



*Van Wert County General Health
District*

2021-2023 Strategic Plan

Adopted: June 21, 2021

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Revision Table

Date	Description	Page #	Responsible Party
5/1/2021	Created	All	J Ford, Admin
6/21/2021	Adopted	All	VWCGHD Board of Health

Executive Summary

A strategic plan is a “disciplined process aimed at producing fundamental decisions and actions that will shape and guide what an organization is, what it does, and why it does what it does. The strategic planning process includes assessing changing environment to create a vision of the future; determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses; and setting in motion a plan of action to position the organization” (Public Health Accreditation Board or PHAB definition).

The Van Wert County General Health District has completed many transitions of their strategic plan. Each transition incorporates the changing climate of the department, public health focus, and the community. This plan is no different, if anything this plan has been approached with a completely new perspective and appreciation for the function of the public health department amidst the response of the global public health pandemic, COVID-19.

The 2021-2023 Strategic Plan is out of the timeframe of the last several strategic plans due to the intense response and activity related to COVID-19 response. However, this increased spotlight on the activities, responsibilities, and public health policies of the health department has helped to strengthen the relationships with other community entities.

Mission, Vision and Value Statements

The mission of the Van Wert County General Health District is to promote and to protect the health and well-being of the community.

The vision of the Van Wert County General Health District is to be champions for the health of Van Wert County.

The following value statements are the deeply held beliefs and principles that define the organizational culture of Van Wert County General Health District and provide a framework for the staff conduct in their day-to-day jobs:

Van Wert County General Health District Values	
Respect	We value all of our clients and co-workers and treat them with fairness and respect
Excellence	We strive to maintain a highly capable workforce comprised of dependable, hard working professionals who exhibit open-mindedness, which allows them to grow and learn from both positive and negative experiences
Service	We value our role as a public service agency. We strive to provide our clients with the best possible service in a friendly, honest and compassionate manner with patience and sensitivity to the unique needs of each individual
Teamwork	We value a spirit of clear communication and teamwork, both within our agency and when working with external partners to protect and improve the health of our community

Strategic Planning Structure

The Van Wert County General Health District seeks to achieve excellence in public health practice within a framework based upon the Studer Group’s Pillars of Excellence. The pillars represent six categories which provide a foundation for strategic formulation and the development of goals to implement those strategies: People, Service, Quality, Growth, Finance and Community. The agency’s strategic priorities are organized through this framework.

SIX PILLARS OF EXCELLENCE IN PUBLIC HEALTH PRACTICE



Pillar of Excellence:	What the Pillar stands for:
People	VWCGHD will maintain a supported, healthy, competent and satisfied workforce both internally and externally.
Service	VWCGHD will provide excellent culturally competent, courteous service in every division agency-wide.
Quality	VWCGHD will continuously monitor agency performance for opportunities in quality improvement.
Growth	VWCGHD will seek new and innovative ways to engage the community and market our programs and public health services to the populations who need them.
Finance	VWCGHD will be excellent stewards of taxpayer dollars and efficient managers of agency resources to adequately fund the provision of all essential health services.
Community	VWCGHD will engage partners, key stakeholders, policymakers in improving community health outcomes.

The Strategic Planning Process

The first step in the process was to establish a Strategic Planning Team comprised of a staff from each level of the agency from the Board of Health, Leadership, and front-line staff. The team consisted of Jeanette Ford, Administrator, Samantha Ball, RN, and Brian Greve, Board of Health member.

This team completed a gap analysis of the previous Strategic Plan, identifying areas that should continue to be a focus and those which have completed their objective. The current mission, vision and values statements were reviewed and continue to be representative of the department’s purpose and the manner in which the organization functions on a daily basis. The team reviewed the preliminary report from the Public Health Accreditation Board Site Review Team, the current financial status of the organization, client satisfaction surveys, as well as the SWOT analysis completed by the health department team. These results are listed in the following table:

Strength	Weakness
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Strong team that works well together Small, resilient team Good Communication Positive, flexible working environment Strong partnerships within community	Small staff size Limited resources such as space and IT Communication Lack of diversity in community Thinking ahead of challenges
Opportunities	Threats
Volunteers Our current presence in community use it to expand our services and explain what we do Mass vaccination clinics in schools Expanding current services HMG accreditation Project Life Saver Evidence based programs	COVID Multiple providers of COVID vaccine Funding, budget, and lack of funding to maintain current services Loss of VFC Clients Lack of community education about us Follow up because of limited staff Negative social media comments from the community

The team also reviewed the 2019 Community Health Concerns and Priorities Assessment. This report was developed from a qualitative survey assessment completed with community input on the perceptions and prioritizations of public health issues.

What is your vision for a health community?

- Engaged citizens with access to health foods
- Better food choices available
- Individuals free of disease
- Drug free

What do you consider are some of the strengths of our community/county?

- Close knit – small community
- Family oriented community
- Working together to help each other
- Emergency preparedness and coordination

What do you consider are some of the challenges in our community/county?

- Obesity
- Drugs
- Mental health issues
- Transportation
- Human trafficking
- Lack of individuals involvement
- Programs that work

What do you consider are the major health concerns for community/county residents?

