



Public Health
Prevent. Promote. Protect.

Lawrence County Health Department

2018-
2020

Lawrence County Health Department Strategic Plan



Adopted on 4/18/2018

Revised on _____

Georgia Dillon, APRN, CNP
Health Commissioner
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Lawrence County Health Department Strategic Plan 2018-2020

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Signature Page

This plan has been approved and adopted by the following individuals



Georgia Dillon, APRN, CNP

Health Commissioner



Date



Randall Lambert, JD

President, Lawrence County Board of Health



Date

Date	Description of Change	Page #	Reason for Change	Signature

For questions about this plan, contact:
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Message from the Health Commissioner.....

As the newly-appointed Health Commissioner for Lawrence County Health Department, I am pleased to introduce our agency's strategic plan. A sincere passion for public health is one of the driving factors behind this plan. The strategic plan outlines goals and objectives that will move us toward improving the services we provide our clients, our value within the community, and our accountability to our stakeholders.

Lawrence County Health Department staff and the Board of Health members are dedicated to building a culture of quality, and this plan provides guidance as it outlines a course of actions to work toward that goals. This is an exciting time for our health department as we move toward accreditation and a culture of competency.



Sincerely,

A handwritten signature in blue ink that reads "Georgia Dillon". The signature is written in a cursive style and is positioned above a horizontal line.

Georgia Dillon, APRN, CNP
Health Commissioner

Acknowledgements

The Lawrence County Health Department Strategic Plan 2018-2020 was the result of a combined staff effort, and we acknowledge the support, expertise, and dedication of those who contributed to its development.

Administration

Georgia Dillon, APRN, CNP, Health Commissioner

Tonya Patterson, Fiscal Officer

Health Department Staff

Angela Bostick-Doyle, MSN RN, Director of Nursing

Brian Elswick, RS, Environmental Health

Debbie Fisher, RN, Accreditation Coordinator

Donna Chadwick, Clerk/Car Seat Coordinator

Linda Howard, RN, Immunization/Infectious Disease Coordinator

Melissa Mullins, Emergency Response Coordinator

Morgan LeBrun, BSN RN, Family Planning/BCMH

Paul O'Banion, RS, Environmental Health

Phyllis Becker – Accounting Clerk

Strategic Priorities



Mission Statement

The Lawrence County Health Department is committed to monitoring community health status, identifying and addressing public health threats, enforcing laws that protect the public health, as well as providing services to prevent and control diseases.

Vision

Lawrence County residents will enjoy improved quality of life because of Lawrence County Health Department's dedication to health promotion, health education, disease prevention, and environmental health protection.

Values/Guiding Principles

- Care for our community
- Respect for our clients regardless of their circumstances
- Commitment to public health
- Teamwork
- Qualified, experienced staff
- Health promotion
- Collaboration with community partners and stakeholders

About This Document

The Lawrence County Health Department (LCHD) is pleased to share its 2018-2020 Strategic Plan. Keeping the focus on population health and specific issues identified by local inputs, goals and objectives for our health department have been established, and this plan will be used to guide decision making efforts over the next three years. It will define for our county residents, community partners and agencies, and our staff where our agency is headed, what we plan to achieve, and how we will measure our progress.

The LCHD Strategic Plan aligns with the Community Health Improvement Plan and the Quality Improvement Plan to provide the department with detailed guidance on how to achieve its goals. The Community Health Assessment informs all three plans. The accompanying work plans will help measure the progress in meeting those goals.

This plan will be reviewed and updated annually.

What is a Strategic Plan?

A strategic plan results from a deliberate decision-making process and defines where an organization is going. The plan sets the direction for the organization and, through a common understanding of the mission, vision, goals, and objectives, provides a template for all employees and stakeholders to make decisions that move the organization forward.¹

¹ Public Health Accreditation Board. *Acronyms and Glossary of Terms*, Version 1.5, Adopted December 2013
http://www.phaboard.org/wp-content/uploads/FINAL_PHAB-Acronyms-and-Glossary-of-Terms-Version-1.5.pdf Accessed 2/15/2018

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An organizational strategic plan provides a local health department and its stakeholders with a clear picture of where it is headed, what it plans to achieve, the methods by which it will succeed, and the measures to monitor progress.²

Chapters within the Strategic Plan include other key plans: the Communication Plan, Emergency Operations, Performance Management Plan, Quality Improvement Plan, and Workforce Development Plan.

