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Ten Essential Health Services

What are the Ten Essential Public Health Services?

The Ten Essential Services describe the public health activities that should be undertaken in all communities. The Essential Services provide a working definition of public health and a guiding framework for the responsibilities of local public health systems.

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.
The Defiance County General Health District's Mission, Vision, and Values

The Defiance County General Health District (DCGHD) incorporated mission, vision, and core value questions on the All Staff Survey conducted on Survey Monkey. The Accreditation Leadership team reviewed all feedback provided and concluded the mission, vision, and core value statements. The Defiance County Health Commissioner, Kimberly Moss, presented the final results on October 15th, 2013 at the Board of Health meeting in order to receive approval of the mission, vision, and core value statements.

**MISSION STATEMENT**

The mission of the Defiance County General Health District is to prevent disease, promote, and protect the health of the Defiance County community.

**VISION STATEMENT**

"A Healthy Defiance County"

**CORE VALUE STATEMENTS**

**Accountability:** We are effective and efficient managers of the public trust and public funds, and hold ourselves and others to appropriate high standards. We operate with effective, responsive and timely communication, transparency, timeliness, and continuous quality improvement.

**Collaboration:** We work collaboratively with our community partners, sharing knowledge and resources to enhance access to services and improve the health and well-being of all residents in Defiance County.

**Integrity:** We adhere to high ethical and professional standards in our work and relationships. We are honest in our daily interactions and value honesty in others.

**Respect:** We uphold a standard of conduct that recognizes and values the contributions of all. We foster a working environment in which listening to and understanding our differences is encouraged and confidences are protected.
Strategic Planning Process

The strategic plan was completed over the course of eight (8) months from May through December of 2013. When the Public Health Accreditation Board (PHAB) released Standard and Measures 1.0, DCGHD used this document to guide the direction of the Defiance County General Health District strategic plan. In addition to the PHAB Standards and Measures, the following data sources were also referenced in order to create the DCGHD Strategic Plan:

- 2012 Defiance County Health Needs Assessment (CHA)
- 2013 Defiance County Health Improvement Plan (CHIP)
- Defiance County General Health District All Staff Survey
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Survey
- Defiance County General Health District Environmental Scan
- 2013-2014 Ohio Department of Health Strategic Plan
- Healthy People 2020

May of 2013, an accreditation leadership team was created and assumed the responsibility of overseeing the strategic planning process. This team consisted of the Health Commissioner, Director of Nursing, Director of Environmental Health, and the Public Health Planning and Promotions Coordinator/Accreditation Coordinator. The Accreditation Leadership team met a total of seventeen (17) times in order to complete the strategic plan.

Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT):
The initial steps of the strategic planning process were to involve all staff and the Defiance County Board of Health. The Accreditation Coordinator facilitated one (1) all staff meeting and attended a Board of Health meeting on July 8th, 2013. The meetings consisted of presenting information regarding the Public Health Accreditation Board (PHAB) accreditation process, explanation of a department strategic plan, and discussing their role in the SWOT Analysis Survey for the strategic planning process (SWOT Survey-Appendix A).

The SWOT Analysis Survey was also given to all external stakeholders. The Accreditation Leadership team conducted two (2) meetings in order to determine the external stakeholders. Once the list was completed, the Accreditation Coordinator sent the survey to ninety-two (92) stakeholders electronically using a web-based internet tool, Survey Monkey, and seventy-eight (78) surveys sent by postal mail service with a cover letter explanation of the survey. DCGHD received a 30% response rate of returned external stakeholder surveys and met our goal (SWOT Survey Results-Appendix B).
Environmental Scan:
The Accreditation Leadership team met twice (2) in order to conduct the Environmental Scan, which helped determine key contextual and environmental factors that impact the work of the Defiance County General Health District (Environmental Scan Results-Appendix C).

Determining Strategic Priorities:
At the completion of the SWOT Analysis survey and Environmental Scan, the Accreditation Leadership team met four (4) times in order to conclude and discuss all results. The results from all surveys were used to better understand the internal and external forces that may affect the department's ability to move towards DCGHD mission and vision. The department's goal is to capitalize on our strengths, take advantage of opportunities, address weaknesses and minimize threats to the extent possible. The results were used to identify goals, objectives, and the strategic priorities:

COMMUNITY
COMMUNICATION
FINANCE
ORGANIZATION

Determining Strategic Planning Goal and Objectives:
After determining the strategic priorities, Accreditation Leadership conducted six (6) meetings to create the strategic planning goals and objectives. Once the goals and objectives were established, the Accreditation Coordinator met one (1) time with all DCGHD departments and attended one (1) Defiance County Board of Health meeting to present the data collected and strategic plan goals and objectives. At the conclusion of the presentation, all participants were given the opportunity to give feedback regarding the strategic plan goals and objectives. The Accreditation Leadership team conducted one (1) meeting in order to discuss and finalize all strategic priorities goals and objectives.

