

Jackson County Health Department

Strategic Plan

March 2018

Prepared By:





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Prepared by:

The Jackson County Health Department

200 E. Main Street

Jackson, Ohio 45640



Public Health
Prevent. Promote. Protect.





March 2018

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Signature Page

This plan has been approved and adopted by the following individuals

X

Keith Woolum, Board of Health President

Date

X

Kevin Aston, Health Commissioner

Date

X

Katelyn Welch, Director of Administrative Services

Date

X

Sasha Payadnya, Public Health Improvement Coordinator

Date

Revisions:

Date	Revision Number	Description of Change	Pages Affected	Reviewed or Changed by
6/13/18	001	Added Implementation and Monitoring. Updated Strategic Goal timeframes.	15-17	Sasha Payadnya

For questions about this plan, contact:

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A Message from The Health Commissioner

February 9th, 2018

Dear Jackson County Citizens,

I am pleased to present the Jackson County Health Department's 2018-2020 Strategic Plan. This plan was developed by the staff of the Health Department to act as our roadmap to effectively carry out our roles and responsibilities aimed at improving Public Health for those who live, work, and visit Jackson County, Ohio.

Our 2018-2020 Strategic Goals and Priorities reflect the results of surveys of the Board of Health and Health Department staff members. There is collective community trust placed upon the Board of Health, the Health Commissioner and Health Department staff to ethically and efficiently serve the local public interest. To that end, these Goals and Priorities have been set to assist achieving a healthier and safer community through disease prevention and control, health promotion and education, environmental protection and emergency preparedness.

The Jackson County Health Department values every member of our community and exists to serve them all through evidence-based decision making. Even though Public Health funding and resources are tight, our success is the result of those individuals throughout our Health Department who strive to improve the Public Health in Jackson County each and every day they come to work. We are honored to be able to serve the citizens of Jackson County in our unique role as Public Health professionals.

Thank you for taking the time to read more about our Strategic Planning process, and for your continuing support of the Jackson County Health Department's programming. We always welcome input and inquiries from our community, so please do not hesitate to contact us.

Sincerely,

Kevin Aston

Health Commissioner



What Defines Us?

Mission

IT IS THE MISSION OF THE JACKSON COUNTY HEALTH DEPARTMENT TO CREATE A HEALTHIER AND SAFER COMMUNITY THROUGH DISEASE PREVENTION AND CONTROL, HEALTH PROMOTION AND EDUCATION, ENVIRONMENTAL PROTECTION AND EMERGENCY PREPAREDNESS.

Vision

THE VISION OF THE JACKSON COUNTY HEALTH DEPARTMENT IS THAT EVERY MEMBER OF OUR COMMUNITY IS HEALTHY AND LIVES IN A SAFE ENVIRONMENT.

Values

SERVICE – CULTIVATING A CULTURE OF COMPASSION AND STEWARDSHIP WITHIN OUR COMMUNITY AND ORGANIZATION.

LEADERSHIP – INSPIRING DEDICATION, PASSION, AND STRONG RELATIONSHIPS WITH ALL COMMUNITY STAKEHOLDERS.

INTEGRITY – UNCOMPROMISING ETHICAL CONDUCT AND STANDARDS OF RESPONSIBILITY AND ACCOUNTABILITY.

TEAMWORK – ACHIEVEMENT AND INNOVATION THROUGH SUPPORT AND LOYALTY TO OTHERS

Guiding Principle

“HE WHO HAS HEALTH, HAS HOPE; AND HE WHO HAS HOPE, HAS EVERYTHING.” – THOMAS CARLYLE



Agency Overview

The Jackson County Health Department (JCHD) serves a population of about 32,600. Within the county are two cities: Jackson and Wellston, and two villages: Oak Hill and Coalton. The department is committed to serving all who live, learn or work in the county. JCHD is governed by a Board of Health appointed by a District Advisory Council. In addition to guiding future services, programs, and policies for the JCHD, the following strategic plan will meet the requirement for accreditation by the Public Health Accreditation Board (PHAB) a distinction which indicates that the agency is meeting national standards for public health system performance. The following information is a concise account of the JCHD employee makeup and division descriptions.

