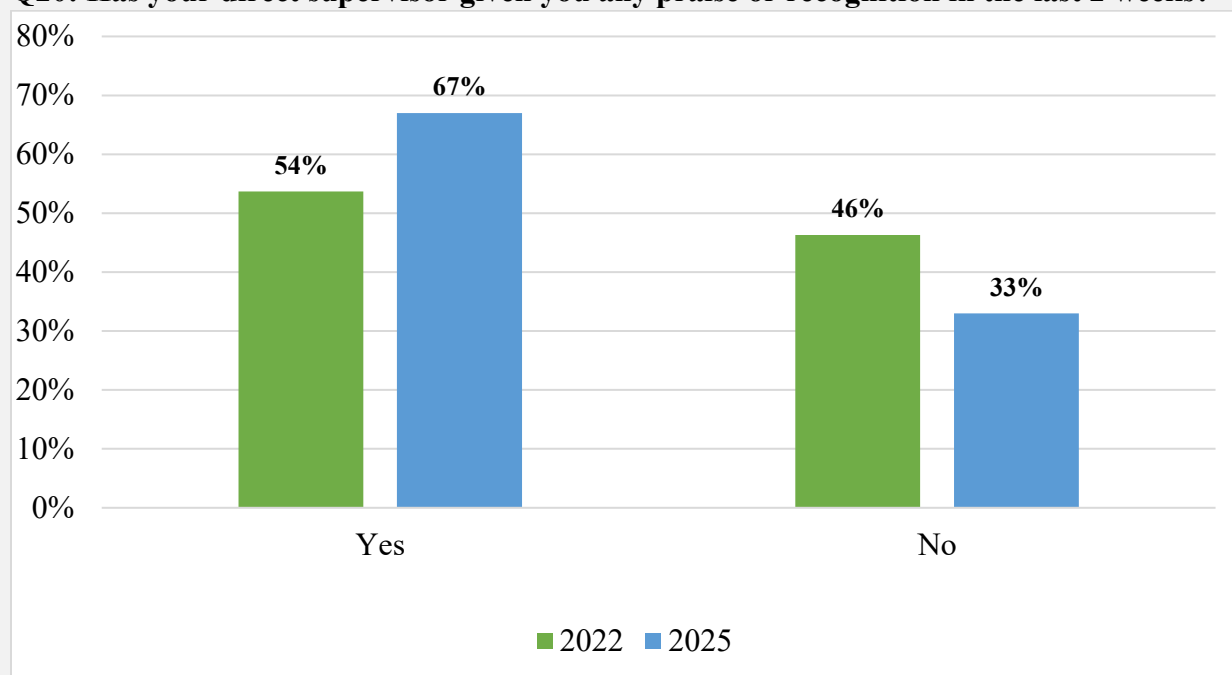
1. Create initiatives that focus on building morale and demonstrating care for employees, possibly through team-building activities or wellness programs.

#### Q19: How transparent do you feel management is?



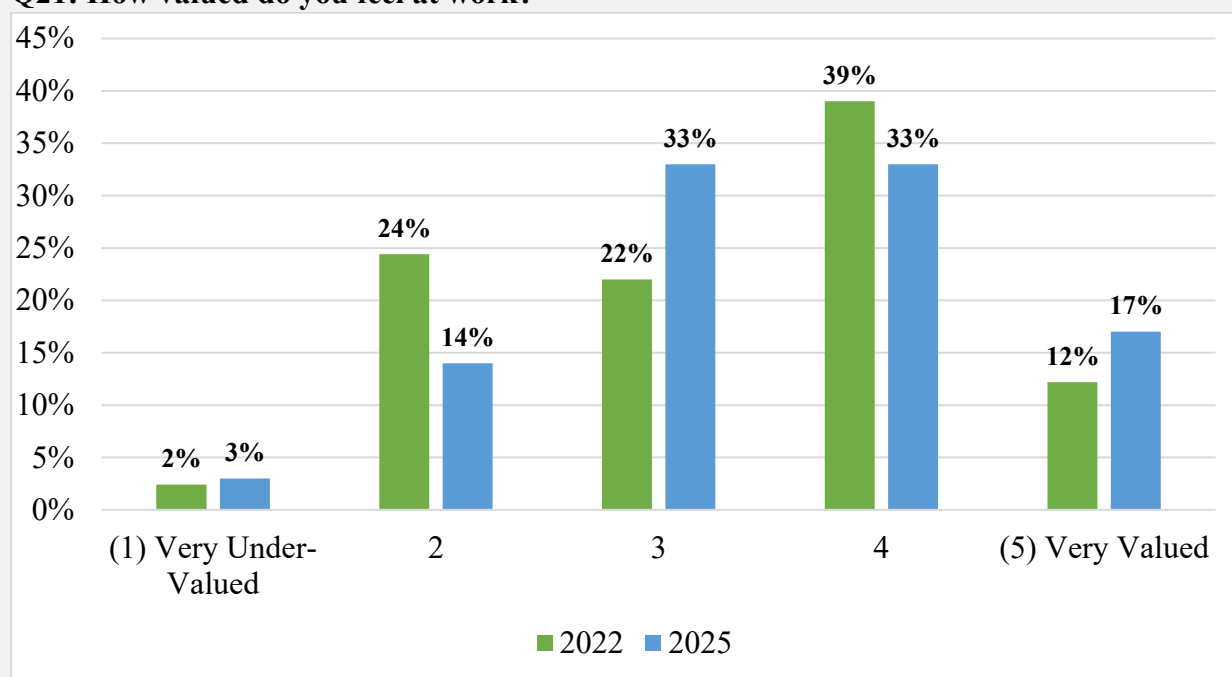
**Staff reported feeling that management was more transparent in 2025 vs 2022. In 2025, 44% of staff reported feeling management was transparent or very transparent, whereas 37% reported feeling the same in 2022.**

