# TABLE OF CONTENTS

TEN ESSENTIAL HEALTH SERVICES......................................................................................................................... 4
MISSION, VISION, CORE VALUE STATEMENTS............................................................................................................. 5

STRATEGIC PLANNING PROCESS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>SWOT Analysis</td>
<td>6,7</td>
</tr>
<tr>
<td>Environmental Scan</td>
<td>7</td>
</tr>
<tr>
<td>Strategic Priorities</td>
<td>7</td>
</tr>
<tr>
<td>Determining Strategic Planning Goals and Objectives</td>
<td>7,8</td>
</tr>
<tr>
<td>Linkage to Community Health Improvement Plan</td>
<td>8</td>
</tr>
<tr>
<td>Linkage to Quality Improvement Plan</td>
<td>8</td>
</tr>
</tbody>
</table>

STRATEGIC GOALS AND OBJECTIVES

<table>
<thead>
<tr>
<th>Topic</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy and Safe Communities</td>
<td>10-13</td>
</tr>
<tr>
<td>Public Health Protection</td>
<td>14-16</td>
</tr>
<tr>
<td>Chief Health Strategist</td>
<td>17-18</td>
</tr>
<tr>
<td>Improve Defiance County Public Health Infrastructure</td>
<td>19-22</td>
</tr>
</tbody>
</table>

APPENDICES

<table>
<thead>
<tr>
<th>Topic</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>A: SWOT Analysis Survey</td>
<td>25</td>
</tr>
<tr>
<td>B: Concluded SWOT Analysis Survey Results</td>
<td>26-31</td>
</tr>
<tr>
<td>C: Environmental Scan Results</td>
<td>32-37</td>
</tr>
</tbody>
</table>
**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 Strategic planning team reviewed all feedback provided and concluded the mission, vision, and core value statements.

MISSION STATEMENT

To protect health, prevent disease and injury, and promote health and well-being for everyone in Defiance County.

VISION STATEMENT

"A Healthy and Safe Defiance County"

CORE VALUE STATEMENTS

Accountability: We are effective and efficient managers of the public’s trust and public funds.

Collaboration: We work collaboratively with the community to improve the health and well-being of everyone in Defiance County.

Integrity: We adhere to high ethical and professional standards in our work and relationships.

Respect: We uphold a standard of conduct that recognizes and values the contributions of all.
Strategic Planning Process

The strategic plan was completed over the course of four (4) months from February through June of 2016. DCGHD used the Public Health Accreditation Board (PHAB) Standard and Measures version 1.5 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:

- 2015 Defiance County Health Needs Assessment (CHA)
- 2016 Defiance County Health Improvement Plan (CHIP)
- Defiance County General Health District All Staff Survey
- Defiance County General Health District Workforce Development Survey
- Defiance County General Health District Customer Satisfaction Surveys
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Survey
- Defiance County General Health District Environmental Scan
- 2013-2014 Ohio Department of Health Strategic Plan
- Public Health Futures: Ohio Minimum Package of Local Public Health Services
- Healthy People 2020
- The High Achieving Governmental Health Department in 2020 as the Community Chief Health Strategist
- County of Los Angeles Department of Public Health Strategic Plan 2013-2017

In January of 2016, a strategic planning 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, a Public Health Nurse and the Public Health Planning and Promotions Coordinator/Accreditation Coordinator. The Strategic planning team met a total of five (5) 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 presented at an all staff meeting and attended a Board of Health meeting on February 8th, 2016. The meetings consisted of presenting information regarding the community health assessment and community health improvement plan, 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 Strategic planning team determined the external stakeholders in the first strategic planning meeting. Once the list
was completed, the Accreditation Coordinator sent the survey to one hundred fourteen (114) stakeholders electronically using a web-based internet tool, Survey Monkey, additionally fifty-three (53) surveys were sent by postal mail service with a cover letter explaining the survey. DCGHD received a 12% response rate of returned external stakeholder surveys (SWOT Survey Results-Appendix B).

Environmental Scan:

The Strategic planning team conducted an Environmental Scan, which helped determine key contextual and environmental factors that impact the work of the Defiance County General Health District. As part of the Environmental Scan Defiance County General Health District completed an Eight Parameters of Change exercise which was developed by John Moran and Harry Lenderman through the Public Health Foundation. This exercise helped in investigating the change Defiance County General Health District is proposing by identifying the benefits, external threats, opportunities, weaknesses, fears, strengths, potholes and landmines of changing the structure of the agency to becoming chief health strategist (Environmental Scan Results-Appendix C).