Jackson County Board of Health

Keith Woolum – Board President

Kevin O’Day – Board Vice President

Gregory Hawker, MD – Board Member

Megan Malone – Board Member

Marvin Payne – Board Member

Jackson County Health Department Administration

Kevin Aston, M.P.H., R.S., Health Commissioner

Jill Neff, D.O., Medical Director

Katelyn Welch, B.S.H., Director of Administrative Services

David Ramby, R.S., Director of Environmental Health

Jodi Strite, B.S.N., R.N., Director of Nursing

Administrative Services Division

Charla Caldwell, Registrar

Sasha Payadnya, B.S.H., Public Health Improvement Coordinator

Administrative staff are responsible for operating the Vital Statistics Department for Jackson County. The Vital Statistics Registrar and Deputy Registrar issue certified copies of birth and death records, as well as record deaths that occur in the county and issue burial and cremation permits to funeral homes after a death occurs.

Other operations of the Administrative Division include billing for vaccine care, licensing and paperwork related to environmental health programs, invoicing, bill pay, and other fiscal duties relating to public health operations. The Administrative Division is also responsible for administrative responsibilities related to the Public Health Nursing Division and Environmental Health Division, such as filing paperwork, billing, and updating patient vaccine records.

Accreditation coordination and planning are also responsibilities of administrative staff. The organization, development, and implementation of the CHA, CHIP, Strategic, Workforce Development, Performance Management and Quality Improvement Plans will also become the responsibility of administrative staff.



Environmental Health Division

Gary Radabaugh, R.S., Public Nuisance and Sewage Sanitarian

Terry Bar, R.S., Food Safety Sanitarian/Emergency Response Coordinator

The Environmental Health (EH) Division of the Jackson County Health Department is responsible for maintaining and safeguarding the health and welfare of the public. The Registered Sanitarians are responsible for multiple programs, including, but not limited to, inspections for the following: food service operations and retail food establishments, mobile and temporary food services, licensing and regulating tattoo and body art establishments, schools, public swimming pools, and sewage treatment systems.

The EH division is also responsible for rabies control, housing and nuisance complaint abatement, sewage and solid waste complaint abatement, and emergency preparedness. Under the authority of the Board of Health, the EH Division can make declarations of condemnation for properties that do not meet a minimum housing standard required for health and safety.

Public Health Nursing Division

Mary Catherine Shook, R.N., BCMH Public Health Nurse

Deb Schreiner, R.N., PRN Public Health Nurse

Mikie Strite, M.P.H., Epidemiologist

Alicia Kamer, R.N., School Nurse

Megan McCormick, R.N., School Nurse

Public health nurses provide a wide array of services to community in Jackson County. The Nurses Clinic operates on Mondays, Wednesdays, and Fridays, 8 AM to 12 PM and 1 PM to 4 PM. The services provided during clinic hours include vaccine administration, head lice checks, and tuberculosis skin testing. During non-clinic hours, public health nurses are responsible for the Children with Medical Handicaps Program (BCMh). BCMh links a network of quality providers to families of children with special needs and help to obtain payment for those needed services.

School nurses work through the JCHD in local and city school districts, providing intervention services to school age children, such as hearing and vision screenings, head lice checks, and support through curriculum development. Medications, such as insulin for diabetes and inhalers for asthma, are administered by the school nurses during school hours. Epidemiology is the study of the distribution and determinants of health-related states and events in specified populations. It is also the application of this study to the control of health problems. The epidemiologist monitors reportable diseases around the region in order to prevent, detect, and mitigate outbreaks. The epidemiologist collects and analyzes data, including using observations, interviews, surveys, and samples of bodily fluids, to find the causes of diseases or other health problems.



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Wellness and Health Promotion Division

Lindsay Pierpont, B.S.H.H.S., Wellness/Safety Director

Davalene McDaniel, Deputy Registrar/Early Intervention Coordinator

Megan Peters, M.Ed., Intersystem Coordinator

The Wellness/Safety Director is responsible for all communications between county agencies relating to wellness initiatives, health education, and health promotion activities. Also included in the responsibilities of this department are assisting, coordinating, and identifying local health resources that could be mobilized to improve wellness and prevention.