From the Board of Health

The Lawrence County Board of Health supports this strategic plan and commits itself, staff, and necessary resources to implement and achieve the outcomes. This plan was approved and adopted by the Board of Health on April 18, 2018.



Agency Overview

Lawrence County Health Department is located in the city of Ironton, which is the county seat. There are 60,872 residents in the county. The authority of any health department in the State of Ohio is granted by law and is specifically detailed in the Ohio Revised Code. As defined by Ohio law, LCHD provides service to the fourteen townships and six villages in the county. A five-member Board appoints a Health Commissioner who oversees the day-to-day operation of the department. The fiscal officer, director of nursing, and environmental health director complete the administrative team. In addition, there are seven full-time staff who provide over 38 programs and services in the following areas:

- Public Health Nursing
- Environmental Health
- Emergency Preparedness

² NACCHO (National Association of County and City Health Officials). *Developing a Local Health Department strategic Plan: A How-To Guide*

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The Strategic Planning Process

The health department utilized a seven-phase approach to strategic planning. The process began in December 2017 and concluded in March 2018. A summary of activities related to the first five phases of the strategic planning process is provided below.

Phase 1 - Plan to Plan: Lawrence County Health Department Accreditation Coordinator facilitated the strategic planning process. All staff participated in all phases of the development of the strategic plan.

Phase 2 - Articulate Mission, Vision and Values (MVV): During a staff on January 29, 2018, staff members and board members looked at the health department's mission statement and revised it. We came up with a vision statement, and discussed values/guiding principles for our health department.

Phase 3 - Assess the Situation: Staff members met on February 5, 2018 to discuss strengths and weaknesses within the health department and to look at opportunities and threats for the health district. This information, along with other inputs, was used to inform the identification of strategic priorities for the agency. A summary of the SWOT Analysis is below.

Phase 4 - Agree on Priorities: During a staff meeting on February 23, 2018, staff identified strategic priorities utilizing information from the SWOT analysis, the Community Health Assessment, the activities included in the Community Health Improvement Plan process, and data from various state and local health sources. Staff was broken down into four groups to begin identifying strategies, objectives and action steps for each priority area.

Phase 5 - Write the Plan: The staff met March 23, 2018 to finalize the strategic work plans. Timelines and responsible parties were identified. The Strategic Plan was finalized on March 26, 2018 and was approved by the Board of Health on April 18, 2016.

The Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

A summary of themes from the SWOT analysis are shown in the table below:

	Helpful <u>Strengths</u>	Harmful <u>Weaknesses</u>
Internal	<ul style="list-style-type: none"> • Knowledgeable staff • Flexibility • Willingness to learn • Commitment to public health • Team work • Dedicated team • Customer service satisfaction 	<ul style="list-style-type: none"> • Communication • Rigid adherence to ways of the past • Lack of discipline and consistency • Not enough involvement with community • Lack of unity and focus • IT
External	<ul style="list-style-type: none"> • Becoming accredited • Continuing education opportunities • Outreach opportunities • Increased marketing • Increased community involvement/ outreach • Available grant funding 	<ul style="list-style-type: none"> • Decreased grant funding • Health care funding, or lack of, for uninsured and underinsured • Lack of publicity of services • Bureaucracy • New laws and legislation • What do we do if we aren't accredited? • Staff at or near retirement

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 include:

- 2015 Community Health Assessment
- Community Health Improvement Plan
- Healthy People 2020 goals
- County Health Rankings & Roadmaps



Priority #1 Fiscal Sustainability

Lawrence County Health Department realizes we must be fiscally stable in order to continue providing quality, uninterrupted services for our community. Given the current economic conditions, we recognize the likely funding reductions in federally supported programs. We also recognize that, continuing to provide basic public health services under these circumstances requires creative thinking about the entire capacity of the public health system. It will also demand that we develop new strategies to use existing sources of flexible funding.

Goal: Achieve financial sustainability

Objective: Increase billable income.

Priority #2 Communication/IT

"Effective communication is essential in the workplace. The average worker spends 50 percent of the day communicating, and one-fourth of all workplace mistakes are the result of poor communication". This quote came from a communications training (IS-242 B FEMA).

Goal: Strengthen communication internally and externally

Objectives:

- 1) Improve internal communication
- 2) Improve external communication with community partners, stakeholders, residents
- 3) Increase data use in public health programs and public sharing

Priority #3 Increase Lawrence County Health Department Visibility in the Community

In order to be successful, Lawrence County Health Department must have the support of the community. It is important, therefore, that LCHD is visible within the community, and that the community understands what we do.

