



2017-2020

STRATEGIC PLAN

Benjamin Batey, RN, MPH
Health Commissioner

Wood County Health District Strategic Plan - List of Revisions*				
Date	Section Changed	Reason for Change	Changed By	Redistributed?
8.2011		Plan Adopted		Yes
10.2012	All goals and associated objectives pertaining to Lark removed	No action to be taken regarding purchase of Lark Building (secondary site)	T Factor	No
9.2013	Goals and Objectives	Various timeframes needed to be adjusted	T Factor	Yes
4.2014	BOH Goals and Objectives Removed	BOH reworked their goals and objectives and created a separate BOH Strategic Plan	T Factor	No
11.2014	Goals, Objectives, Processes, various notes throughout	Update/ Expansion of Strategic Plan to align with timeframes of CHA and CHIP Realignment of Strategic Priorities and Associated Goals	T Factor	Yes
8.2016	Review of mission, vision, values and priorities	Five year review of strategic plan	B Batey	Yes

*Wood County Health District reviews its progress towards achieving strategic goals on an annual basis, but operates on a three year strategic planning cycle. As new issues and opportunities arise, the WCHD will be prepared to adapt and implement changes to better meet the needs of Wood County residents. This plan will be reviewed, analyzed and updated, as needed.

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Plan Review Responsibility

Review of Plan

We will review this plan every year or more often if needed. Management, staff, Board of Health members and our partners will be part of this review.

Authorship

This plan was written by the WCHD Management Staff, with input from WCHD staff, the WCHD Board of Health, and community partners.

Approval

This plan has been approved and adopted by the following individuals:



President, Wood County Board of Health

1/12/17

Date



Health Commissioner, Wood County Health District

1/12/17

Date

Health Commissioner's Report

I am pleased to present you with the Wood County Health District's Strategic Plan. This important plan establishes a unified vision for the agency's future and the shared work ahead. This project began by engaging our community partners, our staff, Board of Health Members, and community stakeholders to gather valuable input about our past performance, present status, and the significant challenges we will face in the future.

The results identified five Strategic Priorities that will better position the Wood County Health District to strive to prevent disease, promote health, and protect Wood County residents from health risks. Through this, we can work to ensure that Wood County is one of the healthiest counties in Ohio.

Key aspects of public health programs and services are changing rapidly from the national to the local level. There are many powerful forces driving these changes. This strategic plan will help guide the Wood County Health District in meeting the public health needs of the community well into the future through a planned approach. By thinking creatively and critically we can better position the Wood County Health District to leverage our strengths, address our opportunities, and adapt to our changing environment.

This strategic plan will continuously be evolving through annual evaluations and adjustments. Every part of the agency will be engaged in this work, and I invite you to join with us as we work toward meeting the many public health challenges ahead. Furthermore, this document will serve as our commitment to improving the health of all residents of Wood County.

Sincerely,

Benjamin Batey
Health Commissioner
Wood County Health District

Introduction

People trust that Wood County Health District is looking out for people that live in, work in and visit Wood County and we want to keep it that way. Strategic planning helps us make sure we're focusing on the important issues that we can have an impact on. It's a way to make sure that we're making the best use of peoples' time and money. Strategic plans can change as time passes so it's important to review them every year.

We started by updating our mission, vision, values and beliefs to make sure they were current and accurate. We talked about our strengths and weaknesses and discussed what could help or hurt our chances for success. We reviewed the community health improvement plan to make sure we knew how we fit into the plan. We then set goals and listed actions to take so we could reach them.

Every employee, including directors, managers, non-management staff and Board of Health members worked on the plan. We also asked our partners for comments. All of those steps and results are explained in this document.

Overview

Why Do We Have A Strategic Plan?

We worked on this strategic plan for 4 reasons:

- To state the main concerns (our priorities) that we would like to work on.
- To spell out what we would like to do about those concerns (our goals.)
- To set measurable action steps (our objectives) to reach our goals.
- To make sure everyone understands our purpose and goals.

While creating this strategic plan we answered many questions:

- What is the current status of health for people in Wood County?
- What do we think we need to do to make things better for people in Wood County?
- What do we need to do to become a better organization?
- As an organization what are our strengths? What are our weaknesses?
- What circumstances are there that can help us do a better job?
- What kinds of issues might get in our way?

Overview of the Strategic Planning Process

Before we started creating this plan, we reviewed our goals and objectives from the 2014 strategic plan. We also asked our partners to tell us what they thought were our strengths and weaknesses. We also asked them what they thought can help us do better, what can get in our way and what do they value most about the health district.