- Mental health issues
- Drug use
- Lack of specialists/providers
- Obesity
- Poor diet

What do you consider are some needs for community/county residents that are not being addressed? In your opinion, why are they not being addressed?

- Homeless population – how do you start

- Basic needs – lack of engagement from those who would benefit
- Obesity
- Drug use
- Transportation – no easy answers

Prioritize health needs based on everything discussed.

1. Drug use
2. Mental health issues
3. Obesity
4. Lack of providers/specialists

VWCGHD asked respondents to check off the public health services the health department provides which they were aware of prior to seeing them listed in the survey. The five **least** known public health services are listed in order as follows:

1. Nuisance complaint investigation and resolution
2. Well/sewage inspections
3. Lead Investigation
4. Animal bite response
5. Genealogy

The Strategic Planning Team reviewed the summary data from the 2018 Community Health Needs Assessment, the initiatives of the Van Wert County Health Collaborative, 2020 Health Department Community Health Improvement Plan, the summary of strengths and opportunities for improvement from the Public Health Accreditation Board (PHAB) Site Visit from February 2021, and the accreditation requirements from PHAB Standards & Measures (Ver 1.5).

1. Review of existing data and information
 - a. Common themes
 - i. Most in the community don't know what all we do, has changed a little since COVID
 - ii. COVID has given us an opportunity to build upon on new role in community
2. Forces of Change
 - a. Keep in mind following forces:
 - i. Social, Economic, Political, Technological, Environmental, Scientific, Legal and Ethical
 - b. Questions:
 - i. What has occurred recently that may affect our local public health system or community?
 1. COVID, Vaccine, shut down, House Bill 22 proposed to limit ODH and Governor's ability to enforce shut down and isolation
 - ii. What may occur in the future?
 1. Continued increase in populations age, potential new employers coming into town
 - iii. Are there any trends occurring that will have an impact? Describe the trends.
 1. Continued unemployment rates
 - iv. What forces are occurring:
 1. Locally
 - a. Revamp of uptown, quality of life, walkability study completed, no local transportation
 2. Regionally?
 - a. Discussion about regional health departments
 3. Nationally?
 - a. Shut down of pipeline jobs, increase in gas prices
 - v. What characteristics of our jurisdiction or state may pose an opportunity or threat?
 1. Small size which is a potential opportunity
 2. Lack of diversity is a potential threat
 3. Increase in Amish population is a potential opportunity

- vi. What may occur or has occurred that may pose a barrier to achieving the shared vision?
 - 1. The conservative nature of the community

Finally, the team met to select priorities. This was accomplished through an affinity diagramming exercise in which ideas for strategic priorities were brainstormed and then grouped together into categories by the team.



Prior to finalizing the goals and objectives the team sought input from the rest of the department staff. The pillars, objectives, and goals were posted within the department for all members to make comments, additions, and suggestions. This posting occurred from May 3 – 10, 2021 giving all staff adequate time to share their thoughts.

After selection of board strategic priorities, the team developed SMART (specific, measurable, actionable, and time framed) goals, objectives, and action steps needed to accomplish them. This Work Plan is in Appendix A.

Links to the Community Health Improvement Plan, Quality Improvement Plan, and Workforce Development Plan

The Strategic Planning Team considered the action steps in the implementation of the 2020-2022 Community Health Improvement Plan which the health department is responsible for while selecting strategic priorities and in developing the goals and objectives on the Work Plan in Appendix A.

This Strategic Plan is also linked to the Quality Improvement Plan and Workforce Development Plan through the framework of the Pillars of Excellence in Public Health Practice, which was utilized in selecting strategic priorities. Goals and objectives within the Work Plan in Appendix A under the People, Quality, Growth and Finance Pillars specifically align with these plans.

Evaluation, Monitoring and Progress Reporting of the Strategic Plan

The performance measures contained within the implementation of this Strategic Plan have been incorporated into the agency's performance management system, which is evaluated and monitored on a quarterly basis. The Strategic Planning Team will meet once every six months to review the implementation of the plan, determine the effectiveness of the objectives and action steps in reaching agency goals, and develop any necessary revisions for each coming year. The team will develop a progress report annually to be communicated to all staff, the Board of Health, and the District Advisory Council through the Annual Report.

APPENDIX A:

2021 Strategic Work Plan

Pillars of Excellence in Public Health Practice: Goals, Objectives, Measures, & Action Steps



PEOPLE PILLAR

Pillar Goal: To maintain a supported, healthy, competent and satisfied workforce internally and externally

Objective	Strategy	Action Steps	Timeframe	Responsible Team
Support staff in professional and personal growth	Utilize Individual Development Plans	1. Perform gap analysis of capabilities and capacity	Yearly	WFD
		2. Complete IDP	Yearly	
		3. Identify goals and educational opportunities	Yearly	
		4. Complete Evidence of Learning	Yearly	
Maintain an engaged and knowledgeable Board of Health	Provide broad public health education as well as department specific information	1. Complete Board Self-Assessment	Yearly	WFD
		2. Investigate Public Health educational resources for BOH	Continuous	
		3. Develop educational presentations on department specific activities	Yearly	
Assist with community workforce development	Partner with businesses to identify and overcome workforce development issues that pertain to public health	1. Partner with Economic Development	June 2021	Leadership
		2. Investigate business workforce needs based on public health issues	Yearly	
		3. Develop interventions for local businesses	Yearly	