Both Early Intervention (EI) and the Family and Children First Council (FCFC) are programs that provide services to families with children. This division plans, develops, implements and evaluates individual cases to provide the special and unique needs of each family. EI is a system of services that helps babies and toddlers with developmental delays or disabilities. FCFC's purpose is to streamline and coordinate government services for children and families.



Strategic Planning Overview

The Jackson County Health Department's (JCHD) Strategic Plan details the agency's operational framework, key goals, and priorities for maintaining and expanding operations. This plan is an ever-evolving product of collaboration, which will remain in place for long-term monitoring and improvement beginning in the year 2018. Consistent monitoring of strategic goals will provide data for an annual progression report as well as a complete revision everything three years beginning in the year 2020. Evaluation of this progression will be completed by the following participants: Jackson County Board of Health, Health Commissioner, Agency Directors, and the staff at the JCHD. The CHA, CHIP, and Strategic Plans are foundational elements of public health. The alignment of these three documents will be essential in the develop and revisions of the JCHD Workforce Development (WFD), Performance Management (PM) and Quality Improvement (QI) Plans.

PLANNING PROCESS

The Jackson County Health Department is governed by a Board of Health. This Board of Health is appointed by the elected District Advisory Council (DAC). The Board of Health, Health Commissioner, Senior Leadership, and JCHD staff collaborated to define the priorities and strategic goals outlined in the following plan. All staff were invited to participate through either monthly work sessions or employee survey, to provide their ideas and opinions for this plan. The QI Council, including the senior leadership, led the creation process. Meetings with the Board of Health were also used to gain input and give updates regarding the process. The QI Team developed a set of Core Values and Guiding Principle as a result of the employee survey and reviewed the Mission and Vision for necessary changes. A SWOT analysis was conducted to determine the strengths, weaknesses, opportunities, and threats of the JCHD and five priorities were identified.

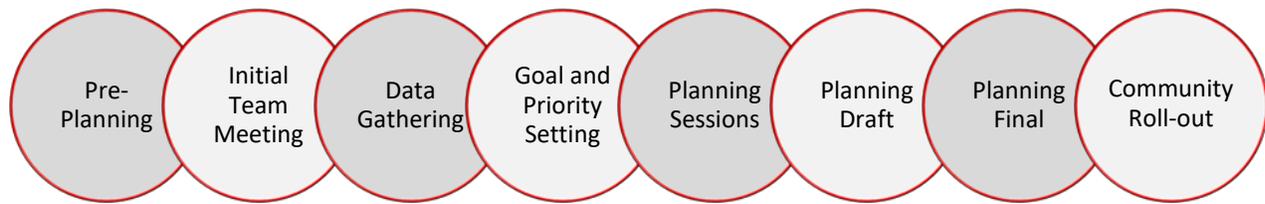
EXTERNAL TRENDS

Several external trends and events have an impact on both the Jackson County community and the JCHD as an organization. An emerging trend within the region involves the increase in use of opioid drugs, both prescription and illegal. The increase use of these opioid drugs, especially heroin, has implications for increased risks to newborn infants, increased incidents of Hepatitis C, and possible increases in HIV infections.

Changes in state and federal policies have a significant impact on both the community and the department. Policies such as the Patient Protection Affordable Care Act and changes to healthcare under new administration offer both challenges and opportunities to the JCHD. Remaining aware of all external changes remains an important influence on the JCHD.