Determining Strategic Priorities:

At the completion of the SWOT Analysis survey and Environmental Scan, the Strategic planning team met 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:

- Healthy & Safe Communities
- Public Health Protection
- Chief Health Strategist
- Improve DCPH Infrastructure

Determining Strategic Planning Goal and Objectives:

After determining the strategic priorities, services were identified for each strategic priority. A service is defined as what we will do for each strategic priority. Once the services were identified, goals and objectives were established by the appropriate strategic planning team
members. The Accreditation Coordinator met two (2) times with all DCGHD departments and attended two (2) 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 Defiance County Health Department's strategic planning process map is summarized on page 9.

Evaluation of Strategic 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. Documentation and monitoring of progress will be completed via a performance dashboard.

The results from each evaluation will be at the quarterly all staff meetings as well as the Defiance County Board of Health. The necessary actions will be taken if progress is not being made. The DCGHD strategic plan 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, Healthy and Safe Communities, are in direct correlation to the CHIP.

Linkage to Quality Improvement Plan:

The strategic plan will be monitored for progress in a performance dashboard. The dashboard utilizes a stop light system to track progress of goals, objectives and activities. The green light indicates that everything is on schedule; yellow indicates some activities are overdue or lagging; the red light indicates that activities are more than thirty (30) days overdue. A gold bar indicates completion of an objective or activity. Upon review of the performance dashboard if a goal, objective or activity is in a yellow or red light status the data will be presented to the quality improvement team to determine if a quality improvement project should be implemented.
Strategic Planning Process:

Community Health Improvement Plan

- Community Event (September 2015)
- Choose Priorities (October 2015)
- Additional MAPP Assessments (October-November 2015)
- Themes and Strengths
- Local Public Health System Assessment
- Forces of Change Assessment
- Resource Assessment (October 2015)
- Gap Analysis (October 2015)
- Review Best Practices (December 2015)

Community Health Status Assessment

- Question Selection (December 2014)
- Adult Survey (Winter 2015)
- Child Survey (Winter 2015)
- Adolescent Survey (Spring 2015)

Strategic Plan

- Strengths, Weaknesses, Opportunities, Threats Analysis (Winter 2016)
- Environmental Scan (February 2016)
- Determining Strategic Priorities (March 2016)
- Determining Strategic Planning Goal and Objectives (Spring 2016)
Strategic Priority1: Healthy and Safe Communities

Service: Decrease obesity among adults, youth and children.

- **Goal 1:** Collaborate and engage with community partners to decrease obesity among, adults, youth and children.
  - **Objective 1:** Throughout the strategic planning cycle, DCPH will attend the POWER Defiance County obesity work group meetings.
  - **Objective 2:** Throughout the strategic planning cycle, DCPH will participate in planning activities of POWER Defiance County obesity work group.

- **Goal 2:** Increase nutrition/physical education materials being offered to patients by primary care offices.
  - **Objective 1:** By December 31, 2016, DCPH will work with primary care physician offices to assess what information and/or materials they are lacking to provide better resources for overweight and obese patients.
  - **Objective 2:** By December 31, 2017, DCPH will offer trainings for PCP offices on nutrition and physical activity best practices, as well as referral sources. Enlist three (3) primary care offices.
  - **Objective 3:** By December 31, 2018, DCPH will offer additional trainings to reach at least 50% of the primary care physician offices in Defiance County.

Service: Decrease adult and youth substance Abuse.

- **Goal 1:** Expand the efforts of the Defiance County Drug Free Coalition.
  - **Objective 1:** By December 31, 2016, work to enlist any missing sectors to be a part of the coalition.
  - **Objective 2:** By September 30, 2016, determine best ways to educate the Defiance County community and partners on risky behaviors and substance use trends.
  - **Objective 3:** By December 31, 2016, apply for 501(c)(3) status.
Objective 4: By December 31, 2016, plan a community awareness campaign to increase education and awareness of risky behaviors and substance use trends.

Objective 5: By December 31, 2016, complete a coalition satisfaction survey to determine areas of improvement.

Objective 6: By December 31, 2016, research community trials interventions to reduce high risk drinking programs.

Objective 7: By December 31, 2016, work with all area law enforcement agencies to determine which components of the high risk drinking programs would be feasible to implement.

Service: Implement Evidence Based Injury Prevention Programs

Goal: Promote and expand DCPH’s Child Passenger Safety program.