We held 3 strategic planning sessions for employees. One each for Board of Health members, managers and staff. During sessions, each group talked about the health district's mission, vision, and values and beliefs statements. The results of the community partner survey were also shared in these sessions.

Mission, Vision, Values And Beliefs

Mission Statement

Our mission is to prevent disease, promote healthy lifestyles and protect the health of everyone in Wood County.

Vision Statement

Our vision is to provide the highest level of service and leadership to be the healthiest county in Ohio.

Values and Beliefs

We believe our guiding principles are The 10 Essential Public Health Services. (The Center for Disease Control and Prevention created The 10 Essential Public Health Services to describe the public health activities that all communities should carry out.)

We believe that health is more than life without disease.

We believe that quality of life along with life expectancy of people in Wood County should affect our actions.

We believe investments in public health will save future costs through prevention.

We believe our role is to assure health equity. This means we believe everyone should have access to healthcare and information for the areas of their health that can be controlled or treated.

We believe health encompasses all aspects of the person including their environment.

We believe community and environmental health needs are always changing.

We value a strong collaborative relationship among board members, management, community partners and staff.

We believe in fostering a culture of continuous quality improvement.

Strategic Priorities

We provide many programs and services to a wide variety of people. It would be difficult to include them all in our strategic plan. Instead, we chose to focus on a few important areas.

- Partnerships
- Community Outreach
- Finance
- Technology
- Workforce & Culture of Quality

Goals and Objectives

To support our strategic priorities, we developed measurable goals and objectives for the next 3 years. We believe that working on these goals will help us with our vision to become the healthiest county in Ohio.

These are described on the following pages.

Strategic Priorities, Goals, And Objectives

Priority	Goal	Objective
Partnerships	Collaborate with partners to drive coordination in strengthening programs, improving service impact, and accomplishing our mission.	Compile comprehensive list of all existing partnerships and assess for alignment with agency priorities by June 2017.
	Establish new strategic partnerships to effectively leverage community resources to create awareness, promote accessibility, and strengthen service delivery	Hold 4 WCHD meetings annually, which include: <ul style="list-style-type: none"> • 4 CHIP meetings; Review and update CHIP dashboard • 4 obesity taskforce meetings • 4 Emergency communication meetings
		Assess gaps in existing or needed partnerships and establish new partnerships by September 2017.
		Take a leadership role in filling identified gaps by December 2017.
		Maintain a leadership role within the community and assess partnerships annually in December 2017, 2018, and 2019.
Community Outreach	Expand health promotion and awareness of public health services through outreach and engagement.	Formulate a plan, including budget for routine community engagement by April 2017.
		Implement community engagement plan by December 2017
		Evaluate community engagement plan by January 2018
		Revise and update community engagement plan annually
	Increase awareness of the broad range of public health services available to all community members through increased marketing including social media.	Create a comprehensive marketing/branding plan including budget to increase awareness by September 2017.
		Begin implementation of comprehensive marketing/branding plan by January 2018.
		Evaluate comprehensive marketing/branding plan by January 2019.
Finance	Allocate resources based on priorities and results.	Assess programs within Divisions for cost and alignment with priorities by March 2017, 2018, and 2019.
		Evaluate annually grant funding to assess benefit and impact of applying in 2017, 2018, and 2019.
	Strive for excellence in financial responsibility and transparency.	All fee based programs will be self-sustainable by December 2019.

Strategic Priority	Goal	Objective
Technology	Use technology and data to improve public health awareness, services, and decisions.	Compile a list of data sources by June 2017.
		Evaluate and assess missing data sources by December 2017.
		Develop a plan including budget to fill gaps by June 2018.
		Implement plan by December 2018; Begin to use data for CHA, grant applications and decision making by December 2019.
		Review and update data sources by 2019.
	Expand IT systems to improve efficiency and reduce costs.	Use GIS to report health data on website by June 2017.
		Continue to identify and expand ways to use GIS as an informational and decision making tool by December 2018
		Use GIS to help inform the 2018 CHA.
	Provide high quality data as a resource for community partners and the public.	Make available data accessible on our website to staff and the public by December 2017.
Update data available to staff and the public annually.		
Workforce & Culture of Quality	Foster a culture of continuous quality improvement by strengthening the public health workforce and applying innovative approaches to address current and emerging public health issues.	All staff will complete training in QI by June 2017.
		All divisions will implement QI projects.
	Promote effective internal communication and collaboration to create a culture of trust and engagement.	Continue to implement the employee satisfaction survey annually each year (next iteration begins February 2017)
		Assess results of employee satisfaction survey and implement changes.
	Attract, develop and retain effective performers.	Review and update the Workforce Development Plan by December 2017
		Implement updated Workforce Development Plan by January 2018.