**Q20: Has your direct supervisor given you any praise or recognition in the last 2 weeks?**



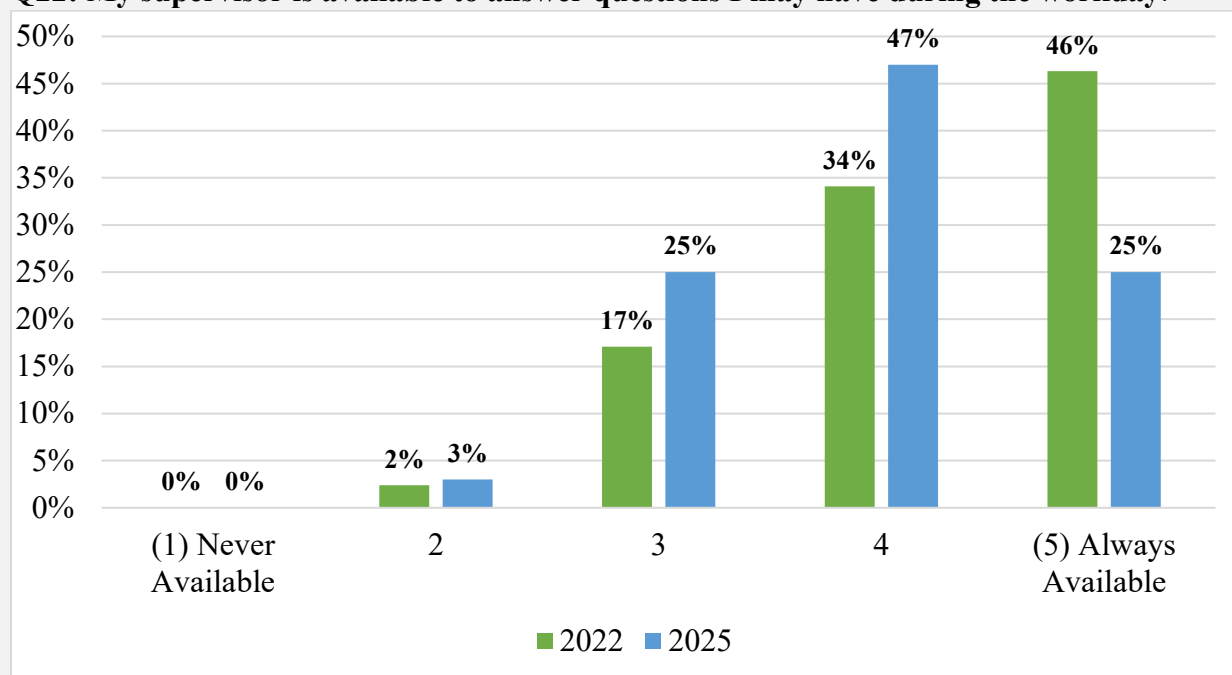
**This increased by 13% from 2022 to 2025.**

**Q21: How valued do you feel at work?**



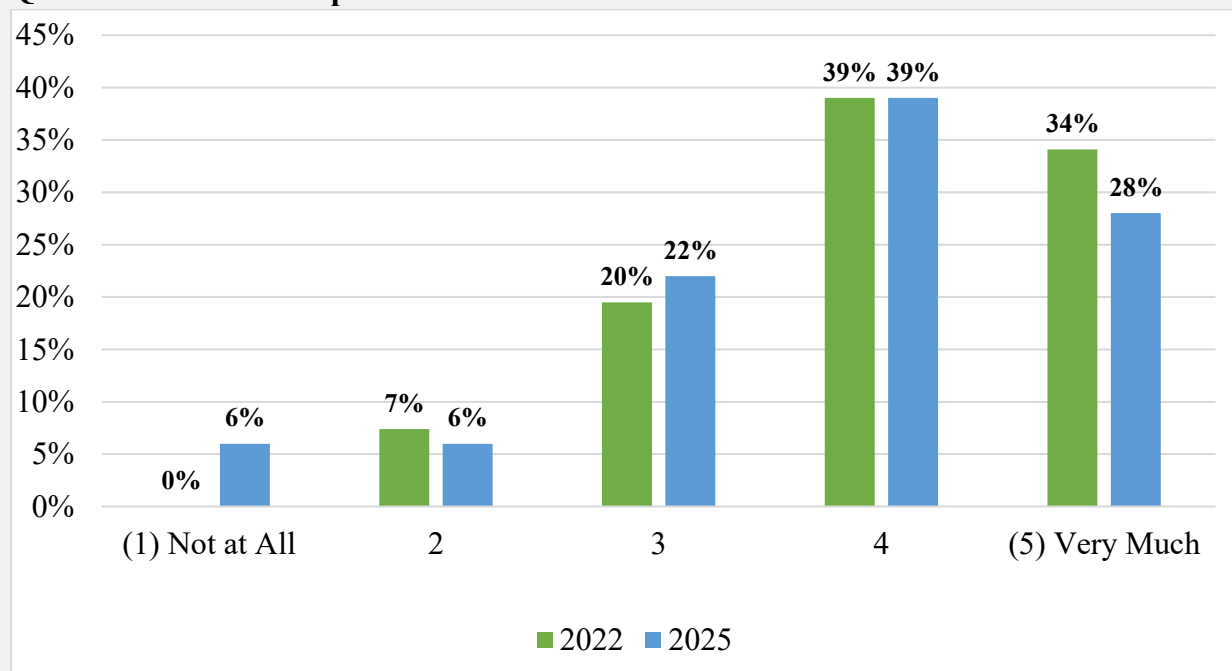
**In 2025, 50% of staff felt valued or very valued at work, compared to 51% feeling the same in 2022.**