Objective 1: By December 31, 2016, DCPH will promote available child passenger safety services within Defiance County.

Objective 2: By December 31, 2016, DCPH will implement one (1) National Mobilization campaign.

Objective 3: By December 31, 2016, DCPH will work with primary care offices to assess what information and/or materials they are lacking to provide better resources for child passenger safety and occupant protection.

Objective 4: By December 31, 2016, DCPH will work with law enforcement to assess what information and/or materials they are lacking to better promote child passenger safety.

Objective 5: By December 31, 2016, DCPH will hold one (1) occupant protection focused community event.

Objective 6: By December 31, 2017, DCPH will implement two (2) National Mobilization campaigns.

Objective 7: By December 31, 2017, DCPH will continue to promote child passenger safety services within Defiance County.
Objective 8: By December 31, 2017, DCPH will hold two (2) occupant protection focused community events.

Objective 9: By December 31, 2017, DCPH will offer trainings to PCP offices on child passenger safety an occupant protection.

Objective 10: By December 31, 2017, DCPH will offer trainings to law enforcement on child passenger safety.

Objective 11: By December 31, 2018, DCPH will continue the efforts of year two.

Goal 2: Implement Matter of Balance Program.

Objective 1: By December 31, 2016, the Matter of Balance Program is implemented in one site.

Objective 2: By December 31, 2017, implement the Matter of Balance Program in two (2) sites.

Objective 3: By December 31, 2018, implement the Matter of Balance Program in three (3) sites.

Goal 3: Promote Safe Sleep practices.

Objective 1: By December 31, 2016, DCPH will work with hospitals, and other partners to integrate safe sleep practices into the hospital and community.

Objective 2: By December 31, 2016, DCPH will work with hospitals and other partners to develop a targeted media campaign related to safe sleep.

Objective 3: By December 31, 2016, DCPH will work with hospitals and other partners to provide safe sleep tools to hospitals and new families.

Objective 4: By December 31, 2016, DCPH will collaborate with Promedica Defiance Regional Hospital, Mercy Defiance Hospital and Community Memorial Hospital in participating in OHA’s Safe Sleep is Good4 Baby Initiative.

Goal 4: Become a member of the Ohio Injury Prevention Partnership.
Objective 1: By March 31, 2017, complete the necessary steps to become a member of the Ohio Injury Prevention Partnership.


Objective 3: By December 31, 2018, DCPH will attend three (3) Ohio Injury Prevention Partnership meetings in 2018.

Service: Defiance County Public Health Environmental Health Division Conducts and Monitors Public Health Enforcement Activities

Goal 1: Licensed food facility inspection frequency complies with Ohio Revised Code 3717 requirements.

Objective 1: By May 31, 2016, an algorithm/protocol for scheduling inspections of licensed food establishments.

Objective 2: Throughout the strategic planning cycle, monitor changes in Ohio Revised Code 3717 requirements.

Service: Decrease Tobacco Use in Pregnant Women

Goal 1: Decrease the amount of women who are smoking during pregnancy and then remain tobacco free after pregnancy.

Objective 1: By September 31, 2017, expand the evidence-based smoking cessation intervention program, Baby & Me - Tobacco Free.

Service: Promote Women Infant and Children’s Program to the Defiance County Community

Goal 1: Promote nutrition in a fun, hands on manner.

Objective 1: Throughout the strategic planning cycle, Defiance County WIC will hold six (6) special nutrition education days per year.
Strategic Priority 2: Public Health Protection

Service: Expand Communicable Disease Program

Goal 1: Develop communicable disease preventative programming.

- Objective 1: By December 31, 2016, DCPH will identify two (2) communicable diseases to create an educational presentation for.

Goal 2: Expand communicable disease reporting and investigation.

- Objective 1: By December 31, 2016, DCPH will create a communicable disease orientation curriculum to train public health nurses.

- Objective 2: By December 31, 2016, DCPH will train two (2) additional public health nurses in communicable disease reporting and investigation.

Service: Expand Data Collection

Goal 1: Collect data relevant to health indicators.

- Objective 1: By July 31, 2016, identify health indicators in which to collect data.

- Objective 2: By July 31, 2016, DCPH will create a process to collect data.

- Objective 3: By July 31, 2016, DCPH will create a process to report data.

- Objective 4: By May 31, 2017, DCPH will create a process to identify populations who experience barriers to health care access.

Service: Defiance County Public Health Environmental Health Division Investigates Public Health Hazards

Goal 1: Determine if there is a public health nuisance in the Defiance County Watersheds.