Conclusions and Next Steps

Important themes that surfaced during the strategic planning process included the need for creating awareness within the community about public health programs and services, increasing use of technology, developing new partnerships, and reducing financial instability (specifically, by planning for the upcoming levy vote and strategically pursuing new grant opportunities rather than just acquiring new funds). Across all groups, it was clear that the Health District has capitalized on many of its strengths, including strong leadership and staff who are committed to serving the health needs of Wood County residents. The Health District has also leveraged strong partnerships with the FQHC and through the Community Health Assessment and Improvement process to address health needs and challenges facing the community. WCHD's achievement of accreditation through the Public Health Accreditation Board (PHAB), as one of the first in the state and nation, demonstrates its commitment and high level of performance within the community. Discussions during the strategic planning sessions reflected that the Health District is also employing innovative methods to address emerging issues, such as Geographic Information Systems (GIS) use among environmental health staff and new technologies to link individuals to health resources. The Health District strives to be a "Chief Health Strategist" by playing a vital role in reorienting the health care system towards prevention and wellness.

Providing staff with adequate tools needed to carry out work both efficiently and effectively is important. In this rapidly changing era of electronic communications and recordkeeping, the WCHD should continue assessing its technology needs (i.e., hardware, software, and training) to ensure that it stays current with the standards and evolves into a more data driven organization. Social media uses should be explored as more people continue to embrace this as their most common means of communicating and obtaining information.

Public relations involves all persons affiliated with the Wood County Health District, including staff, management and the Board. Positive communications results in strengthening existing relationships and forging new connections. A marketing plan can help promote the department's programs and services. The public does not have a clear picture of staff expertise and the services that are provided to members of the community.

Careful examination has been given by the Wood County Health Partners through the CHIP process to identify the main priority issues to improve the overall health and wellbeing of youth and adults in Wood County. A report of the top priorities was provided to staff and management participating in the goals and objectives sessions. Close attention was given to the findings to determine where the Health Department should focus its efforts; this is especially important during these times when resources are tight.

Appendix A - Environmental Scan

Methods

In August 2016, the Board of Health contracted with outside consultant (Emily Frantz) to facilitate a strategic planning process for the Health District. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is conducted as a way of looking for internal and external factors that will affect an agency's future direction. The SWOT analysis asked about the opportunities in the external environment that the agency can exploit to increase its contribution to improving community health. SWOT analysis sessions were conducted among the following groups: management team, the Board, and general staff.

The Consultant was charged with:

- Conducting SWOT analyses among different groups in the Health District (i.e., staff, management, and board).
- Analyzing external community partner surveys (i.e., partners, community leaders, and local elected officials).
- Reviewing the mission statement and values & beliefs to ensure that they are still applicable and consistent with the health district's activities.
- Formulating the basis for the development of priorities, goals and objectives for the three-year strategic plan (2017-2020).

The strategic planning process began in July 2016 by conducting a community partner survey. Results of the survey were reviewed and discussed during three strategic planning sessions held among management, the Board of Health, and staff in August 2016. An environmental scan, using a Strengths, Weaknesses, Opportunities, Threats (SWOT) Assessment among each of the three groups, while comparing responses from among community partners, led to the formation of future priorities.

Following the initial strategic planning sessions, three subsequent sessions were held with Managers on September 14, 2016, Board members on September 15, 2016, and staff on September 16, 2016. During these sessions, strategic priorities were refined and measurable goals with performance measures were developed (see Appendix A, for a complete list of strategic priorities with objectives and measures). The Wood County Board of Health, management team, and staff will be responsible for the implementation of this plan which will ultimately improve the quality of life of Wood County residents.