**Q22: My supervisor is available to answer questions I may have during the workday.**



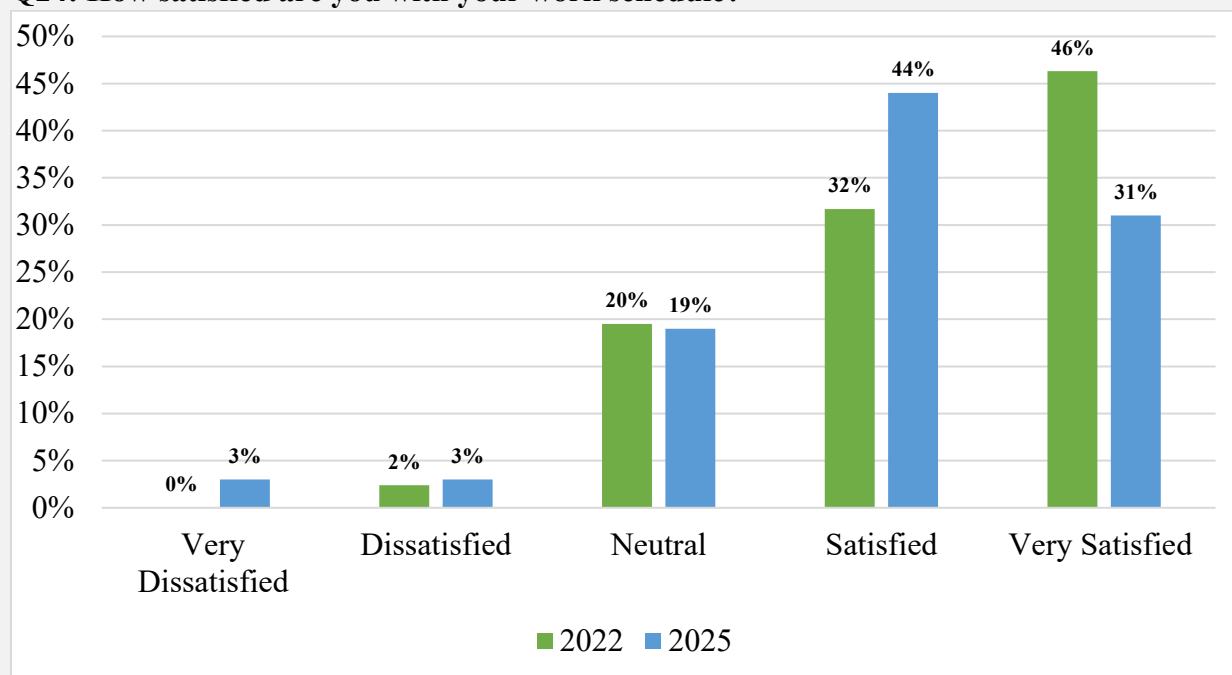
**Staff generally continue to feel that their supervisor is available to answer their questions throughout the workday.**

**Q23: I am made to feel part of the team.**



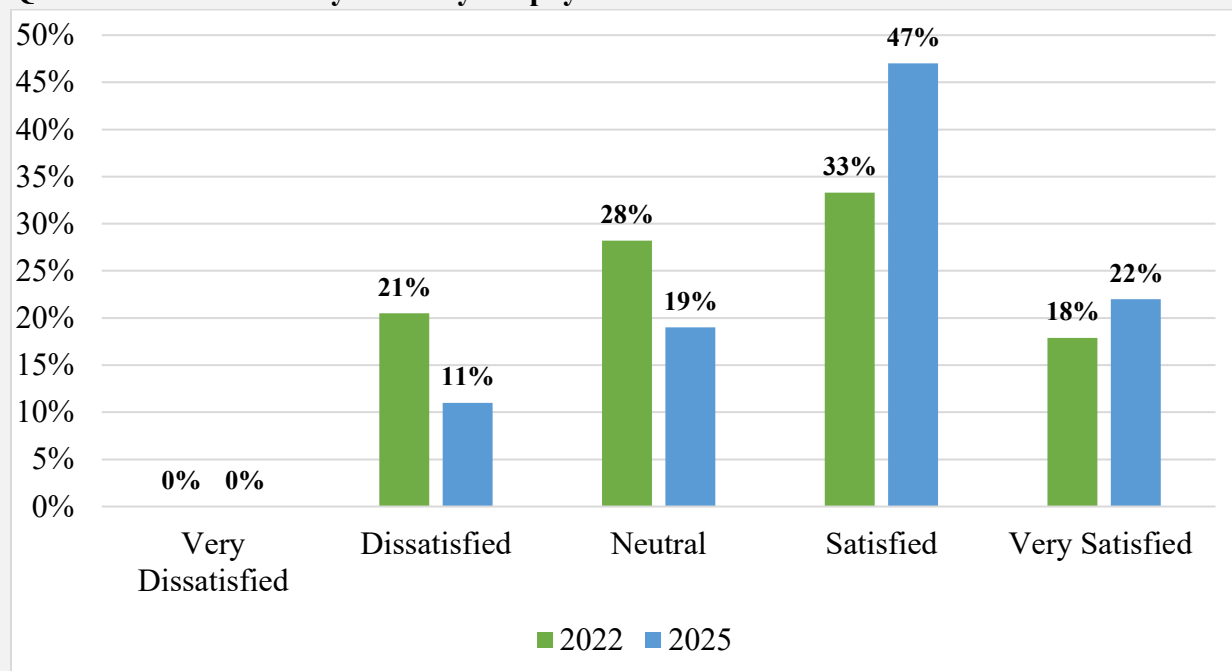
**There was a slight decrease (67%) in 2025 from staff who felt that they were made to feel part of the team from 2022 (73%).**