- Objective 1: By July 15, 2016, determine if there is a public health nuisance in the Platter Creek watershed.
Goal 2: Communicate results of public health nuisance investigations to government officials and property owner.

- **Objective 1:** By August 15, 2016, develop a plan for communicating the results of Platter Creek study.

- **Objective 2:** By September 30, 2016, communicate results of Platter Creek study to government officials and property owners.

Service: Surveillance

Goal 1: Utilize public health surveillance to determine the needs of the Defiance County community.

- **Objective 1:** By August 31, 2016, select surveillance sites who will report identified data pertaining to health indicators.

- **Objective 2:** By December 31, 2016, hold a training at selected surveillance sites.

- **Objective 3:** By December 31, 2016, develop protocols on disseminating surveillance data and data analysis to stakeholders, partners and target populations.

- **Objective 4:** Create a process to identify populations who experience barriers to health care services.

Service: Emergency Preparedness

Goal 1: Improve Defiance County Public Health’s capacity to prepare for, respond to and recover from emergencies.

- **Objective 1:** Develop mitigation, incident and response plans for prioritized public health hazards.

- **Objective 2:** Ensure the ability to provide the medical countermeasures in support of treatment or prophylaxis to the affected population in a public health emergency.
• **Objective 3:** Maintain necessary levels of clinical and non-clinical workforce members and volunteers to enable sufficient emergency response capability.

• **Objective 4:** Strengthen routine and enhanced surveillance and detection systems and epidemiological investigation processes in response to incidents of public health surveillance.

• **Objective 5:** Ensure all Defiance County Public Health Staff are prepared to serve in their roles as first responders via trainings, drills and exercises.
Strategic Priority 3: Chief Health Strategist

Service: Develop Public Health Policy

- **Goal 1**: Serve as a primary and expert resource for establishing and maintaining public health policies.
  
  - **Objective 1**: Throughout the strategic planning cycle, monitor and track policies under consideration by the board of health, elected officials and Ohio legislature that impact public health.
  
  - **Objective 2**: Throughout the strategic planning cycle, contribute to the deliberations concerning public policy.
  
  - **Objective 3**: Throughout the strategic planning cycle, inform policy makers and/or the public about potential public health impacts of policies that are being considered or are in place.

Service: Facilitation of Defiance County Health Promotion Efforts

- **Goal 1**: Become the lead resource in convening Defiance County Health Improvement and Promotion activities.
  
  - **Objective 1**: Throughout the strategic planning cycle, monitor the Defiance County Health Improvement Plan work groups and related activities.
  
  - **Objective 2**: Throughout the strategic planning cycle, communicate Defiance County Community Health Improvement Plan progress to partners, stakeholders and the public.

- **Goal 2**: Serve as facilitators for Community Health Improvement Plan coalitions.
  
  - **Objective 1**: By July 2, 2016, two DCPH staff members will be trained in effective facilitation skills.
  
  - **Objective 2**: By September 30, 2016, develop a standard operating guideline on selection of facilitation projects.
• **Objective 3:** Throughout the strategic planning cycle, evaluate every six (6) months the facilitation process of DCPH.

**Service: Facilitate Community Health Assessment**

- **Goal 1:** Serve as facilitator for conducting the Defiance County community health assessment process.

  - **Objective 1:** Collaborate with POWER Defiance County to facilitate the sixth (6th) Defiance County Community Health Assessment by Spring 2018.

**Service: Facilitate Community Health Improvement Plan**

- **Goal 1:** Serve as facilitator for conducting the Defiance County community health improvement plan process.

  - **Objective 1:** Collaborate with POWER Defiance County to facilitate and draft the Defiance County Community Health Improvement Plan by January 2019.
Strategic Priority 4: Improve Defiance County Public Health Infrastructure

Service: Ensure a Competent Workforce

Goal 1: Create, implement and maintain a Workforce Development Plan.

- **Objective 1:** Throughout the strategic planning cycle, address the collective capacity and capability of the department workforce.

- **Objective 2:** Throughout the strategic planning cycle, address gaps in workforce capacity and capabilities.

- **Objective 3:** Throughout the strategic planning cycle, implement workforce development strategies.

Service: Ensure the Right Person is in the Right Place, in the Right Position at the Right Time

Goal 1: Create a sustainable succession plan.

- **Objective 1:** By September 30, 2016, identify significant agency business challenges in the next 1-5 years.

- **Objective 2:** By September 30, 2016, identify critical positions that will be needed to support continuity.