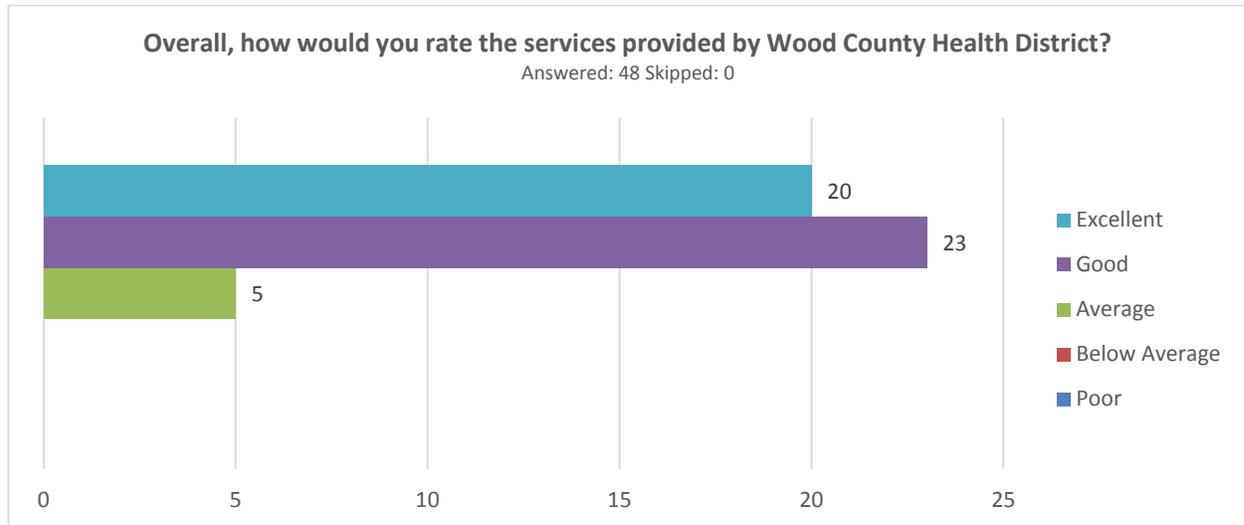
External SWOT Analysis

COMMUNITY PARTNER SURVEY

In order to gather feedback from external partners, Wood County Health District developed and distributed an electronic survey of community partners to assess their perceptions of the health district. A total of 122 community partners were surveyed from among more than 100 Wood County

organizations. The survey was also distributed among Wood County’s elected officials. A total of 48 surveys were collected (a response rate of 39%) during the survey period of July 12, 2016-August 5, 2016. Overall results reflect majority of community partners rate the services provided by the Health District as “Good” to “Excellent” on a 5-point Likert scale (see Figure 5 below).

Figure 5. Community Partner Survey, Overall Rating



Survey respondents were asked a total of 6 questions, which included identification of the health district’s strengths, weaknesses, opportunities, and threats, and a final question to gather information about what our partners value most about the health district. The results of the survey were tabulated and provided for review and discussion during the in person strategic planning sessions. (Appendix C contains detailed results of the analysis of the data from these questionnaires.)

Internal Swot Analysis

MANAGEMENT, BOARD, AND STAFF

In addition to gathering information from community partners (externally), the health district conducted three, in person strategic planning sessions in August 2016. The sessions were held among the Management Team, Board of Health, and staff on August 10-12, 2016. Each of the sessions involved conducting a review of the health district’s mission, vision, and value statements. A SWOT assessment was conducted using sticky notes which were grouped by theme (in an affinity diagram format) among each group. After brainstorming the health district’s SWOT, the results of the community partner survey were shared for further discussion. Each of the sessions were structured to enable participants to brainstorm their own findings, but information was shared from prior groups for consideration and consistency.

Swot Analysis Results

Data collected through the strategic planning sessions provided valuable information to assess the Health District’s current state and priority areas for future improvements. Key themes collected from among each group are summarized in the charts below.