The Defiance County Health Department’s strategic planning process map is summarized on page.

Evaluation of Strategic Plan-Annual Work Plan:
The Defiance County General Health District will conduct quarterly evaluations of the progress made toward achieving the strategic priorities explained in this strategic plan. DCGHD has created an accompanying annual work planning document which contains action steps, responsible personnel, set timelines, and evaluation measures related to the department's strategic priorities. DCGHD will use this document to effectively evaluate the strategic plan. Using this evaluation format will allow an accurate depiction of the progress made toward addressing the priorities and the areas in need of improvement (Annual Work Plan Example-Appendix D).
The results from each evaluation will be provided to each member of the Accreditation Leadership team as well as the Defiance County Board of Health. The necessary actions will be taken if progress is not being made as described in the action plan document. The DCGHD action plan document may be revised or updated to include any additional priority areas to continuously improve the communities health and assess the public health needed within the Defiance County General Health District.

Linkage to Community Health Improvement Plan:
The strategic plan was designed with the Defiance County Community Health Needs Assessment and with the Community Health Improvement Plan (CHIP) strategic priorities in mind. The goals and objectives listed under the strategic priority, Community, are in direct correlation to the CHIP as our staff works to decrease both obesity and substance abuse in Defiance County.

Linkage to Quality Improvement Plan:
As expressed under strategic priority Organization, the goals and objectives under the strategic priority, Organization Goal C, are in direct correlation with creating a culture of continuous quality improvement at the DCGHD. Following the implementation of the workbook action steps, DCGHD will adopt a performance management system and create a Quality Improvement Plan to ensure effective planning.

*Thus the Defiance County General Health District’s Strategic Plan and Quality Improvement Plan are authentically linked.*
Strategic Planning Process:

1. Form a Strategic Planning Committee
2. Define Mission, Vision, and Core Value Statements
3. Conduct SWOT Analysis
4. Environmental Scan
5. Review Data
6. Define Strategic Priorities
7. Define Strategic Goals and Objectives
8. Staff and Board of Health Strategic Goals and Objectives Approval
9. Ensure Required Document Linkage
10. Complete Strategic Plan
11. Create Annual Work Plan
12. Board of Health Approval
**Strategic Priority 1: COMMUNITY**

**Goal A:** The Defiance General Health District will strengthen the public health system in Defiance County through collaborative efforts with public health partners.

- **Objective 1:** Facilitate LiveSmart Defiance County Health Partners meetings every other month in order to increase stakeholders collaboration. *(Ohio Department of Health)*

- **Objective 2:** Collaborate with the LiveSmart Defiance County Health Partners in order to conduct the fifth (5th) Defiance County Community Health Needs Assessment *(CHA)* by December 2015.

- **Objective 3:** Collaborate with the LiveSmart Defiance County Health Partners in order to conduct Community Health Improvement Plan *(CHIP)* by December 2016.

**Goal B:** Defiance County General Health District will contribute to improving the health of the Defiance County community by implementing strategies described in the Defiance County Health Improvement Plan *(CHIP)*.

- **Objective 1:** Will implement the three (3) action steps expressed in the Community Health Improvement Plan *(CHIP)* by December 2015. *(DCGHD CHIP—Healthy People 2020)*
Strategic Priority 2: COMMUNICATION

- **Goal A:** Defiance County General Health District will operate with effective, responsive, and timely communication with staff, stakeholders, and the residents of Defiance County.
  
  - **Objective 1:** Create a formal communications plan by December 2014.
  
  - **Objective 2:** Implement the formal communications plan to increase the communication of staff and the accountability of the health department by January 2015.
    
    *(Ohio Department of Health)*

Strategic Priority 3: FINANCE

- **Goal A:** Defiance County General Health District will have a comprehensive reporting system for measuring financial status.
  
  - **Objective 1:** Create a comprehensive reporting system by November 2015.
  
  - **Objective 2:** Implement a comprehensive reporting system by January 2016.

- **Goal B:** Defiance County General Health District will operate business activities utilizing a formal business plan.
  
  - **Objective 1:** Create a formal business plan by December 2015.
  
  - **Objective 2:** Implement a formal business plan by January 2016.
Strategic Priority 4: ORGANIZATION

Goal A: Defiance County General Health District utilizes a formal performance management system to align vision, mission, and strategy within all DCGHD processes.