- **Objective 3:** By September 30, 2016, select competencies individuals will need to be successful in positions.

- **Objective 4:** Throughout the strategic planning cycle, develop a pool of talent to step into critical positions.

- **Objective 5:** Throughout the strategic planning cycle, capture the knowledge before individuals depart the agency.
Service: Ensure Effective Communications

**Goal 1:** Effectively communicate within Defiance County Public Health.

- **Objective 1:** Throughout the strategic planning process, staff will remain aware of strategic priorities, accomplishments and DCPH general information.

**Goal 2:** Effectively communicate with Defiance County Public Health Partners and the Public.

- **Objective 1:** Throughout the strategic planning cycle, Defiance County Public Health will implement two (2) targeted health communication campaigns.

- **Objective 2:** Throughout the strategic planning cycle, Defiance County Public Health will implement programmatic communication plan for 100% of specified programs.

- **Objective 3:** Monthly, one (1) unified health topic will be communicated as specified in Defiance County Public Health’s communication plan.

Service: Effectively Brand and Market Defiance County Public Health

**Goal 1:** Utilize branding to communicate what Defiance County Public Health stands for and what essential services Defiance County Public Health provides.

- **Objective 1:** Throughout the strategic planning cycle, ensure Defiance County Public Health staff have a clear understanding and commitment to the brand of Defiance County Public Health.

- **Objective 2:** Throughout the strategic planning cycle, communicate Defiance County Public Health’s brand in a targeted manner to convey the presence of Defiance County Public Health and the essential services that is delivered to the community.

- **Objective 3:** Throughout the strategic planning cycle, integrate brand messaging into organizational communication strategies and external communications.
• **Objective 4:** By December 31, 2016, ensure Defiance County Public Health communication utilizes a common visual identity.

**Service: Ensure Defiance County Public Health has a Satisfied Workforce**

**Goal 1:** Ensure Defiance County Public Health employees are satisfied with the work and opportunities provided by Defiance County Public Health.

• **Objective 1:** By May 31, 2017, develop and implement a staff designed recognition program.

• **Objective 2:** Throughout the strategic planning cycle, annually evaluate the workforce development plan’s effectiveness in the provision of individual training and professional development.

• **Objective 3:** Throughout the strategic planning cycle, implement a systematic process for assessing employee satisfaction within Defiance County Public Health.

**Service: Ensure Customer Satisfaction**

**Goal 1:** Ensure Defiance County Public Health customers are treated with integrity and respect.

• **Objective 1:** By December 31, 2016, create and implement a systematic process for assessing external customer satisfaction with public health services.

• **Objective 2:** Throughout the strategic planning cycle, analyze customer satisfactions surveys and utilize performance management and quality improvement processes to take action.

**Service: Become a Public Health Accreditation Board (PHAB) Accredited Agency**

**Goal 1:** Ensure readiness and apply for national accreditation.
• **Objective 1:** By September 30, 2016, Defiance County Public Health will register for PHAB accreditation.

• **Objective 2:** By December 31, 2016, Defiance County Public Health will begin PHAB application.

• **Objective 3:** By April 30, 2017, Defiance County Public Health will submit PHAB application.
The Strategic Plan was adopted by the Defiance County Board of Health on July 11, 2016

Reviewed and Evaluated:

________________________

________________________

________________________

________________________

________________________
Appendix A:
Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis Survey

DEFIANCE COUNTY GENERAL HEALTH DISTRICT SURVEY

The following survey requests information about your impressions of Defiance County General Health District (DCGHD). We are asking you to take no more than 5 minutes to answer the following questions. Please provide your responses in the spaces provided or circling your choice. Please do not sign your name and return the survey to Defiance County General Health District. The survey may also be completed online at: https://www.surveymonkey.com/r/MNCVZT

Thank you for participating in this important survey.

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

2. In your opinion, what are the three greatest strengths of DCGHD?
   What does DCGHD do well? What valuable assets and resources does DCGHD have?
   1. 
   2. 
   3. 

3. In your opinion, what are the three greatest weaknesses of DCGHD?
   What could DCGHD improve? What might DCGHD be lacking? ‘ly always a negative thing something might just need improvement
   1. 
   2. 
   3. 

4. In your opinion, what are the three greatest opportunities for DCGHD?
   What opportunities are open to DCGHD? What trends could DCGHD take advantage of?
   What in the community could enhance DCGHD?
   1. 
   2. 
   3. 