Goal: Increase LCHD presence within Lawrence County

Objectives:

- 1) Create an outreach/marketing strategy for LCHD
- 2) Create a presentation to be used to bring awareness to the health department programs and services
- 3) Participate in additional community events
- 4) Increase traditional messaging outlets

Priority # 4: Strengthen LCHD's workforce

The workforce is one of the most valuable resources. For continued success as a 21st century health department, CCHD will develop and implement a robust workforce development plan, continue to enhance and support staff training, assure the highest level of staff competence and be a valuable contributor to the public health field.

Goal: Ensure a competent workforce at LCHD

Objective(s):

- 1) All staff members will have a professional development plan
- 2) Increase employee satisfaction
- 3) Increase the culture of quality within the health department

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Priority #5 Provide needed public health programming in the community
Programs and services LCHD will offer will be driven by the needs of the residents of Lawrence County and organizational goals. Services will be provided based on qualitative and quantitative data, utilizing the CHA, CHIP, and county health rankings as guides. We understand that programs driven by community input and focused on need are more likely to improve health outcomes.

Goal: Provide needed public health programming in the community

Objectives:

- 1) LCHD will participate in workgroups to support the implementation of the Lawrence County Community Health Improvement Plan
- 2) LCHD will increase new public health programming

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Appendix A – Strategic Planning Participants

Priority #1	Priority #2	Priority #3	Priority #4
Fiscal Sustainability	Communication/IT	Increase Health Department Presence Within Community	Staff Development
<p>Tonya Patterson, Fiscal Officer</p> <p>Donna Chadwick, Billing Clerk</p> <p>Phyllis Becker, Accounting Clerk</p>	<p>Melissa Mullins, ERC</p> <p>Brian Elswick, RS</p> <p>Paul O'Banion, RS</p>	<p>Linda Howard, RN</p> <p>Morgan LeBrun, BSN, RN</p> <p>Angela Bostick- Doyle, MSN, RN, DON</p>	<p>Georgia Dillon, APRN, CNP, Health Commissioner</p> <p>Donna Chadwick, Billing Clerk</p> <p>Phyllis Becker, Accounting Clerk</p> <p>Angela Bostick- Doyle, MSN, RN, DON</p>

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Appendix B – Work Plans

Strategic Priority 1: Fiscal Sustainability					
Goal 1.1: Achieve Fiscal Sustainability					
Objectives	Metrics	Action Steps	Timeframe	Person Responsible	Status
Objective 1.1.3: By 2020, increase revenue coming in to health department by 5%	Revenue \$160,000	<ol style="list-style-type: none"> 1. Educate staff on billable services 2) Educate staff on coding 3) Look for additional grant funding 4) Review and update fees annually 5) Review all services offered and look for billing opportunities (i.e., environmental health) 	5/1/2018- 12/31/2020	<p>Tonya Patterson Fiscal Officer</p> <p>Donna Chadwick, Billing Clerk</p> <p>Phyllis Becker, Accounting Clerk</p>	

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Strategic Priority 2: Communication/IT					
Goal 2.1: Strengthen communication internally and externally					
Key Measure (s):					
Objectives	Metrics	Action Steps	Timeframe	Person Responsible	Status
Objective 2.1. Improve external communication with community partners, stakeholders, residents	1 person trained thus far Website is updated sporadically To be determined FB posts are done more frequently than Twitter	1. Have at least one extra person trained on the website 2. Update website at least monthly or more often as needed 3 Each program director will provide information at least monthly to staff working on website to ensure most up-to-date information is there 4. Highlight current public health/environmental health information on other social media platforms (Facebook and Twitter) to a minimum of 8 times per month	By 5/1/2018 5/1/18-12/31/2020 5/1/28-12/31/2020	Melissa Mullins, ERC Morgan LeBrun, BSN RN Program Directors	

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<p>Objective 2.1.2: Increase data use in public health programs and public sharing</p>	<p>Health Space is used for just food as of now</p>	<p>1) Add and utilize additional programs to Health Space (animal bites, septic systems) 2) Work with Ahler's Software Solutions to fully utilize all Electronic Medical Records components</p>	<p>5/1/2018-12/31/2020 5/1/2018-12/31/2020</p>	<p>Environmental health staff, office staff Office staff Nursing staff</p>	
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Strategic Priority 3: Increase Lawrence County Health Department Visibility Within the Community

Goal 3.1: Increase LCHD visibility in the community

Key Measure (s):