**Q24: How satisfied are you with your work schedule?**



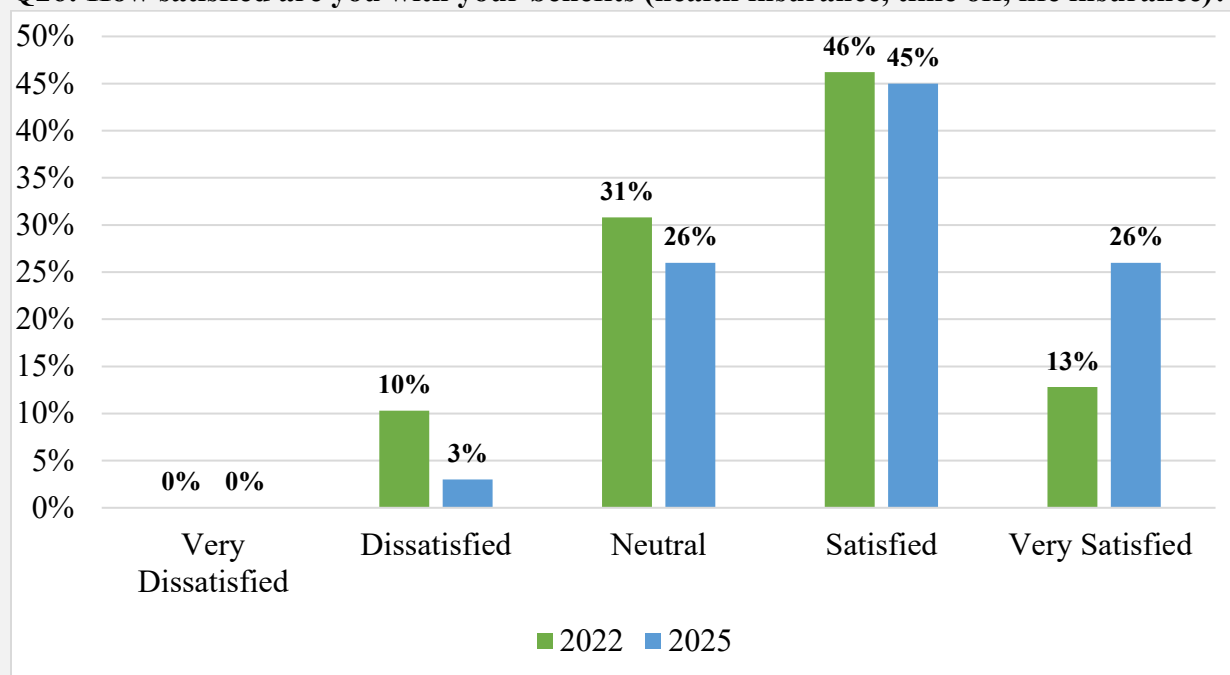
**Overall, staff remain satisfied or very satisfied with their work schedule.**

**Q25: How satisfied are you with your pay?**



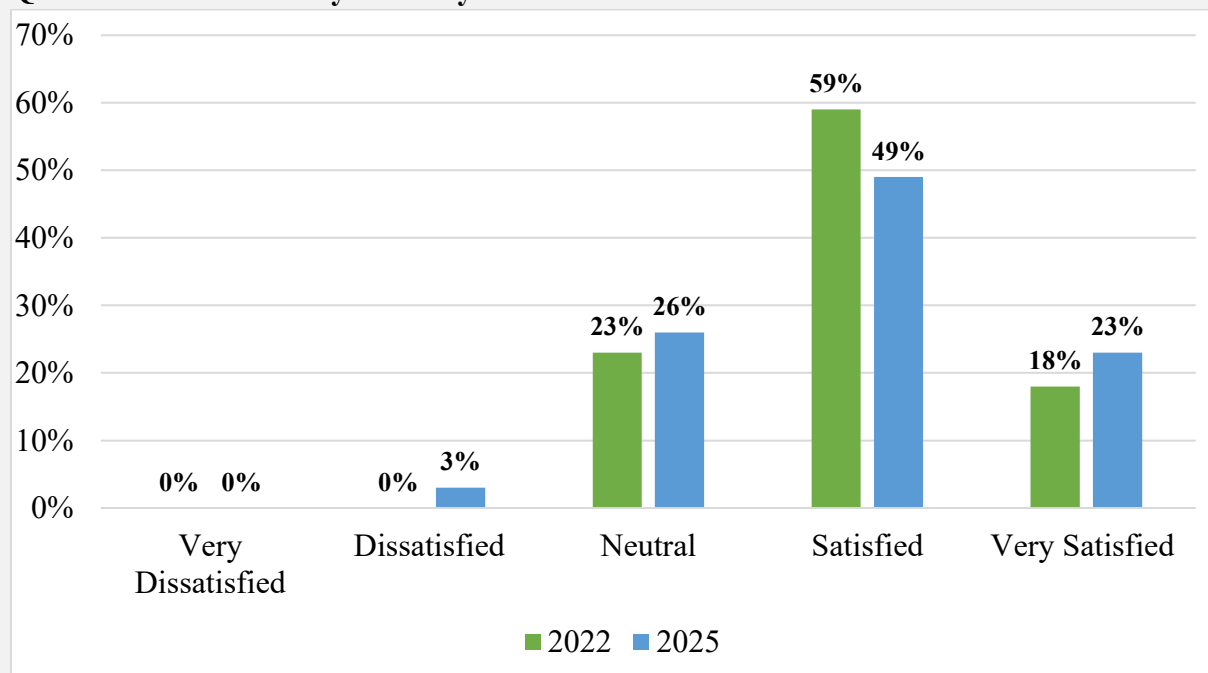
**69% of staff reported being satisfied or very satisfied with their pay in 2025 versus 51% who reported feeling the same in 2022.**