- Objective 1: Define a performance management system by April 2014.

Goal B: Defiance County General Health District will have a well-trained and competent workforce.

- Objective 1: Develop a workforce development plan by January 2015.

- Objective 2: Implement the DCGHD workforce development plan February 2015.

Goal C: Defiance County General Health District will utilize a formal Quality Improvement Plan.

- Objective 1: Create a Quality Improvement Plan by December 2014. (Ohio Department of Health)

- Objective 2: Implement a Quality Improvement Plan by January 2015.
The Strategic Plan was adopted by the Defiance County Board of Health on January 13th, 2014.

Reviewed and Evaluated:

____________________________________

____________________________________

____________________________________

____________________________________

____________________________________
Appendix A:
Strengths, Weaknesses, Opportunities, Threats (*SWOT*)
Analysis Survey
DEFIANCE COUNTY GENERAL HEALTH DISTRICT
SWOT SURVEY

The following survey requests information about your impressions of the Defiance County Health Department (DCHD). We are asking you to take no more than 2 minutes to answer the following questions. Please provide your responses in the spaces provided or circling your choice. Please do not sign your name. There is no way to identify you. Below each question are a couple guidance questions to help.

1. **Overall, how would you rate the services provided by the DCHD?**
   - Excellent
   - Good
   - Fair
   - Poor
   - Don’t Know

2. **In your opinion, what are the three GREATEST STRENGTHS of the DCHD?**
   - What does DCHD do well? What do you like about the DCHD?
   1.
   2.
   3.

3. **In your opinion, what are the three GREATEST WEAKNESSES of the DCHD?**
   - What/how could DCHD improve? What might DCHD lacking? How do you view the services offered? Not always a negative thing something might just need improvement**
   1.
   2.
   3.

4. **In your opinion, what are the three GREATEST OPPORTUNITIES for the DCHD?**
   - What opportunities in the community are open to DCHD? Is a new funding source available? What in the community could enhance the DCHD?
   1.
   2.
   3.

5. **In your opinion, what are the three GREATEST THREATS/CHALLENGES for the DCHD?**
   - What are the external roadblocks that exist that blocks DCHD progress?
   1.
   2.
   3.

6. **In your opinion, what are the three most needed additional services that the DCHD should provide?**
   1.
   2.
   3.

7. **Additional Comments:**
Appendix B:

Concluded SWOT Analysis Survey
DEFIANCE COUNTY GENERAL HEALTH DISTRICT
Summary of Internal/External SWOT Analysis Results

Response Rate: Internal Staff- 100%
Stakeholders- 30% 51/170

1. Overall, how would you rate the services provided by the DCHD? (External Stakeholders Results)
   24=Excellent  22=Good  3=Fair  0=Poor  2=Don’t Know

2. In your opinion, what are the GREATEST STRENGTHS of the DCHD?

   - Staff:
     - Dedicated staff that strives to work as a team
     - Staff dedication to public health and the community
     - Good working relationships
     - Staff diverse areas of expertise and great experience
     - Sanitarians have one program and 1 back-up person
     - Great customer service
     - Identify and help provide unmet needs of the community
     - Long-standing good reputation
     - Community support
     - Medical Reserve Corps
     - People, relationships with clients and stakeholders
     - Strong community partnerships and coalitions

3. In your opinion, what are the GREATEST WEAKNESSES of the DCHD?

   - Lack of marketing 9
   - Lack of funding 7
     - Lack of funding to fulfill state
     - Funding regulations
   - Need for more staff 2
   - Large number of staff are nearing retirement
   - Increase communication

   - Communication
   - Decrease Workforce; Staff often has to switch to many different roles
   - Inconsistencies from state to county
to county
   - Lack of expertise with the accreditation process
   - No set goals and lack of focus
   - No Performance Management Plan
   - No culture of Quality Improvement
   - Lack of adequate staffing
   - No work incentives and staff recognition
   - Lack of funding
4. In your opinion, what are the GREATEST OPPORTUNITIES for the DCHD?

