



Wood County
Health Department

100 years protecting public health

2021-2024

STRATEGIC PLAN

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
8.2020	Goals, Objectives and Strategies	Updated following internal meetings with staff, leadership and Board of Health	B Batey	Yes

*Wood County Health Department 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.

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 Health Center, the WCHD Board of Health, and community partners.

Approval

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

X Catherine Nelson

President
Wood County Board of Health

X B. J. Smith

Wood County Health Commissioner

Approved at September, 10, 2020 Board of Health Meeting

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.

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?

We initially met with management to establish overarching goals. Next, a session was held with the Board of Health to approve and amend those goals. Finally, multiple sessions were held with staff and management to define objectives and strategies. During sessions, each group talked about the health department'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 Goals, Objectives, and Strategies

Goal	Objective	Strategy
Protect and promote healthy communities	In the next 3 years, reduce the percentage of population not prepared for a large-scale emergency by 5%.	Educate community and partners regarding emergency preparedness.
		Collaborate with partners on emergency preparedness.
		Track Wood County emergency preparedness through the Community Health Assessment.
	In the next 3 years, reduce community concerns on environmental hazards.	Educate community and partners and promote the awareness of different areas of environmental health.
		Track Wood County community perception of environmental hazards through the Community Health Assessment.
	In the next 3 years, increase amount of Wood County residents reporting healthy behaviors.	Educate community and partners and promote healthy behaviors for the Wood County community.
		Update Wood County Health Department Website physical activity and recreation page and track utilization.
		Track Wood County community healthy behaviors through the Community Health Assessment.
	Provide excellent service throughout Wood County	In the next 3 years, increase customer engagement
Focus groups throughout Wood County		
Increase outreach and health education to all areas of Wood County		
Maintain accreditations and certifications promoting high quality service.		Maintain PHAB health department accreditation
		Continue PCMH program

Goal	Objective	Strategy
Promote effective and responsible leadership to benefit our communities	Monitor and assess the health of the community.	Coordinate Community Health Assessment and Community Health Improvement Plan
		Hold quarterly community partner meetings.
	Increase strength of internal leadership through maintaining employee satisfaction level.	Conduct annual employee satisfaction survey
		Continue employee wellness and reward program
		Ensure education and training through workforce development for all staff to strengthen leadership across the agency.
Maximize the use of public health resources	Efficiently utilize resources, through fiscally responsible planning across all divisions.	Relocate WIC to 1840 Gypsy Ln by October 1, 2020
		Implement internal renovations of original areas of the Health Department facility
		Maintain fiscal oversight of program costs across all divisions.
		Pass levy in November 2020.
		Increase grant supported programs that align with CHIP needs and CHA goals.
	Increase and strengthen partnerships with other agencies to maximize public health benefits.	Utilize community partners to avoid duplication of services.
		Collaborate with academic partners in the community.
		Collaborate with regional and state-wide public health partners.

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.

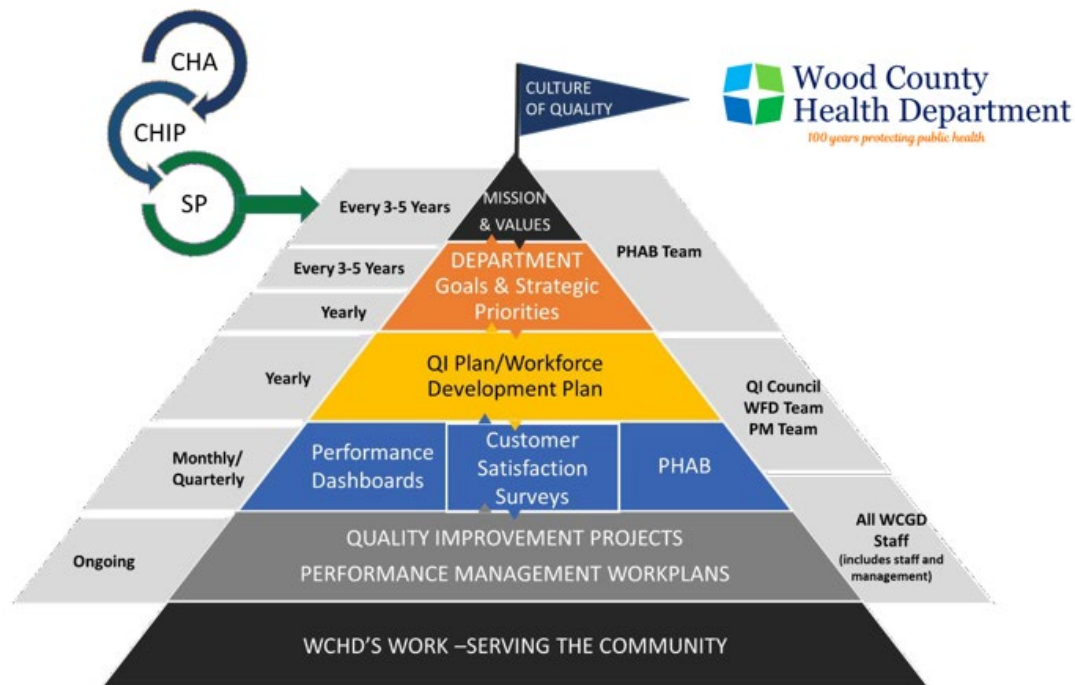
Figure 1. Plan Association



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.