**Q26: How satisfied are you with your benefits (health insurance, time off, life insurance)?**



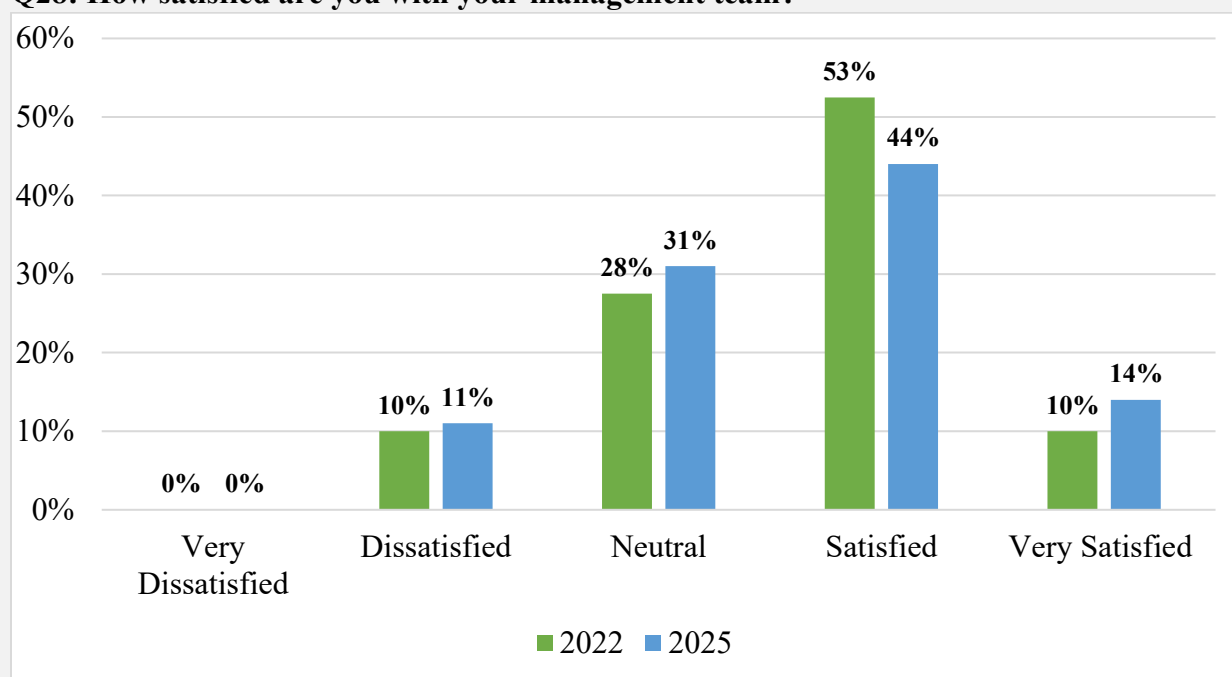
**There was an increase in staff who reported being satisfied or very satisfied with their benefits from 2022 (59%) to 2025 (71%).**

**Q27: How satisfied are you with your co-workers?**



**Coworker satisfaction decreased slightly from 2022 (77%) to 2025 (72%).**

**Q28: How satisfied are you with your management team?**



**Satisfaction with management decreased slightly from 2022 (63%) to 2025 (58%).**

**Q29: What specific suggestions do you have to improve the work environment in this organization?**

Overall Sentiment: The overall sentiment regarding the organization's weaknesses is predominantly negative, with an emphasis on communication issues, lack of resources, and employee dissatisfaction. The feedback indicates a need for significant improvement in various operational and cultural aspects.

**Areas of Concern:**

- **Leadership Dynamics:** The autocratic tendencies of certain directors and perceived favoritism could lead to a toxic work environment.
- **Communication Deficiencies:** Ineffective communication can exacerbate employee frustration and disengagement.
- **Employee Development:** The lack of opportunities for advancement may lead to further turnover and loss of talent.
- **Resource Allocation:** Uncertainty in funding and staffing shortages may hinder the organization's ability to operate effectively.