Timeline



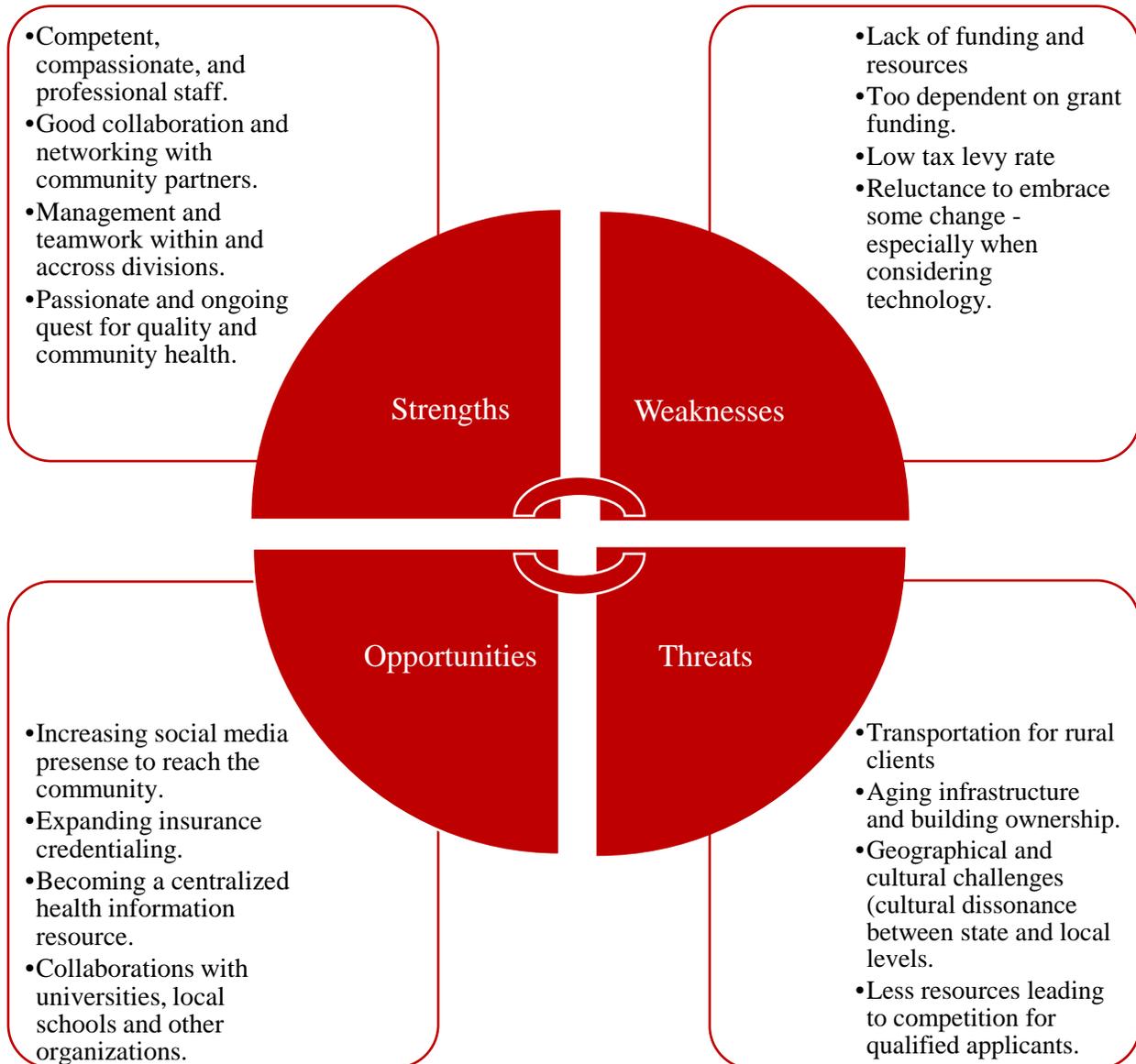
Nov-Dec 2017	Dec 2017	Dec 2017	Dec-Jan 2017-2018	Jan 2018	Feb 2018	Mar 2018	Mar 2018
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IMPORTANT ACTIVITY	TIME LOG	PARTICIPANTS
<i>Pre-planning sessions to validate Mission and Vision.</i>	<i>November and December 2017</i>	<i>Quality Improvement Council</i>
<i>Development and discussion of strategic planning survey for employees</i>	<i>December 20, 2017</i>	<i>Quality Improvement Council</i>
<i>Introduction of strategic planning and surveys to the Board of Health</i>	<i>January 17, 2018</i>	<i>Board of Health and Senior Leadership</i>
<i>Initial meeting to discuss and develop priority areas</i>	<i>January 19, 2018</i>	<i>All JCHD staff present at the monthly staff meeting</i>
<i>Development and validation of Organizational Values and Guiding Principle.</i>	<i>January 30, 2018</i>	<i>Quality Improvement Council</i>
<i>Identification of goals and priorities.</i>	<i>February 1, 2018</i>	<i>Quality Improvement Council</i>
<i>Strategic goals finalized and development of action steps</i>	<i>February 9, 2018</i>	<i>Quality Improvement Council</i>
<i>Strategic Plan drafted, revised, and reviewed</i>	<i>February 11, 2018</i>	<i>Quality Improvement Council</i>
<i>Strategic Plan presented to the Board of Health for approval</i>	<i>March 14, 2018</i>	<i>Board of Health and Senior Leadership</i>
<i>Strategic Plan finalized and distributed to staff</i>	<i>March 15, 2018</i>	<i>All JCHD staff present at the monthly staff meeting</i>



