



Strategic Plan 2020 – 2025

310 South Main Street, Bellefontaine, Ohio 43311

Mission Statement

The Logan County Health District champions
a safe, healthy community.

Vision

Our community enjoys optimal health and wellness.

Values

- Quality: We achieve the highest ideals of public service through our professional and qualified staff, by practicing continuous improvement, and by maintaining accreditation.
- Respect: We uphold a standard of conduct that recognizes the significance, dignity, and value of all.
- Integrity: We conduct ourselves in an ethical and transparent manner and are accountable for our actions.
- Collaboration: We are responsive to the public health and safety needs of our community through teamwork with our internal and external partners.
- Empowerment: We foster increased ownership of healthy decisions for the betterment of Logan County.

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ABOUT THIS DOCUMENT

The Logan County Health District (LCHD) is optimistic about the development of its 2020-2025 Strategic Plan to move the agency forward. Since the previous strategic planning cycle, LCHD has proudly become nationally accredited. Work will continue with a focus on reaccreditation standards. Public health is being challenged to focus on population health and less on clinical work that is addressed by the private sector. Thus, priorities look at outcomes that move the health of the county as a whole vs. the health of individuals.

The LCHD has established goals and objectives to guide its decision-making over the next five years with consideration of specific issues identified by local inputs. Emerging trends that factored into concerns regarding communication were the reduced readership of the traditional printed newspaper, as well as, information overload in general. Another area of concern is the expected lack of medical providers in the coming decade that may shift the expectations and scope of public health.

The 2018 Community Health Improvement Plan (CHIP), a county-wide document, provided background data and prioritized the current needs of Logan County. The LCHD Strategic Plan will focus on those six CHIP priorities. As the CHIP is revised (annually) or updated (every 3 years), the Strategic Planning Committee will determine if any changes are needed in the strategies set forth.

Quality Improvement is built into the strategic planning process. The process

itself followed the PDCA model of plan (prework, set priorities), do (implement), check (annual review) and act (adapt and revise). The voice of the customer, the voice of the employee, the voice of the business and the voice of the process informed priority selection.

This Strategic Plan and the agency's detailed workplans serve as tools to inform the direction of the health district as well as provide a means of measuring progress. Workplans for each priority are available upon request.

STRATEGIC PRIORITIES

The LCHD's strategic priorities support the mission and contribute to providing high quality public health services to Logan County.

Priority #1: Agency Sustainability

The Logan County Health District remains a valuable asset to Logan County with adequate resources, appropriate technology and competent staff to keep residents healthy and safe.

Priority #2: Effective Communication

The Logan County Health District strives to utilize effective approaches to communicate with staff and the public to ensure the delivery of needed information and to support positive outcomes.

Priority #3: Targeted, Upstream Programs & Services

The Logan County Health District is committed to providing public health services, in collaboration with community partners, that benefit all residents.

FROM THE BOARD OF HEALTH

The Logan County Board of Health supports this strategic plan and commits itself, staff, and necessary resources to implement and achieve the outcomes.

This plan has been approved and adopted by the Board of Health on January 8, 2020.

Board of Health

Robert G. Harrison, President
 Grant Varian, MD
 Mary C. (Chris) Watkins
 Robin J. Price
 Tobi Collins

Strategic Planning Committee

Steve Cummings, *IT Specialist*
 Joyce Gordon, *Community Representative*
 Robert Harrison, *Board of Health President*
 Boyd Hoddinott MD, MPH, *Health Commissioner*
 Bailey McGill, *Deputy Registrar / EH Clerk*
 Donna Peachey, *Deputy Health Commissioner*
 Kelly Reaver, RN, *Director of Nursing*
 Alexis Zaborniak, MPH, *Registered Sanitarian*



AGENCY OVERVIEW

The Logan County Health District (LCHD) is a general local health district located in the county seat of Bellefontaine, Ohio. It has served the Logan County community since 1920. The LCHD provides public health services to 45,325 residents of Logan County.

Currently, there are nineteen full-time and five part-time staff at LCHD, providing over thirty-nine programs and services in the following areas:

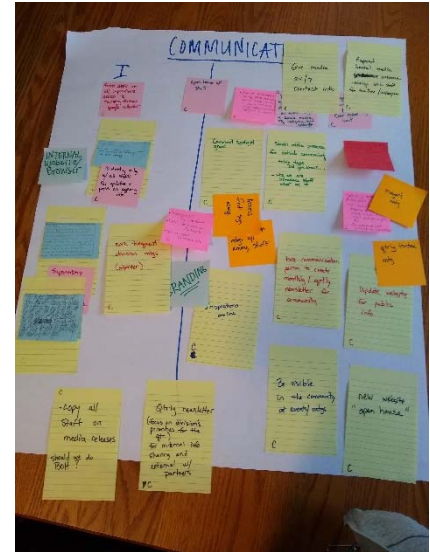
- Emergency preparedness – planning and community exercises focused on public health emergencies
- Environmental health, including food safety inspections; plumbing, septic & well permits and inspections; pools, campgrounds, camps and tattoo/body piercing inspections; and nuisance investigations
- Public health nursing, including infectious disease investigations, immunizations, Children with Medical Handicaps program, newborn home visiting, overdose harm prevention, and health education
- Vital statistics - birth and death certificates
- Women Infants & Children (WIC) - supplemental nutrition and breastfeeding support

Any questions regarding this plan can be directed to dpeachey@co.logan.oh.us or by calling 937-592-9040.