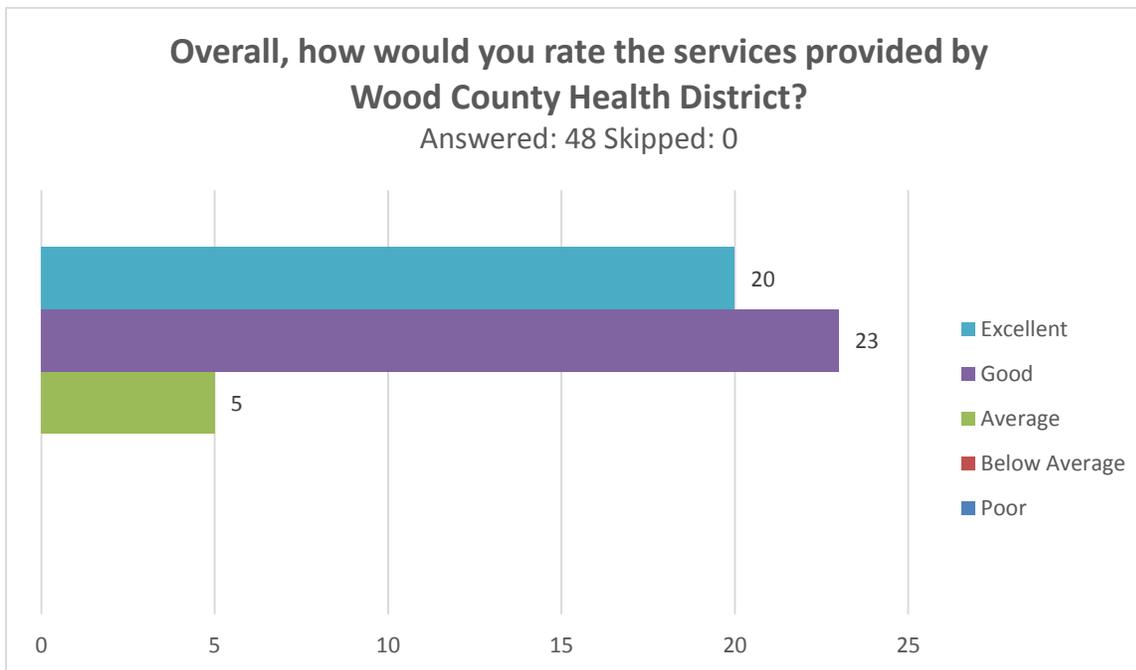
Strengths		
Managers	Board of Health	Staff
<ul style="list-style-type: none"> • Programs and services (variety) • Knowledgeable and experienced staff and partnerships • Continuous Quality Improvement (focused) 	<ul style="list-style-type: none"> • Programs and services (variety) • Knowledgeable and professional staff • Partnerships • Accessibility • Accredited 	<ul style="list-style-type: none"> • Programs and services • Staff (friendly, courteous, and caring) • Commitment to service • Partnerships
Weaknesses		
Managers	Board of Health	Staff
<ul style="list-style-type: none"> • Trust (in leadership) • Communication (about changes in policy) • Technology (use of) • Staff (changes in staffing/turnover) • Funding (constraints and changes) 	<ul style="list-style-type: none"> • Facility (would like all services under one roof) • State/federal requirements • Awareness (lack of, among public) • Funding (stability) 	<ul style="list-style-type: none"> • Communication (across departments) • Funding (including need for more staff resources in some areas) • Policies (communicating and enforcing policy changes)
Opportunities		
Managers	Board of Health	Staff
<ul style="list-style-type: none"> • Outreach/creating awareness • Funding (grants) • Partnerships • Technology • Becoming a Chief Health Strategist 	<ul style="list-style-type: none"> • Outreach/creating awareness • Transportation 	<ul style="list-style-type: none"> • Outreach/creating awareness • Staff (retention) • Funding • Reaccreditation • Building
Threats		
Managers	Board of Health	Staff
<ul style="list-style-type: none"> • Meeting federal/state requirements, Funding • Access (improving access to services for people without insurance) 	<ul style="list-style-type: none"> • Funding • Lack of community awareness of services/stigma • Drug and alcohol abuse 	<ul style="list-style-type: none"> • Funding (loss of) • Marketing/Awareness • Staff (retaining good employees)

Appendix B – Partner Survey Results



Community Partner Survey Results

Response rate: 48 surveys were collected from among 122 community partner organizations (39%)



In your opinion, what are the three greatest strengths of Wood County Health District?

Answered: 28 Skipped: 20

Strength 1:

- Health & Wellness Center outpatient services
- Collaborative
- Communication
- Education
- Range of services offered
- Staff
- Number of health services offered
- Accessibility
- Immunizations/WIC
- Pharmacy program
- Strong staff who care about client needs/partnerships
- Customer service focused
- Staff
- Collaboration
- Health Care Affordability for families
- Collaboration
- Collaboration with other county agencies
- Resource for school nurses
- Use of social media
- Accessibility
- Community partnerships
- Ben Batey as Health Commissioner
- Strong internal leadership
- Good leadership
- Strong collaboration with the community
- Partnerships and relationships in the community
- Very caring professionals
- Friendly staff

Strength 2:

- Community collaboration
- Knowledgeable
- Staff knowledge
- Prevention
- Health and Wellness Center
- Ability to serve clients on limited incomes and no insurance
- Services to all population
- Accessibility
- Number of services available to the community
- Staff
- Services
- Staff
- Quality Environmental Department
- Outreach
- Public awareness of potential local health risks
- Many programs that can send families to
- Time management
- Flexibility
- Experienced, educated staff
- Potential growth of FQHC
- Collaborative approach to provision of services
- Competent staff
- Staff
- Services offered to the community
- Very involved with community and community partners
- Strong leadership