### **Areas of Opportunity:**

- **Enhancing Employee Engagement:** Fostering a culture that values and acts on employee feedback can improve morale and retention.
- **Career Development Programs:** Establishing clear pathways for career growth and promotions can enhance employee satisfaction.
- **Improving Communication:** Implementing structured communication channels can bridge gaps between management and employees.
- **Resource Management:** Exploring creative solutions for funding and staffing could alleviate some operational challenges.

### **Actionable Insights for Improvement:**

1. **Leadership Training:** Provide training for directors to promote a more inclusive and collaborative leadership style.
2. **Regular Feedback Mechanisms:** Create formal processes for collecting and acting on employee feedback to boost morale.
3. **Career Development Initiatives:** Develop mentorship programs and workshops aimed at employee skill enhancement and career progression.
4. **Communication Strategies:** Establish regular team meetings, newsletters, or town halls to improve transparency and communication flow.
5. **Resource Assessment:** Conduct a thorough review of organizational resources to identify areas for optimization and potential funding opportunities.

### **Q30: What specific suggestions do you have that would make you feel more valued in this organization?**

The sentiment is predominantly positive, with a notable number of employees expressing feelings of being valued. However, there are suggestions for improvement that could enhance this sentiment further.

### Areas of Concern:

- Although many feel valued, there is a portion of feedback that indicates room for improvement in recognition practices and equitable treatment.
- There is a lack of detailed suggestions from those who feel valued, which may point to complacency or satisfaction with the current state.

### Opportunities for Improvement:

1. **Enhance Recognition Programs:**
  1. Develop structured reward systems for work anniversaries and significant contributions to foster a culture of appreciation.
2. **Promote Professional Development:**
  1. Create more targeted opportunities for growth that align with employees' strengths and career paths.
3. **Implement Robust Feedback Systems:**
  1. Establish a system where employees can evaluate supervisors and provide input on key organizational decisions to foster a sense of involvement and ownership.
4. **Ensure Fair Treatment:**
  1. Regularly review policies and practices to ensure that all employees feel equally valued and treated fairly.

### Actionable Insights:

- **Implement a Flexible Work Policy:** Consider a remote work policy that allows employees to choose their work environment.
- **Develop a Recognition Framework:** Introduce programs to celebrate work anniversaries and significant milestones.
- **Facilitate Career Development:** Offer tailored training and development programs focusing on individual strengths.
- **Encourage Open Communication:** Foster a culture where employee feedback is actively sought and valued, especially regarding management practices.

### Q31: What specific suggestions do you have that would improve employee morale?

The feedback reflects a positive yet critical sentiment among employees, indicating a desire for enhancement in workplace conditions and management practices. Employees express a clear interest in fostering a more collaborative and supportive environment.

### Areas of Concern

- **Lack of Management Recognition:** Employees feel underappreciated and request more acknowledgment of their contributions.
- **Confidentiality Issues:** Trust in management is lacking, prompting a need for improved practices surrounding employee feedback.
- **Insufficient Social Opportunities:** Employees desire more informal gatherings to strengthen relationships among colleagues.

### Opportunities for Improvement

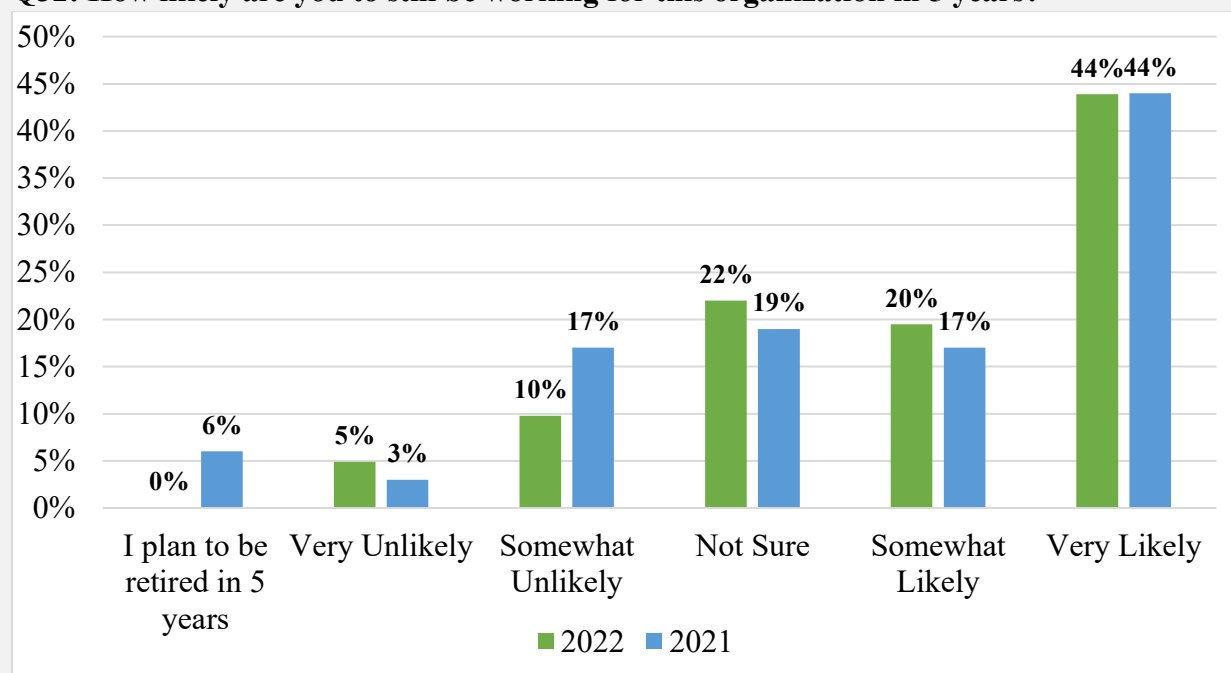
1. Implement regular **team-building events** and training sessions to cultivate collaboration.
2. Establish a **recognition program** that honors employee achievements and personal milestones.
3. Evaluate workspace arrangements to allow for **personal office space**, contributing to individual productivity.
4. Enhance the **cafeteria** experience to encourage social interaction during breaks.
5. Foster a culture of **trust and transparency** by committing to confidentiality and openly communicating with employees.
6. Review compensation structures to consider **wage increases** that reflect employee contributions and market standards.