5. In your opinion, what are the three greatest threats/ challenges for DCGHD?
   What are external roadblocks that exist that may block DCGHD progress? Have changes in policies made something more difficult?
   1. 
   2. 
   3. 

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

7. Additional Comments:

An Equal Opportunity Employer and Provider of Services
Appendix B:

Concluded SWOT Analysis Survey
Defiance County General Health District Internal SWOT Analysis

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
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<tbody>
<tr>
<td>Dedicated Staff</td>
<td>Small staff</td>
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<tr>
<td>Collaborative community/ county</td>
<td>Change in workforce - retirements</td>
</tr>
<tr>
<td>Open to impending changes</td>
<td>Lots to do, little time</td>
</tr>
<tr>
<td>Staff work well together</td>
<td>Unfunded mandates</td>
</tr>
<tr>
<td>Quotes of the day</td>
<td>Time to seek accreditation</td>
</tr>
<tr>
<td>Staff with years of experience</td>
<td>Employees unavailable when clients in (lunches)</td>
</tr>
<tr>
<td>6 pact</td>
<td>Institutional resistance</td>
</tr>
<tr>
<td>Communication</td>
<td>Staying on message in face of opposition</td>
</tr>
<tr>
<td></td>
<td>Staff turnover</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
</tr>
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<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reshape public health</td>
<td>Sudden changes within Ohio Department of Health</td>
</tr>
<tr>
<td>Get out into community more</td>
<td>Shrinking funding resources</td>
</tr>
<tr>
<td>Communication- education to community</td>
<td>Public health event</td>
</tr>
<tr>
<td>Collaborative efforts of agencies/ city/ villages/ county</td>
<td>Public perception of change</td>
</tr>
<tr>
<td>Social Media</td>
<td>Change in elected officials</td>
</tr>
<tr>
<td>Environmental health grants</td>
<td>Conflict between state agencies and their opinions</td>
</tr>
<tr>
<td>Six Sigma/ LEAN- Quality improvement</td>
<td>Increase of outgoing money</td>
</tr>
<tr>
<td>Accreditation</td>
<td>Persons sending anti-public health messages</td>
</tr>
<tr>
<td>Looking for feasible ways to add staff- grants, fees, programs</td>
<td>Very small area health departments with even smaller staff than DCGHD</td>
</tr>
<tr>
<td>Ability to formulate clear messages that support public health</td>
<td>Anti-government/ anti-science sentiments</td>
</tr>
<tr>
<td>6 pact</td>
<td>Conspiracy theorists</td>
</tr>
</tbody>
</table>

Quotes of the day:
- Time to seek accreditation
- Employees unavailable when clients in (lunches)

6 pact
DEFIANCE COUNTY GENERAL HEALTH DISTRICT
Summary of External SWOT Analysis Results

1. Overall, how would you rate the services provided by the DCGHD? (External Stakeholders Results)

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>38.10% 8</td>
</tr>
<tr>
<td>Good</td>
<td>38.10% 8</td>
</tr>
<tr>
<td>Fair</td>
<td>9.52% 2</td>
</tr>
<tr>
<td>Poor</td>
<td>0.00% 0</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>14.29% 3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>21</strong></td>
</tr>
</tbody>
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2. In your opinion, what are the GREATEST STRENGTHS of the DCGHD?

- Deliver information to the public regarding emergency issues, offer vaccines and other shots to the public for health, Refer of work with other agencies for the good of the client
- They have the availability of handling our applications in a private manor
- Provide low cost services such as child shots, providing records, providing awareness of health concerns
- Knowledge of available resources, cooperation with other agencies, accessibility, emergency preparedness/ MRC
- Staff quality
- Food service enforcement
- Personnel
- Experienced staff, offer a lot of resources to community, excellent medical director
- Offer immunizations in Hicksville
- Excellent customer service Knowledge of many of the long term employees Well designed website
- The employees I have come in contact with have a genuine interest in providing quality service to the Defiance County residents. Most valuable assets and resources are knowledgeable employees with a passion for public health.
- Accessibility, great location
- Stacy Lucas is our school nurse--she is wonderful. You assist us with our screening. You advise us on "health" matters: like strep throat, lice... Appreciate your availability to give shots, do lice checks
- Provide services to those without or limited health care. Give guidance to school districts on health guidelines from the state. Team of nurses who are involved and care about the community.
- The support for schools help with kindergarten screening
• Vision screenings
• Willingness to participate in community partner initiatives and take the lead in many community initiatives.
• A conscientious staff, from the top on down; they are forward looking, disciplined, and go the extra mile to help the public they serve.
• Dedication of staff and management. Willingness of staff and management to implement change. Wise usage of monetary funds.