Strength 3:

- Great start to integrating mental health and physical health
- Staff
- Communication
- Coordination
- Good leadership
- Leadership
- Accreditation
- Partnership opportunities
- Leadership
- Community outreach and leadership
- Openness
- Staff are all excellent, knowledgeable experts
- Innovation
- Effective leadership
- Wellness/health focus
- Effective Board of Health
- Communication of information about WCHD services
- Nationally Accredited Health Department
- Social media presence
- Very efficient operations
- Expanded programs and services

In your opinion, what are the three greatest weaknesses of Wood County Health District?

Answered: 28 Skipped: 20

Weakness 1:

- Could expand service sites within the county
- Location
- Funding and staff needed
- Not enough employees
- Promotion and outreach
- Dental
- Need for dental
- Cost of temporary food licenses
- Friendliness in some departments is tough to find
- Getting the word out
- Hard to do so much/limited in staff and resources
- Financial/resources
- Funding
- Distance of services from areas of the county far away from B.G.
- Location
- No public transportation to services although NET-Plus helps
- Federal government
- The decision to no longer provide immunizations
- Recent immunization change/shot clinics, etc.
- Communication
- Reduced access to vaccinations
- Data-driven decision making
- Negative stigmas (lazy, public service, wasteful)
- Community understanding of public health value
- Stigma associated with services
- Not everyone knows services they offer
- Lack of space to carry out their missions
- There may be some areas in the county where people are unaware of services or unsure how to access them

Weakness 2:

- MRC volunteer participation
- Expansion of health and wellness center
- More prevention work from district would be nice (obesity, heart disease, suicide, mental health, etc.)
- Policy changes
- Need for additional space –WIC should be in the building
- ODH
- Minimal use of the community wellness center by local residents
- Elimination of kinship program
- Staff relations
- Outdated duties and services (WIC, Vital Stats, CMH)
- Continued funding to support growth and to offer value added services
- Marketing of their great services
- Stigma – That it's a clinic or only for "poor people" to use

Weakness 3:

- Cap (37.5) hours per week staff can work
- Senior services that allow seniors to age in place
- Time limitations/constraints
- Tooting their own horn!
- Evening/weekend hours
- Personnel Policy (lack performance based incentives)
- Managed health care limitations

In your opinion, what are the health district's three single greatest opportunities to better serve the community?

Answered: 22 Skipped: 26

Opportunity 1:

- Behavioral health – physical health integration
- Satellite offices
- Elderly
- Mental health services
- Drug addiction
- Dental services
- Marketing
- Need to maximize use of technology
- Access to care-mental health services
- Using technology
- Dental services for adults and children
- Reinstate providing immunizations to children and adults
- Give immunizations again
- Dental services
- Sharing of resources with neighboring districts
- Social media
- Continue to build trauma awareness into services
- Environmental Health protection
- Decrease child youth and adult chronic health issues
- Dental care
- Ease of access of their services to the public
- Correcting the weaknesses (above) by continuing to raise awareness

Opportunity 2:

- Expansion of service sites
- Grants
- Youth
- Child services
- Transportation
- Becoming community health location
- Increase accessibility
- Accreditation-realizing benefits not that we are accredited
- Adapting to changing needs of community/population served
- More prevention education & outreach like the bike helmets for kids
- Provide more evening hours for services
- Publicize your programs in schools, aging centers, etc.
- Vaccination clinics
- Data sharing using electronic medical record systems
- FQHC services
- Serve legitimate needs effectively with economic use of tax dollars
- Health education
- Decrease child youth and adult risky behaviors
- More marketing to increase visibility and knowledge of services
- Outreach/services throughout the county (big county)

Opportunity 3:

- Transportation
- Handicapped
- Communization of available health services
- Knowledge of services among all wood county residents
- Continue working at changing public assumptions
- Talking the show on the road-bring services to small, rural WC communities
- Transportation to your place
- Community education regarding vaccinations
- Capitalize and market WoCo as accredited HD
- Environmental services – promoting waste and energy reduction
- Mentoring and internships for PH students
- Decrease child, youth and adult mental, emotional and behavioral health issues

In your opinion, what is the single greatest threat to Wood County Health District that must be mitigated for the health department to be successful?

