

# Defiance County General Health District

2019 –2022 Strategic Plan



**Defiance County**



**Public Health**

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## Strategic Planning Process

The strategic planning process was completed over the course of three (3) sessions. Defiance County General Health District (DCGHD) used input from a cross section of DCGHD department members to determine the strategic direction for the agency. In addition, the following data sources were also referenced in order to create the Strategic Plan:

- 2018 DCGHD Annual Report
- Internal SWOT Analysis Survey Results
- External SWOT Analysis Survey Results
- 2018 Defiance County Community Health Assessment
- 2019-2021 Defiance County Community Health Improvement Plan
- DCGHD Quality Improvement Plan
- DCGHD Staff Satisfaction Survey Results
- DCGHD Workforce Development Survey Results

### Session One

On August 20, 2019, a 3.5-hour strategic planning session was held with DCGHD staff. DCGHD staff first reviewed current information pertaining to the actual and perceived state of the community's health in Defiance County. This information was gathered from the following: 2018 DCGHD Annual Report, Internal SWOT Analysis Survey Results, External SWOT Analysis Survey Results. Next, a visioning exercise was done to envision strategic priorities and the direction for the next three years. The strategic priorities that were identified were to promote and protect the public's health through education and collaboration. Those strategic priorities were used to create three main goals, which helped to modify the mission statement and the core values of DCGHD.

### Session Two

The second session of strategic planning was held on August 22, 2019 for 3.5-hours. DCGHD staff first reviewed session one progress and set expectations for session two. Staff broke into groups to brainstorm objectives for each of the three established goals. These ideas were streamlined into two to four measurable objectives for each goal. These goals have the intent to include all areas of DCGHD operation and the community it serves. Critical success factors and barriers were then identified for all areas. The session ended with a review of agency core values, determining to rebrand them to reflect the current mission statement.

### Session Three

Session three of strategic planning was held on August 26, 2019 for 2 hours. During this session, strategies were developed for each of the identified objectives. These strategies are measurable and directly reflect the requirements set by regulatory documents and agencies. Next steps will be determined by DCGHD leadership, and strategic alignment will be monitored.

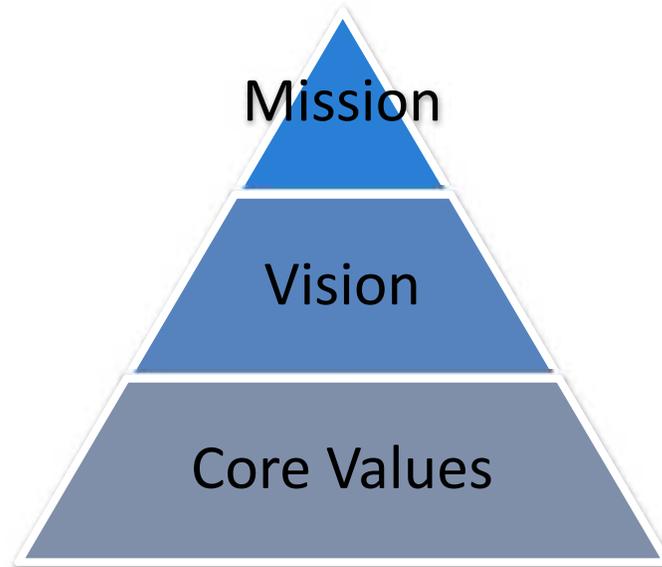
### Board of Health Input

The Draft Strategic Plan was presented to the Personnel and Budget Committee and the Board of Health in September 2019. The Strategic Plan was approved by the Board of Health on October 15, 2019.

## Evaluation of the Strategic Plan

The Defiance County General Health District will conduct quarterly evaluations of the progress made towards the strategic plan. Documentation and monitoring of progress will be completed via a performance dashboard. The results from each evaluation will be shared 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 needs within the Defiance County General Health District.