SERVICE PILLAR

Pillar Goal: To provide excellent timely and courteous client service in every division agency-wide

Objective	Strategy	Action Steps	Timeframe	Responsible Team
Promote public health as a career option	Partner with schools and other institutions to promote public health through internship or work study program	1. Determine which current programs or divisions could be promoted through an internship or work study program	July 2021	WFD
		2. Investigate school programs and institutions to partner with to promote public health	Oct 2021	
		3. Develop internship/work study program	Jan 2022	
Grow current volunteer base	Promote MRC and other volunteer opportunities within the department	1. Maintain active MRC Profile	Continuous	WFD
		2. Develop volunteer education and resources to promote within community	Oct 2021	
		3. Hold events or promotions to recruit new volunteers	Yearly	
Provide services that take into consideration health equity and evidence based practices	Thoroughly evaluate all services and programs for health equity and evidence based practices as well as new approaches	4. Train volunteers for broad and specific involvement	Yearly	Leadership and Health Educator
		1. Review all current services and programs evaluating for health equity and evidence based practices	Aug 2021	
		2. Incorporate health equity and evidence based practices into appropriate areas	April 2022	
		3. Investigate new opportunities for evidence based practices and health equity	Continuous	



QUALITY PILLAR

Pillar Goal: VWCGHD will continuously monitor agency performance for opportunities in quality improvement

Objective	Strategy	Action Steps	Timeframe	Responsible Team
Ensure all services and procedures are consistently implemented	Easy to access policies and standard operating guides for all programs and services	1. List of all services and programs within each division	Aug 2021	P&Q
		2. Evaluate which require policies and which items require and SOG	Nov 2021	
		3. Complete policies and SOG for all services and procedures listed	Dec 2023	
Employ programs, interventions and health promotions using the most up to date and reliable health data	Increase use of up dated health data and expert analysis to influence programs, interventions, and health promotions	1. Review current health data available through CHNA and other sources	Quarterly	P&Q
		2. Gather additional qualitative and quantitative data from reliable sources	Continuously	
		3. Analyze data and compare	Continuously	
		4. Present updated data to stakeholders	Quarterly	



GROWTH PILLAR

Pillar Goal: VWCGHD will seek new and innovative ways to engage the community and market our programs and public health services to the populations who need them

Objective	Strategy	Action Steps	Timeframe	Responsible Team
Broaden Community Partnerships	Develop new partnerships within community to increase knowledge of our services	1. Compile list of agencies within community	Nov 2021	P&Q
		2. Identify what services we offer that could be of benefit to company or their clients	Feb 2022	
		3. Create presentational material about our services	Continuously	
		4. Form partnerships with new agencies and share our resources	Continuously	
Expand Community engagement on health strategies and promotions	Utilize multiple methods of gathering input from the community	1. Review health promotion framework adding community input into plan where appropriate	June 2021	Leadership and Health Educator
		2. Determine methods for acquiring community or group input	Dec 2021	
		3. Develop appropriate policy for acquiring and using community input	Dec 2022	



FINANCE PILLAR

Pillar Goal: VWCGHD will be excellent stewards of taxpayer dollars and efficient managers of agency resources to adequately fund the provision of all essential health services

Objective	Strategy	Action Steps	Timeframe	Responsible Team
Maintain program fees and permit costs for all programs and services to cover organizational costs	Complete organization wide program and service cost analysis	1. Utilize a universal cost analysis tool	June 2021	Revenue Team
		2. Develop schedule incorporating all programs to have cost analysis completed	June 2021	
		3. Report cost analysis results to revenue team and board	Quarterly	
Increase organizational revenue through grants and other funding sources	Research and apply for additional funding	1. Seek alternative funding opportunities through grants or other funding sources	Continuously	Revenue Team
		2. Evaluate funding through grant evaluation tool	Continuously	
		3. Revenue team will decide if grant opportunity is appropriate	Continuously	
		4. Report results to board	Quarterly	



COMMUNITY PILLAR

Pillar Goal: VWCGHD will engage partners, key stakeholders, policymakers and the public in improving community health outcomes

Objective	Strategy	Action Steps	Timeframe	Responsible Team
Improve communication within all populations of the county	Develop methods and processes to ensure all populations within county are accessible to receive critical and non-critical information	1. Identify all vulnerable or special populations within county, as well as culturally/linguistically diverse populations	Quarterly	Leadership
		2. Evaluate multiple methods of communicating with the populations in a cultural and linguistically competent manner taking health equity into consideration	Quarterly	
		3. Establish a policy for such communications	Dec 2022	
Increase awareness of public health policies and laws	Engage with policy makers and community to influence and educate on public health policies and laws	1. Review current and upcoming changes to public health policies and laws	Continuous	Leadership
		2. Develop policy to disseminate information on public health policy and laws to the public	Dec 2021	