THE STRATEGIC PLANNING PROCESS

LCHD utilized a seven-phased approach to strategic planning. The preparation began in August 2019 and concluded in January 2020. Deputy Health Commissioner Donna Peachey facilitated the process, with assistance from two committee members for the purpose of staff development. A summary of activities related to the first five phases is provided below:

Phase 1 - Plan to Plan: The Deputy Health Commissioner and the Leadership Team established an overview of the strategic planning process and a timeline for the project. A strategic planning committee of eight was formed with careful consideration to include each department within the health district and to have participation from all levels of staff, new and long-term staff, a member of the Board of Health and a community representative. Staff and Board of Health members were given an overview about the strategic planning process.



Phase 2 - Articulate Mission, Vision and Values (MVV): All staff and board members were invited and encouraged to participate in an online survey, administered inhouse, regarding the agency's MVV. The Strategic Planning Committee met on October 23, 2019, and determined to retain the current MVV based on staff inputs gathered through the survey.

Phase 3 - Assess the Situation: The online MVV survey (83% participation) also included questions regarding Strengths- Opportunities-Aspirations-Results & Challenges (SOAR/C) for the health district. This information, along with other inputs, was used to inform the identification of strategic priorities for the agency. Other inputs included the Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), County Health Rankings, customer/staff/stakeholder satisfaction surveys, and a public health perception survey. A summary of the themes from this survey is provided on the following page.

Phase 4 - Agree on Priorities: During the October meeting the Strategic Planning Committee identified three strategic priorities. Those priorities were given to all staff and Board members with a gap analysis worksheet, providing opportunity for everyone to confirm or add to the suggested priorities and to recommend strategies to meet those priorities. The committee met again on November 13, 2019, for a half-day meeting to review staff input and identify any additional strategies. Through a series of small and large group discussions, planning committee members began identifying strategies and action steps for each priority area.

Phase 5 - Write the Plan: The committee met and communicated via email in December to finalize the strategic work plan. The Impact Matrix model (a tool used to compare multiple solutions against available resources) was utilized to consider the capacity of resources and likelihood of successful outcomes. Timelines and responsible parties were identified. The committee finalized the Strategic Plan in January, and forwarded the recommendations to the health district's Leadership Team. The Strategic Plan was approved by the Board of Health on January 8, 2020.

THE SOAR/C ANALYSIS – Strengths, Opportunities, Aspirations & Results & Challenges A summary of themes from the SOAR/C analysis are shown in the table below:

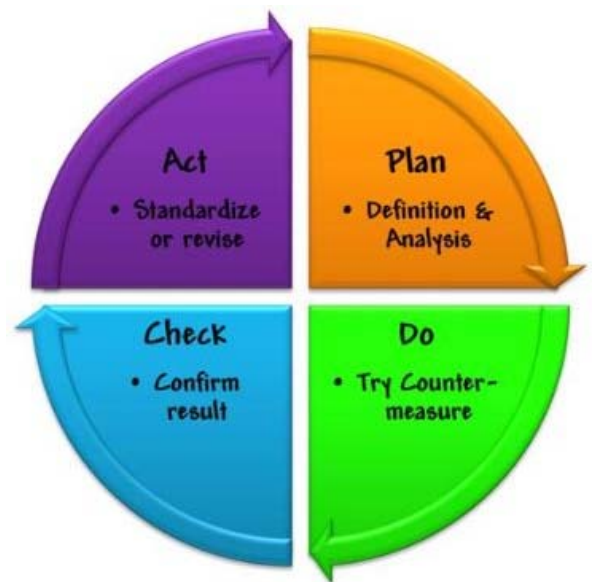
Internal Strengths	Opportunities
<ul style="list-style-type: none"> • Staff Qualities • Leadership • Agency Atmosphere • Customer Service • Teamwork (Internal & External Partnerships) 	<ul style="list-style-type: none"> • Community Partnerships • Public Image • Programs & Services • Internal Infrastructure & Environment • Funding
Aspirations & Results	Internal & External Challenges
<ul style="list-style-type: none"> • Agency Culture & Viability • Increased Services • Public Presence & Messaging • Health Improvements 	<ul style="list-style-type: none"> • Funding/Resources • Public Image/Support • Ability to Meet Demands/Capacity • Politics • Agency Culture • Role of Public Health • IT Needs

This information, along with other inputs, provided the basis for identifying the agency’s strategic priorities and goals. Other inputs that informed the health district and will continue to guide implementation and adaptation include:

- 2018 Community Health Improvement Plan (CHIP) priorities along with consideration for changes in priorities after the 2021 CHIP
- Ohio Department of Health SHIP priorities
- Healthy People goals
- Health Policy Institute of Ohio, Health Value Dashboard
- County Health Rankings & Roadmaps
- Public Health Accreditation Board requirements
- Customer, staff and stakeholder input
- Financial, workforce capacity, & IT considerations
- Emerging trends

ONGOING EVALUATION

The Strategic Plan progress will be reviewed quarterly by the Leadership Team, and updated annually as part of LCHD’s ongoing commitment to continuous quality improvement and to provide accountability to the Board of Health. During the annual review LCHD will utilize the PDCA cycle for any areas of concern. Appropriate objectives will be measured in the Performance Management Dashboard to ensure the LCHD is efficient and effective, while meeting the public health needs of Logan County. The QI Council will evaluate if any actions are needed for improvements.