SWOT Analysis

A SWOT analysis looks at the Strengths, Weaknesses, Opportunities and Threats that provide the context within which an organization must operate. This analysis was conducted from December 2017 to March 2018 through internal conversations with JCHD leadership, staff, and the Board of Health. The data from these activities were used to help inform the following Strategic Plan.





Strategic Priorities, Goals, and Objectives

Sustainability

Achieve and maintain accreditation through the Public Health Accreditation Board (PHAB) by July 2020.

Steps for Action

1. *Develop a Community Health Improvement Plan and Strategic Plan by the end of 2018.*
2. *Develop and implement a Workforce Development Plan that meets accreditation standards by April 2020.*
3. *Develop and implement Performance Management and Quality Improvement Plans that meet accreditation standards by May 2020.*
4. *Finalize all prerequisites for accreditation by November, 2018.*
5. *Apply for accreditation by November 2019.*

Maintain financial stability and decrease unnecessary spending.

Steps for Action

1. *Review Budget and compare to past spending annually.*
2. *Estimate the expected expenses for the annual budget.*
3. *Compare monthly actual expenses to the budgeted amount and readjust spending as necessary.*
4. *Determine the supplies and other tools that are or will be necessary to accomplish our goals and mission on an annual basis.*
5. *Re-evaluate expected revenues and expenses on a monthly and annual schedule.*

Up-to-Date Technology

Resolve and improve IT functionality and networking before January 2019 and maintain functionality in the following years.

Steps for Action

1. *Develop relationships with County Commissioners and other county agencies over the next three years.*
2. *Cost share with these county agencies in hiring a network administrator to handle IT functionality by March 2020.*



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3. *Upgrade necessary equipment to ensure a secure and functional network server by January 2019.*

Customer Service

Provide a more diverse array of services to the public within the next three years.

Steps for Action

1. *Apply for at least one new grant that will fund additional programs and required personnel by March 2019.*
2. *Develop community partnerships and stakeholder relationships to ensure tax levy funding. Pass upcoming levy in November 2019.*
3. *Reach out to other local health departments for aid in beginning more programs.*
4. *Identify and reduce overlapping of services.*
5. *Streamline existing but under-utilized services.*

Community Involvement

Foster positive relationships with our partners and community stakeholders.

Steps for Action

1. *Become involved in at least 5 events within the county every year.*
2. *Encourage employees to develop relationships through outside programs and memberships.*
3. *Utilize social media applications to reach the community, especially the adolescent and young adult populations.*
4. *Reach out to local school districts and universities for shared programs or volunteer opportunities for students.*



Implementation and Monitoring

Communication

The Strategic Plan is regularly submitted to the Board of Health for final approval before being made available on the Administrative server for all staff to review. In addition to a digital copy, the Accreditation Coordinator also keeps a hard copy on file, available upon request to any JCHD employee. All employees will be asked to complete a strategic planning or employee satisfaction survey that will be used in annual updates to the strategic priorities. All annual updates to the Strategic Plan or priorities will be presented to the staff and the BOH. Digital and hard copies will be provided to any stakeholder upon request. All internal and external communications of the Strategic Plan or Priorities will meet the requirements of the branding policy.