Answered: 20 Skipped: 28

- Opiate epidemic currently, but co-morbid physical and mental health disorders in general
- The Health department is successful.
- Funding
- Decreasing funding opportunities
- Funding and allocation of funds
- Public opinion of public health and health departments
- The public needs to be aware of the services offered
- Funding
- Grant reductions
- Federal government
- Lack of public awareness of the services WCHD provides
- Drug abuse (heroin)
- Lack of knowledge on the part of the public about available services, programs, etc. It is hard to reach people in a large rural county or to know "how" to reach people in this time of texting & social media. People don't use newspapers, radio, TV, etc. like they once did for local information.
- I am not aware of any risks to the organization. They have restored their positive reputation in the community. Great Leadership!
- Donald Trump
- Wasting public funds on bad decisions, on lowest bid versus best bid, "old-school" way of thinking on low performing staff
- Local funding
- Breaking the stigma that the services offered are only for low income and in some way sub-standards and replacing this myth with the truth that the services are.
- Funding issues
- Although things seem to have improved, but complacency by the Board is always a potential threat.

What do you value most about Wood County Health District

Answered: 26 Skipped: 22

- Excellence services and county collaboration
- The staff
- Working relationships with fellow staff and managers
- It's employees
- Income based services
- Health and wellness services
- Access to services for my clients
- Immunizations Dental for those needing dental assistance
- The leadership and collaboration
- Resources (including funding)
- The staff are committed and caring
- The staff
- The people working there are awesome!
- Collaboration
- The mission to keep Wood County Residents healthy and safe
- Employees!!!
- Convenient
- Innovative programs and services
- Passionate staff and leadership
- Positive movement toward efficiency, accountability and wellness
- Reliance on Health District resources, including director and staff expertise
- Their communication with the community
- Over the years I have valued the opportunity to be a part of the development of the Wood County Health Improvement Plan Process
- Services offered to the community
- Its caring professional staff!
- The staff and leadership that have brought it forward, I hope they stay here and continue to lead it into the future!

Please provide any additional feedback you would like to share.

Answered: 7 Skipped: 41

- Thanks for all you do!
- None.
- I did not rate as "excellent" only because there should be something to strive for, I am very proud of our WCHD and think they do an outstanding job.
- Wood County Health Department is heading in a positive direction.
- Congratulations on your accreditation. Be sure to toot your horn about that
- Community members may be confused by the name "Health District" and say "health department".
- I would like to see an elderly family member get services because they do not have the money to see their regular doctor as often as needed, but there are concerns about transportation and I think there is stigma about going to a health department instead of a traditional Dr. Office.

Appendix C - Community Health & Quality Improvement Plans Linkages

Ultimately the community-wide strategic planning processes of the entire community, accomplished through the community health assessment and improvement planning processes, are connected with the Health District's strategic plan. Through the Health District's Strategic Plan, WCHD assessed its contributions to the entire local public health system to strategically plan for a healthier community. The community health assessment (CHA) serves to inform the Community Health Improvement Plan (CHIP) and strategic plan of the Health District. The results serve as the foundation to inform the priorities to be addressed in the CHIP and strategic plan (see Figure 2. Plan Association, below).

In collaboration with the community and stakeholders, the CHIP was developed with, and as, a community plan. The CHIP was developed based on the CHA to address priorities in the community that impact the overall health of the community. The health district is deeply involved in the community health improvement process and is a leading organization throughout the process. The CHIP results in a shared community plan where multiple stakeholders have a role in implementing and monitoring its benchmarks and outcomes.