PRIORITY #1: Agency Sustainability

Having the necessary financial resources allows LCHD to positively impact the health of the population. Diversified revenue streams including county funds, appropriate fees, grants and other funding sources helps to achieve established goals. Being efficient results in cost savings. The agency values being fiscally responsible and transparent. Keeping current with technology is vital for the agency to be more efficient and effective. Being progressive ensures that staff have the necessary resources to do their work. A high quality, competent, engaged workforce is the strength of the LCHD. Each employee's work contributes to the overall mission and success of the agency. By Investing in the staff, future leaders are created.

Goal Statement: The health district will ensure a long-term, viable agency – financial stability, progress with technology, and develop staff to be future leaders.

Key Measures: 1) Unencumbered reserve funds increased 2) Improvements in use of technology 3) A successful transition of leadership as retirements transpire

Strategies & Objectives:

1. Optimize Financial Stewardship

By 12/31/2025 LCHD will have an unencumbered balance of 6 months operating budget.

- Maximize use of funding
- Maximize efficiency
- Increase financial proficiencies
- Continue and expand grant writing
- Evaluate levy options

2. Develop and implement technological advances

Time tracking program is in use by 1/2022, reducing personnel specialist time spent by 15% (5 hours/week)

- Succession planning for future IT staffing needs
- Upgrade use of technology software
- Intentional training of staff
- Utilize partnerships to meet IT needs

3. Expand staff skills and knowledge to ensure succession planning transitions

By 12/31/2021 a written Succession Plan is in place with a mentorship program to ensure smooth transitions

- Develop a mentorship program

OUR PRIORITIES

- Create written Succession Plan
- Address additional measures to support knowledge transfer
- Cultivate a stronger workforce
- Foster staff motivation

PRIORITY #2: Communication

External communication keeps the public and partners informed. Effectively sharing health messages improve health outcomes. Internal communication engages staff and provides satisfaction.

Goal Statement: Effective communication both externally with stakeholders and internally with staff.

Key Measure: 1) Attendance at policymaker meetings annually 2) Employee communication across divisions rating

Strategies & Objectives:

1. Increase face to face communication by being visible in the community
By 1/1/2025, increase in-person communication efforts by 85%
 - Attend mayor's and township trustee meetings
 - Presentations given in the community
2. Consistent branding and presentation of LCHD to the public
By 1/1/2025, increase media communication efforts by 20%
 - Assess how our audiences want to receive information
 - Assess front sign usage
 - Expand social media presence
 - Website revision
 - Create a communication plan
3. Build staff cohesiveness through effective communication
By 1/1/2025, increase staff satisfaction for communication 46%
 - Hold all staff and division meetings
 - Keep front desk staff informed of needed information
 - Frequent updates of happenings

PRIORITY #3: Targeted Upstream Programs & Services

Public health touches everyone. The Logan County Health District is a nationally accredited public health agency committed to high quality evidence-based programs and services. LCHD supports the implementation of the Community Health Improvement Plan initiatives. Partnerships across internal divisions and with community partners expand the reach that one staff person alone can accomplish. Utilization of health district services and health outcomes are increased. Staff dedication extends to ensuring that services, programs, activities and communications are accessible to all people with disabilities when possible and addressing other health inequities that exist.

Goal Statement: Expand internal and external partnerships to broaden the reach of Public Health.

Key Measure: 1) Gap analysis is complete 2) LCHD will actively participate in three projects in collaboration with partners 3) Staff have general knowledge of all divisions

Strategy & Objectives:

1. Prioritize Issues to address within agency capacity
By 1/1/2021 a gap analysis will be completed
 - Conduct gap analysis on needs in the community
 - Determine areas of focus
 - Evaluate current programs
 - Improve existing or develop new programs
2. Strengthen capacity and improve the health of Logan County residents by collaborating with external partners
By 1/1/2023 LCHD will actively participate in 3 specific projects in collaboration with partners
 - Identify partners with mutual goals
 - Build rapport with partners, stakeholders & policymakers
 - Strengthen support of CHIP coalitions
 - Improve population health outcomes identified in the CHIP
3. Broaden intra-agency alliances utilizing awareness of all programs
By 1/1/2022 LCHD staff will have a general knowledge of all services across divisions
 - Increase knowledge across divisions
 - Staff promotion of all programs, referring customers to other LCHD divisions
 - Produce materials for ease of education