- Staff:
  - Staff recognition
  - Stability in the fiscal department
- Utilize grants from state, government, and non-governmental agencies
- Federal health incentives
- Enhancement of community partners
- Predictability in environmental regulation and enforcement of emergency preparedness
- Health department marketing and PR
- Move with technology or be left behind

- More marketing x4
- Communication
- Gearing public health to support the way health care is changing
- Take advantage of community events
- Greater community presence
- Possible new grant opportunities
- Teaming up with schools
- Development and improvement of partnerships within Defiance County
- Education opportunities for students and families

5. In your opinion, what are the GREATEST THREATS/CHALLENGES for the DCHD?

- Staff:
  - Staff wear a variety of hats
  - Stretched thin
  - Aging workforce
  - Fear of being lost in the minutia of the long process ahead
- Community buy-in/referrals for programs as they are always changing
- Environmental Health regulation for license entities are not clearly defined
- Unfunded mandates
- Possible regionalization
- Dependence on levy funds
- Other agencies have began the duties that the HD performs
- Unknown direction of public health

- Funding x10
  - So much work for so few personnel
  - Providing services with a limited budget
- Consolidation of health districts x4
- Lack of referrals
- State and Federal mandates/budget cuts
- Keeping up with the changing times - Public seeing value in services provided
- Economy, Jobs, and Obamacare
- Patient medical home for immunizations
- Staff:
  - Lack of time
  - Need for more employees
6. In your opinion, what are the most needed additional services that the DCHD should provide?

- Nutrition education for the general public
- Exercise promotion and challenges
- Dietary/exercise counseling to patients afflicted with diabetes

7. Additional Comments:

**External Stakeholders SWOT Analysis:**

+ DCHD has always done a nice job and is always helpful to my department.
+ I work with WIC and they do an amazing job with a large number of people in the community.
+ Good job overall! Happy to work for/with you!
+ Keep up the good work!
+ You offer a service somewhat parent responsibility. They now have a place to turn.
+ Keep up the good work!
+ I think you do a great job with eye care as well as the inoculations you give.
+ You are doing a great job with limited resources!
+ I feel that you do a great job. Keep up the good work!
+ Good Job!
+ Have great respect for our Health Department and the Staff
- Defiance county needs a county wide transportation system. x2
- Need more car seat classes and cell phone safety while driving.
- Free screenings for the elderly and more hours
- Work with parent to help educate them
- Services that help children and that help fight obesity.
Appendix C:

Environmental Scan Results
DEFIANCE COUNTY GENERAL HEALTH DISTRICT
ENVIRONMENTAL SCAN

There are key contextual and environmental factors that impact the work of the Defiance County General Health District. These factors should be considered in all aspects of the strategic planning process.

In General—Defiance County Health District
- Levy is up in 2015—Voting conducted November 2014.
- Live Smart Health Partners collaboration.
- Legislation is enforcing Environmental Health regulation that requires an increased fee to meet the sewage and well systems standards.
- Legislation is forcing community members to install illegal sewer systems to by-pass regulators.

The Economy
- Increase in fuel prices.
- General state of the economy.
- Lack of job opportunities in Defiance County leading to population migration.
- Low-income status—persons seeking for government assistance.
- Potential that people in Defiance County cannot afford to pay taxes.
- Implications if the Health Department does not pass upcoming levy.

Health Care Reform
- The line between public health and traditional medicine not clearly defined.
- Greater accountability for health departments.
- Affordable Care Act prevention coverage unknown.
- Persons living longer—insurance, money, retirement income, ability to pay taxes.
- Affordable Care Act 2014—Unknown effect on health department.

Technology/Informational Management
- Social Media expansion
- More access to information continues to expand the need for assistance with the managing information.
- EHDSI system in health department to replace HDIS.
- Aging workforce’s adaptability to technology.

Consumer Impact on Health Care
- Consumers are more informed about their own health, behavior, and lifestyle change.
- Increasing knowledge via the internet, has led to greater use of contemporary and alternative medicine.
- Access to health and environmental health information that community members believe to be true.

Preparedness and Response
- Federal funding for state and local health department preparedness and response efforts have been reduced, but not reducing requirements.
- Continued concerns about coronavirus and emerging infectious diseases have renewed awareness about public health funding for preparedness.
- The Ohio Department of Health duplicate the same standards as the Federal requirements which is unrealistic for local health departments to meet.

Public Health Workforce
- Secession plan for the older workforce.
• Low amount of turnover.
• Small staffed stretched thin.

**Accreditation**
• Smaller rural Health Department cannot delegate requirements among staff members.
• Forced accreditation requirement.
• Resources in order to obtain PHAB national accreditation and man-hours needed.
• Accreditation is an opportunity to change
• The strengths that we have as a staff will be validated through the accreditation process.

**Public Health Performance**
• Increased focus on public health to monitor and measure the quality of public health activities.
• There is an increasing demand for evidence-based strategies are required expectations for greater accountability for government entities.
• Quality improvement and performance management are essential to public health infrastructure.
Appendix D:

Annual Work Plan- Action Steps Example
## Annual Work Plan Template

### Strategic Priority:

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