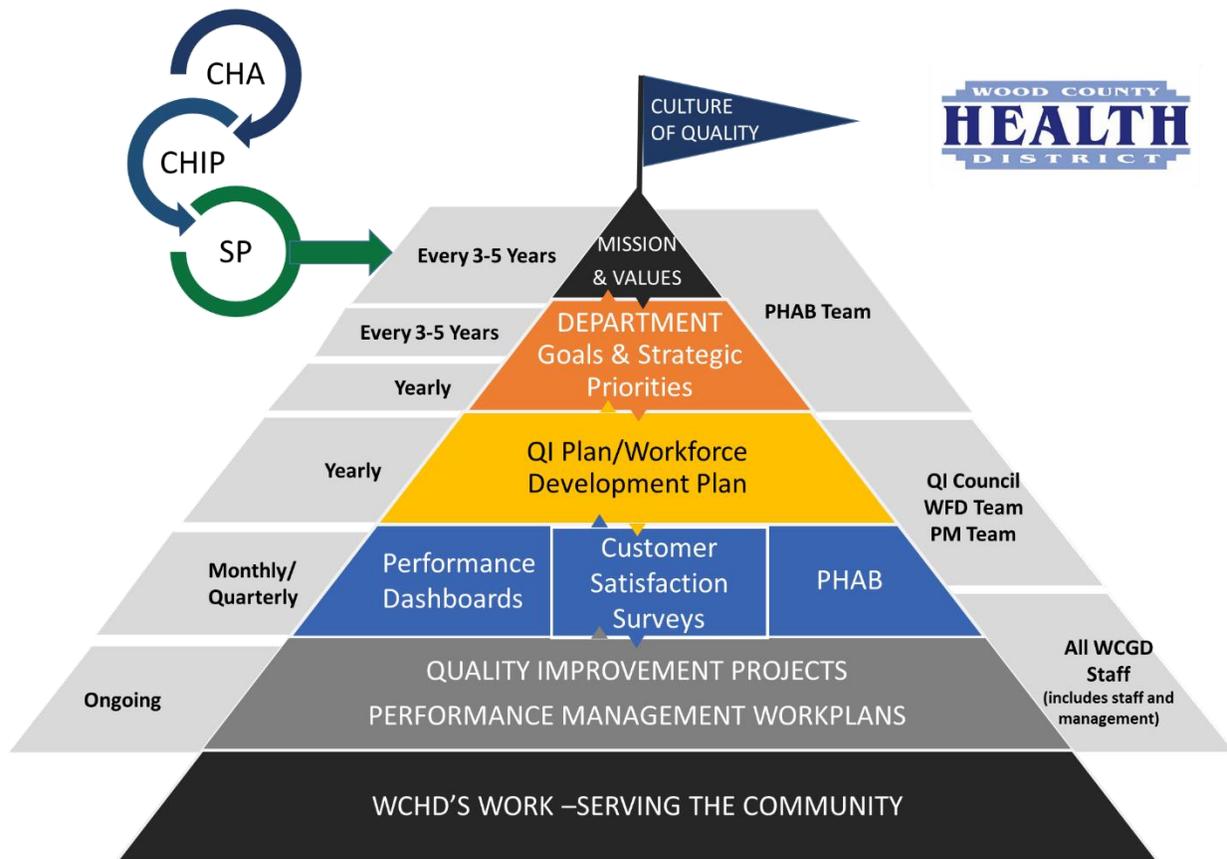
Figure 1. Plan Association



The strategic plan is driven by the health district and its Board of Health, with input from the community and community partnering organization strategic planning components are similar to the CHIP and consideration of the CHA results and CHIP priorities are part of the process; the results of the strategic plan are priorities and direction for the Wood County Health District. CHIP priorities that the health district will be addressing are incorporated into the health districts strategic plan.

The Wood County Health District Strategic Plan includes specific Strategic Priorities, Goals, and Objectives for the work of the organization. The plan outlines the overall direction of the health district based on organizational mandates, mission, values & beliefs, and data that define strengths, weaknesses, opportunities, and threats/ challenges related to the organization. The strategic plan is also part of the Wood County Health District’s Performance Management System because it provides a basis for the development of operational plans and performance measures for the organization.

Figure 2. Culture of Responsibility Pyramid



The culture of responsibility pyramid (see Figure 2, above) is a figure that the Wood County Health District utilizes to demonstrate linkages between the CHA, CHIP, Strategic Plan, Quality Improvement Plan, Workforce Development Plan, Performance Management System, and other associated

components. Again, it is important to recognize that CHIP priorities (based on CHA data) that the health district will be addressing are incorporated into the health districts strategic plan.

The Strategic Plan then aligns with our Mission and Values, Goals and Strategic Priorities. These essential components set the stage for our Quality Improvement Plan and Workforce Development Plan. We then incorporate data collection methods such as dashboards and surveys that provide us with measurable outcome data to push out quality improvement projects and direct performance management work plans. This process ultimately results in better service to the residents of Wood County.

The strategic plan is intended to serve as a roadmap to provide clarity with respect to the health department's priorities and goals over the next 3-5 years. It is important to note, there is no attempt in this document to detail all of the programs or services that exist with the health district. The strategic priorities, associated goals and measured objectives are intended to be reviewed annually and revised as necessary in order to continue progress towards the WCHD mission, priorities, and goals. All staff follow performance management work plans with goals and objectives that are directly aligned with the Strategic Plan. These work plans are revised continually and again linked to any updated strategic priorities, goals, and objectives.