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

• I honestly do not work that closely with the Health Dept.. To this point, I believe they are doing all they can
• none observed
• access, understaffed, underfunded
• community outreach and info
• Funding
• funding, communication, marketing, visibility
• I don't have any contact with the health dept.
• Employee turnover in the Environmental Health section
• public health unable to compete with salaries of private sector. A medical system that does not always operate in a manner that will optimize the population health of the community.
• some employees could be friendlier
• Can't think of anything
• Limited hours available for public services, such as (but not limited to) immunizations. Working with families to provide clean and safe home environments. Loss of ability to provide outside services, such as ENT services that were available in the past.
• the possibility that we could lose services at school
• No longer support lice checks or open immunizations. Recently removed staff to assist with kindergarten screening.
• Flexibility in provision of services.
• Follow-up and follow-through. The agency has to manage so many programs, and so many new things come down every week that we sometimes lose sight of other initiatives and enforcement duties.
• Mandated programs without funding. Turnover of Environmental Health directors. Future directions of Public Health.

4. In your opinion, what are the GREATEST OPPORTUNITIES for the DCGHD?

none
• we don't know of any
• health clinics, health screens, drug awareness
• continue/ prioritize food safety at food retail establishments
• Potential growth in the county
• coalition with other healthcare facilities in community, community attention to drug issues - specifically heroin, partnerships with like communities
• 2Unknown to me what services you provide
• Concerns regarding bed bugs. Would be nice to be able to afford some type of inspection service
• More meaningful partnerships with medical community.
• free healthcare
• If an invitation were given, would some staff members be available to help judge our annual Science Fair?
• Increased visibility at community activities to communicate the services available of the target population of the activity (i.e. small children, senior adults, etc.) Work with other other organizations to promote services available at the health department.
• satellite offices in the school?
• I know of no funding sources outside of STATE funds.
• To expand into new initiatives where the health district may not have ventured before.
• Helping to increase the community's overall wellness through greater participation in healthy eating initiatives, fitness programs, and interconnected walking/biking routes.
• Use accreditation process as a tool for improvement. Closer working ties with other agencies. Lead role in possible regionalization.

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

• funding, laws blocking information or procedures, lack of personnel
• assist with any new health outbreak issues, assist with situations that can handle poor living conditions, assist with the heroin problem
• current county commissioners, state regulations, federal interference
• funding
• Ohio rural septic laws and enforcement
• hoarders/ blighted properties
• regionalization with large county, funding, staffing
• Unknown to me what services you provide
• Financial Legislative changes mandating more unfunded programs
• Lack of funding for most population health functions or inconsistent funding.
• money
• can't think of any
• Change in direction from state on priorities of health department. Lack of funding provided from state. Loss of visibility and partnership with school systems.
• dealing with drug abuse mental health issues
• Funding
• Human and capital resources.
• Lack of follow through by outside entities to establish and promote healthy eating initiatives; limited funding available to outside agencies to pay for infrastructure improvements; availability of unhealthy foods vs. healthy food options.
• Regionalization without representation. Accreditation process while performing regular duties. Local and state politics interfering with Public Health processes.
6. In your opinion, what are the most needed additional services that the DCGHD should provide?

- none
- community attn. to drug issues, mental health, dental care for Medicaid/underserved populations
- The only thing I hear about the health district in Hicksville is when they had immunizations. I don't hear anything else about you otherwise.
- Unknown
- Do not know.
- teach safety classes
- can't think of any
- Any services that reach young families with children is essential for the growth and education of children in our county. Educational services for parents, students, youth in a variety of topics.
- more family support parenting classes
- Return to assisting with lice checks, immunizations without an appointment, and assisting with kindergarten vision screens. Mental health is a huge problem in our school district. I wish we had more assistance in this area as well.
- I don't know, other than to say the barriers to being active should be low; and people need to be more prone to making healthy dietary choices.
- Education. Research. Effective water and sewage programs for the ground environment of the area.