Objectives	Metrics	Action Steps	Timeframe	Person Responsible	Status
<p>Objective 3.1.1: Increase awareness of LCHD involvement in community projects and resources</p>	<p>To be completed Current presentation is 3 years old</p>	<p>1) List current committees, conditions, and councils on which LCHD staff sits 2) Create a presentation to be used to bring awareness to the health department programs and services 3) Identify 4 additional opportunities to provide LCHD</p>	<p>Start: 5/1/2018 End: 12/31/2020</p>	<p>All staff Angela Bostick-Doyle MSN RN, DON Donna Chadwick, Billing Clerk/Car Seat Coord.</p>	

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			information to the community and set up meetings for presentations		All staff	
Objective 3.1.2: Increase traditional messaging outlets	Last revision was in 2017 Articles for paper are sporadic	1. Revise and update LCHD brochure 2. Identify staff to write public health-related article for newspaper at least every other month	By 5/15/2018 5/15/2018-12/31/2020	Melissa Mullins, ERC Georgia Dillon, HC Angela Bostic-Doyle, DON Brian Elswick, RS		
Objective 3.1.3: Participate in additional community events	To be assessed	1. Assess current events in which we participate 2. Identify 2 additional community events in which to participate and contact event organizer for information and/or to set up a table/presentation	5/15/2018-12/30/2020	All staff		

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Strategic Priority 4: Strengthen Lawrence County Health Department's Workforce					
Goal 4.1: Ensure competent workforce					
Key Measure (s):					
Objectives	Metrics	Action Steps	Timeframe	Person Responsible	Status
Objective 4.1.1: All staff members will have a professional development plan	Baseline – 0% staff have professional development plans Target – 100%	<ol style="list-style-type: none"> 1) Research existing practices and processes 2) Develop guidelines for professional development planning (eligibility, funding, decision-making, association participation, etc.) 3) Draft, review, revise documentation 4) Evaluate and make changes as needed 5) By 1/31/2019 implement 	<p>Start: 5/1/2018</p> <p>End 1/31/2019</p>	<p>Georgia Dillon, HC Tonya Patterson, Fiscal Officer Angela Bostic-Doyle, DON Brian Elswick, RS</p>	

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<p>Objective 4.1.2: Increase the culture of quality within the health department</p>	<p>Baseline - No QI team in Place</p> <p>No QI team in place; 0 staff have taken this training</p> <p>0 staff have taken this training</p> <p>Procedure has not been established</p>	<p>1) Identify QI Team and QI Coordinator</p> <p>2) All QI team members will complete training module CQI for Public Health: Tool Time</p> <p>3) 100% of staff will have completed online QI training (The Ohio State University module CQI for Public Health: The Fundamentals)</p> <p>4) LCHD will establish a procedure that ensures all new hires complete QI training within 6 months of start date</p>	<p>By 6/30/2018</p> <p>By 8/31/2018</p> <p>8/31/2018</p> <p>7/31/2018-12/31/2018</p>	<p>Georgia Dillon Leadership staff</p> <p>QI team</p> <p>All staff</p> <p>QI Council</p> <p>QI Coordinator Administrative Staff</p>	
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Strategic Priority 5: Community Programs and Services					
Goal 5.1: Provide needed public health programming in the community					
Key Measure (s): County Health Rankings: 83/88 counties					
Target 80/88 counties by 2020					
Objectives	Metrics	Action Steps	Timeframe	Person Responsible	Status
Objective 5.1.1: LCHD will participate in workgroups to support the implementation of the Lawrence County Community Health Improvement Plan	Baseline – 2 groups in Lawrence Co.; 2 in KY as part of multi-co. group	<ul style="list-style-type: none"> Assist creating, monitoring, and evaluating the CHIP work plans as needed HD representation at Substance Abuse & Chronic Disease work groups 	Start: 6/1/2018 End: 12/31/2020	Angela Doyle, DON Phyllis Becker, Accounting Clerk	
Objective 5.1.2: LCHD will increase new public health programming	To be determined by results of CHIP	<ul style="list-style-type: none"> Establish baseline Evaluate current programming Review available community resources Communication with partners about need for new programming/ collaboration with implementation Review data available Determine strategy for gathering public input Apply for new grant funding if applicable Develop and use toolkits Review budget and staffing and refocus staffing as needed Evaluate impact 	Start: 6/1/2018 End: 12/31/2020	Angela Doyle, DON Morgan LeBrun, Public Health Nurse	