Workforce Development

The JCHD values input from all divisions across the workforce and regularly seeks input from all members of the staff. The 2018 Strategic Priorities were developed as a result of an all-staff satisfaction survey which asked participants for input on organizational goals and priorities. The survey was utilized by the Quality Improvement Council to foster staff involvement at all levels in the planning process. Future revisions to the JCHD Strategic Priorities will consider staff input at all levels of the organization.

Tracking

The JCHD Strategic Priorities will be monitored by the Quality Improvement Council using a performance management dashboard. This dashboard will log each goal and objective, responsible party and measurable timeframe for completion. The Quality Improvement Council is responsible for the collection and analysis of any data related to strategic planning priorities and goals.

Review and Maintenance

The Quality Improvement Council will review this plan annually to make necessary revisions and conduct a formal update on a three-year cycle. The Quality Improvement Council meets on a regular basis to discuss changes and progress related to strategic planning and quality improvement. The Accreditation Coordinator is responsible for ensuring that all progress updates are completed in a timely manner. All updates to the plan will be submitted to the BOH and made available to staff.



Thank You and Acknowledgments

We express our sincerest appreciation to the JCHD Board of Health, senior leadership, and staff who participated in the development of our Strategic Plan for their invaluable insight, expertise, and commitment to a culture of performance and quality. A special thanks to the members of the Quality Improvement Council, who held a vital role in the development of this Strategic Plan and dedication to quality improvement and performance management.

Katelyn Welch, Director of Administrative Services
QI Council Co-Chair

Sasha Payadnya, Public Health Improvement Coordinator
QI Council Co-Chair

Kevin Aston, M.P.H., Health Commissioner
QI Council Member

David Ramby, R.S., Director of Environmental Health
QI Council Member

Jodi Strite, R.N., Director of Nursing
QI Council Member

Mikie Strite, M.P.H., Epidemiologist
QI Council Member

Charla Caldwell, Registrar
QI Council Member



Appendix A: Employee Satisfaction Survey

Jackson County Health Department requests your help. Please complete the following Satisfaction Survey. This survey will be use to formulate our Core Values and develop a Strategic Plan. Thank you for your time.

	YES	NO
1. <i>I have adequate technology/equipment to do my job.</i>		
2. <i>I get the training I need to do my job well.</i>		
3. <i>I find my work meaningful.</i>		
4. <i>My job responsibilities are clearly defined.</i>		

5. *What goal would you like to see our department achieve in the next three years?*

6. *What training, funding, equipment, or other tools, if any, would allow you to accomplish your career goals and more easily fulfill our mission?*

“It is the mission of the Jackson County Health Department to create a healthier and safer community through disease prevention and control, health promotion and education, environmental protection and emergency preparedness.”

7. *To formulate the Jackson County Health Department’s Core Values, please list, and rank from most important, three values that are important to you and the work that you do:*

1) _____

2) _____

3) _____



Appendix B: Board Member Satisfaction Survey

Jackson County Health Department requests your help. Please complete the following Satisfaction Survey. This survey will be use to formulate our Core Values and develop a Strategic Plan. Thank you for your time.

	YES	NO
1. <i>I get the training I need to complete my duties.</i>		
2. <i>I find my service as a board member meaningful.</i>		
3. <i>My job responsibilities as a board member are clearly defined.</i>		

4. *What goal would you like to see our department achieve in the next three years?*

5. *What training, funding, equipment, or other tools, if any, would allow us to accomplish our goals and more easily fulfill our mission?*

“It is the mission of the Jackson County Health Department to create a healthier and safer community through disease prevention and control, health promotion and education, environmental protection and emergency preparedness.”

6. *To formulate the Jackson County Health Department’s Core Values, please list, and rank from most important, three values that are important to you and the work that you do:*

- 1) _____
- 2) _____
- 3) _____

Strategic Plan

Jackson County Health Department

2018-2020



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