### Actionable Insights

- **Develop a Recognition Framework:** Create a structured approach to regularly acknowledge employees' efforts, including shout-outs during meetings and a monthly recognition program.
- **Organize Regular Team Events:** Plan quarterly off-site team-building retreats or workshops to enhance teamwork and collaboration.
- **Improve Communication Channels:** Set up anonymous feedback channels to ensure employees feel comfortable sharing concerns, reinforcing the commitment to confidentiality.

- **Enhance Workspace Design:** Investigate options for redesigning office spaces to incorporate more personal office areas while balancing collaboration.
- **Revamp Employee Social Programs:** Schedule monthly social events or informal gatherings to promote engagement and camaraderie among staff.

**Q32: How likely are you to still be working for this organization in 5 years?**



**The percentage of staff who believe it is somewhat likely or very likely that they will be working at TCHD in 5 years remained consistent from 2022 to 2025.**

**Q33: What do you feel you need to be successful in your role?**

The overall sentiment from the feedback is mixed, with a division between those who feel adequately supported and those who express the need for more resources and communication. Positive sentiments are reflected in phrases like "I feel successful now" and "I feel I have everything I need," while concerns include requests for clearer communication and more support.

**Areas of Concern**

- **Communication Gaps:** The need for clearer direction and communication presents an opportunity for improvement in departmental interactions.
- **Insufficient Support:** Requests for additional support highlight a potential issue in staffing or resource allocation.

- **Workspace Needs:** The desire for personal office space suggests that the current workspace may not be conducive to productivity.
- **Timeliness of Task Completion:** Concerns about efficiency may indicate a need for better project management or workload balance.

### **Opportunities for Improvement**

1. **Enhance Communication Strategies:**
  1. Implement regular check-ins and feedback sessions to ensure clear communication and address concerns promptly.
2. **Increase Support Resources:**
  1. Evaluate staffing levels and support systems; consider mentorship or collaborative initiatives to bolster assistance among coworkers.
3. **Revised Workspace Policies:**
  1. Explore options for providing personal office spaces or creating quieter work zones to enhance focus and productivity.
4. **Promote Fairness and Equity:**
  1. Develop clear criteria for performance recognition and advancement to address concerns regarding favoritism.
5. **Streamline Processes:**
  1. Assess current task management and workflow processes to improve efficiency and ensure timely completion of tasks.

### **Actionable Insights**

- Create a structured feedback mechanism to encourage ongoing input from staff regarding their needs.
- Organize training sessions focused on effective communication and support strategies among team members.
- Review and adjust policies surrounding workspace arrangements to enhance employee satisfaction and productivity.
- Monitor and evaluate the implementation of changes to ensure that they meet employee needs and foster a supportive work environment.

### **Q34: How could your relationship with your supervisor be improved?**

The feedback presents a mixed sentiment regarding the relationship with supervisors. While some employees express positive feelings towards their supervisors, others highlight areas for improvement.

#### **Areas of Concern and Opportunity**

- **Concern:** Lack of supervisor availability can lead to disengagement among staff.
- **Opportunity:** Implement regular check-ins or one-on-one meetings to foster better communication and relationships.
- **Concern:** Perceived favoritism can create a divide among employees.
- **Opportunity:** Encourage fair and equal treatment of staff by establishing clear performance metrics and providing staff with equal opportunities for feedback.
- **Concern:** Toxic attitudes can undermine team morale and productivity.
- **Opportunity:** Introduce training for supervisors focused on emotional intelligence, team dynamics, and conflict resolution.

#### **Actionable Insights for Improvement**

1. **Enhance Supervisor Availability:**
  1. Schedule regular one-on-one check-ins with staff to encourage open dialogue and support.
2. **Improve Communication Strategies:**
  1. Foster a culture of transparent communication through regular department meetings and feedback sessions.
3. **Address Favoritism:**
  1. Ensure equitable treatment of all employees by implementing standardized recognition and reward systems.
4. **Promote Positive Leadership:**
  1. Provide coaching and training for supervisors on maintaining a positive work environment and addressing issues of toxicity.
5. **Monitor Employee Sentiment:**
  1. Conduct regular surveys to gauge employee satisfaction and address concerns proactively.

**Q35: What do you enjoy most about working at TCHD?**

The feedback provided reflects a positive sentiment towards working at TCHD, highlighting strong interpersonal relationships and job satisfaction. There are no significant negative comments, indicating a generally favorable working environment.