7. Additional Comments:

- Good job, thank your for your help
- Not familiar with what your organization does or is responsible for
- I doubt the residents of Hicksville know what services you provide.
- I think the personnel of DCGHD is extremely available and helpful and has a great reputation!
- We need the services and support of all agencies throughout the county working together to provide stability to the children in our county.
- While I realize budget cuts hit everyone, I want to be sure that all Defiance County schools are being treated equally. If you take a service from one, you should take it from all.
Appendix C:

Environmental Scan Results
Key Issues Identified

Change in Ohio requirements/ Change in law: sharing services, less health departments,
Political climate
Affordable Care Act
Succession planning
Funding sources
Economy
Aging population
Travelers
Terror threat
New and emerging diseases
Increasing operational costs
Technology- social media
Informational world- want information and want it now
Staff turnover- employee retention
Decline of personal responsibilities- in general
Resources required for accreditation- personnel and financial
Workforce training needs
Eight Parameters of Change

What are the top Pot Holes?

- Reaction to changes in traditional programming
- Collaborative efforts with ODH
- Retirement/hire turnover
- Staff time involvement for accreditation
- COS
- Move to outcome based funding (grants)
- Document management

Why do they exist?

- Public used to old services
- Change at ODH/ disorganization
- Aging workforce
- Lot of time needed to achieve accreditation
- Accountability and transformation of healthcare
- Unsure of COS
- Establishment and functions
- Increase documentation requirements

How can we fill them in?

- Succession planning
- Public health
- Communication campaign
- Communication of ODH changes and why they are happening
- Performance management system
- Participate in COS process
- Stay connected with ODH
- Celebrate successes
- Staff appreciation
- Investigate documentation tracking software

What are the top Opportunities?

- Focused education to community
- Become chief health strategist for community
- Surveillance
- Data warehouse
- Be proactive
- Get DCPH brand in community
- Become more population based

Why do they exist?

- Change focus of DCPH
- From clinical to population based
- Need to restructure to core public health functions
- Lack of health strategist
- Crowded health care market
- Current atmosphere to increase health of community
- Will have an epi

How can we use them?

- Programming
- Communication with public
- Organize county efforts
- Accountable and move nimbly
- Community recognition of DCPH restructuring
- Use as leverage for funding
- Empowered health consumer

Improvement Time Line
What are the top Strengths?

Dedicated/passionate staff
Supportive BOH
Opportunity for facilitation training
Community engagement
Recognized by some as leaders in this movement
Growing POWER Defiance
Willingness to take risk
Interagency cooperation

Build on current momentum
Utilize facilitation skills
Collaborate and build
Gather data
Utilize facilitation skills to become chief health strategist
Market change
Seek buy in

Why do they exist?
- Community Momentum
- Experience
- Supportive BOH
- Fiscal Responsibility
- Strong Leadership
- Board member longevity
- Commitment to public health

How can we use them?

Strengths

Improvement Time Line

What are the top Weaknesses?

Delay of eliminating program which will stop
Staff hesitation
Inconsistency in program process
Current reputation of those affected by change
Spread too thin
Staff turnover
Lack of a plan
Leadership time fragmentation

Why do they exist?
- No definitive plan
- In limbo
- Unknown changes
- Unclear messages
- Wearing too many hats

How can we overcome them?

Weaknesses

Set a Date
Inform staff
Training
Program plans
500's
Create plan
Implement plan
Communication with public and stakeholders etc.
Restructuring

Improvement Time Line
**What are the top Threats?**
- Public health event
- Funding
- Legislative/other agency changes
- Assumption of what public health is
- Community buy in
- Duplication of efforts

**External Threats**

**Why do they exist?**
- Climate change
- Terrorist threat
- Emerging diseases
- Lack of understanding of what public health is by decision makers/public
- Public Health misinformation
- Community used to "old ways" of public health
- Lack of lead facilitator

**How can we overcome them?**
- DCPH become lead facilitator
- Increased surveillance
- Become communicable disease experts
- Become involved in legislative actions
- Increase Policy Development
- Develop sophisticated communication plan
- Emergency preparedness drills
- Environmental monitoring

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**What are our top Fears?**
- Financial resources
- Retirements
- Public perception
- Buy in
- Politics/legislative change
- General change/unknown
- Expense of restructuring
- Mastering new skills
- More accountability
- Acquiring qualified staff

**Fears**

**Why do they exist?**
- Limited funding
- Public preconceived view of PH
- Ceasing long term popular programs
- Political climate
- Pay in public health
- Staff hesitation
- Overwhelming

**How can we overcome them?**
- Communication strategy
- Tolerance of growing pains
- Celebrate victories
- Team building
- Search for funding
- Succession planning
- Workforce development
- Marketing
- Keep up to date of legislative changes
- Advocate for policies
- Mentoring programs
- Increase pay scale