**Areas of Concern and Opportunity**

- **Feedback on Workload:** Although mentioned positively, further details on workload management could provide insights into potential stressors for employees.
- **Enhancement of Learning Programs:** Interest in learning new things suggests a potential opportunity to formalize professional development programs or workshops.

**Actionable Insights for Improvement**

1. **Enhance Team-building Activities:** To further strengthen relationships among coworkers, consider implementing regular team-building activities.
2. **Promote Work-Life Balance Initiatives:** Continue to support flexible scheduling and work-from-home options and communicate these policies effectively.
3. **Expand Professional Development Programs:** Develop structured learning and development programs to capitalize on the employees' desire for growth and new experiences.
4. **Collect More Specific Feedback on Workload:** Conduct surveys or focus groups to gain deeper insights into workload perceptions and identify any areas that may require attention.

**Q36: Any additional comments/thoughts/concerns?**

The sentiment expressed in the feedback is mixed, with elements of positivity and concern. While there is acknowledgment of flexibility and improvements, there are also issues regarding inter-departmental relationships and facilities.

**Areas of Concern:**

- **Morale Issues:** The existing animosity among staff and departments represents a critical area that needs addressing to improve the overall work atmosphere.

- **Facility Limitations:** The lack of adequate communal areas for relaxation and social interaction reflects an opportunity for facility enhancement.

#### **Areas of Opportunity:**

- **Team-Building Initiatives:** Implementing team-building activities could ease tensions between departments and foster better relationships.
- **Facility Enhancements:** Prioritizing the establishment of a lounge/lunchroom may significantly impact employee satisfaction.

#### **Actionable Insights for Improvement:**

- **Communication Strategy:** Develop a communication plan to clearly define and explain the unique roles of different bureaus to reduce confusion and comparisons.
- **Facility Development Plan:** Allocate resources for the creation of a dedicated lounge/lunchroom space to improve employee well-being and foster a sense of community.
- **Conflict Resolution Programs:** Introduce workshops or facilitated discussions to address animosity and promote a more collaborative work environment.

## Appendix B: Participants in the Strategic Planning Process

Blumer	Daniel	Medical Director
Bock	Adrienne	Environmental Health Specialist in Training (EHSIT)
Bolanz	Jacqueline	REHS I
Bryan	Lindsey	Board of Health Member
Burrier	Nicole	Clerk/Secretary/Administrative Assistant I
Cameron	Jeffrey	Medical Director
Clark	Emma	Health Educator II
Cochran	Michael	Board of Health Member
Craig	Lakyn	Health Educator II
Decker	Tanya	Clerk/Secretary/Administrative Assistant I
Demuth	Jennifer	Public Information Officer
Dunlap-Ott	Amber	Nurse Practitioner
Edie	Jennifer	Fiscal Specialist/Clerk
Engstrom	Brittany	Community Health Worker
Flickinger	Sarra	WIC Breastfeeding Peer Helper
Frantz	Angela	Director of Human Resources/Personnel Officer
Genetin	Michelle	REHS I
Gerber	Jolene	Fiscal Specialist/Clerk
Giumentti	Misti	Public Health Nurse II
Gorius	Katelyn	Health Educator II
Greenwalt	Kellyn	Medical Assistant
Hall	Jacqueline	Nutritionist/Dietitian I
Hipner	Darrel	Custodian/Maintenance
Kalp	Sharon	Vital Statistics Deputy Registrar
Kaser	Amy	Nursing Services Director
Knappenberger	Lora	Clerk/Secretary/Administrative Assistant I
Kopko	Michael	Registered Environmental Health Specialist (REHS) Administrator (Chief REHS)
Louka	Atallah	Environmental Health Specialist in Training (EHSIT)
Magee	Lauren	Community Health Worker
Mastin	Rebecca	Board of Health Member
McDonald	Roberta	Clerk/Secretary/Administrative Assistant I
Medley	Alexa	Executive Assistant
Middaugh	Jeri	Board of Health Member

Moore	Sarah	Environmental Health Specialist in Training (EHSIT)
Morris	Lee	Environmental Health Specialist in Training (EHSIT)
Pearsall	Alexander	Environmental Health Specialist in Training (EHSIT)
Pinchek	Loretta	Vital Statistics Registrar
Randolph	Walter	Health District Administrator/Assistant (Deputy) Health Commissioner/Other Director
Redmond	Jared	REHS I
Rodriguez Del Pino	Sonia	Other
Rogers	Abigale	Health Educator II
Rothacher	Sarah	Clerk/Secretary/Administrative Assistant I
Schaad	Jenyce	Public Health Nurse II
Schreckengost	Erica	Epidemiologist I
Schrock	Lana	Health Educator II
Seward	Katie	Health Commissioner
Shankland	Abigail	Health Educator I
Smiraldo	James	REHS I
Smith	Tanya	Nutritionist/Dietitian I
Strubel	Annette	Clerk/Secretary/Administrative Assistant I
Terakedis	Caroline	Director of Environmental Health
Tiktin Fanti	Andrea	Board of Health Member
Tucker	Melissa	Clerk/Secretary/Administrative Assistant I
Vorhees	Tweed	Board of Health Member
Wallace	Valerie	Public Health Nurse II
Walton	Chasity	Clerk/Secretary/Administrative Assistant I
Wenger	Valerie	Clerk/Secretary/Administrative Assistant I
Wilson	Alexis	Health Educator I
Wilson	Valerie	WIC Director
Yonley	Natasha	Director of Health Education