## Mission, Vision, Core Values



### Mission Statement

We promote and protect the health and well-being of all people and places in Defiance County

### Vision

*"A Healthy and Safe Defiance County"*

### Core Values

We Educate • We Collaborate • We Empower • We Respect Everyone • We Make A Difference

## Goals

### Goal A

- Promote a strong public health system

### Goal B

- Promote the protection of public health

### Goal C

- Promote a culture of health

## Goal A

### Promote a strong public health system.

**OBJECTIVE #1: In the next 3 years, increase percentage of DCGHD partners who are able to identify their role in public health.<sup>1</sup>**

Strategy #1: Educate partners on their role in public health.

Strategy #2: Assess partner knowledge of public health.

**OBJECTIVE #2: In the next 3 years, increase overall Public Health System Assessment Score by 10%.<sup>1</sup>**

Strategy #1: Provide workforce development opportunities related to public health.

Strategy #2: Collaborate on research and data.

Strategy #3: Collaborate on policy and planning.

**OBJECTIVE #3: In the next 3 years, revenue meets or exceeds expenses.<sup>1</sup>**

Strategy #1: Utilize a dashboard to track and monitor revenue and expenses on a quarterly basis.

Strategy #2: Solicit funding opportunities that further the strategic priorities of the agency.

- 
1. Critical Success Factors: grant opportunities, collaboration, motivated partners, interest in public health by students, strong DCGHD workforce, getting out public health message, community and partner education, funding, external communication, partnerships

Barriers: funding, partners working in silos, grant opportunities for mandated programs, unclear partner roles/opportunities, time, lack of workforce, understanding of importance

## Goal B

### Promote the protection of public health.

**OBJECTIVE #1: In the next 3 years, reduce environmental hazards.<sup>2</sup>**

Strategy #1: Utilize a dashboard to track environmental hazards.

Strategy #2: Educate on strategies to reduce environmental hazards.

**OBJECTIVE #2: In the next 3 years, reduce the amount of communicable disease by 5%.<sup>2</sup>**

Strategy #1: Provide a best practice guideline on communicable disease.

Strategy #2: Educate on communicable disease.

**OBJECTIVE #3: In the next 3 years, maintain or reduce the years of life lost among Defiance County residents.<sup>2</sup>**

Strategy #1: Utilize a dashboard to track years of life lost.

Strategy #2: Support evidence-based programs which aim to reduce years of life lost.

Strategy #3: Educate on strategies to reduce years of life lost.

**OBJECTIVE #4: In the next 3 years, reduce the percentage of population not prepared for a large scale emergency by 5%.<sup>2</sup>**

Strategy #1: Collaborate on emergency preparedness.

Strategy #2: Educate on emergency preparedness.

- 
2. Critical Success Factors: social norming, evidence-based education, public's trust, partnerships, collaboration, data, reaching correct population, DCGHD staff experience and qualifications, education, understanding, ability to get message out, education platforms, input from target populations

Barriers: legislation, resources, misinformation, community buy in, community readiness, public health emergency, buy in to the "why" of environmental programs, enforcement, funding, public resistance, consistent data, reach, perceptions

## Goal C

### Promote a culture of health.

**OBJECTIVE #1: In the next 3 years, reduce the amount of Defiance County residents who report their health as fair/poor by 3%.<sup>3</sup>**

Strategy #1: Advance the Defiance County Community Health Improvement Plan.

Strategy #2: Educate on health behaviors.

Strategy #3: Educate on what creates a culture of health.

**OBJECTIVE #2: In the next 3 years, incorporate social determinants of health in planning activities.<sup>3</sup>**

Strategy #1: Promote a Health in all Policies approach internally and to our partners/stakeholders.

Strategy #2: Utilize a community dashboard to track social determinants of health.

- 
3. Critical Success Factors: community buy in and support, partnerships, data partners, common goals, strong workforce, technology

Barriers: Funding, reach/communication, community readiness, perceptions, understanding, lack of data

**The Strategic Plan was adopted by the Defiance County Board of Health on October 15, 2019:**

Reviewed and Evaluated:

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# Appendix 1- Acronyms and Definitions

## Acronyms

**BOH-** Board of Health  
**CHIP-**Community Health Improvement Plan  
**CHA-** Community Health Needs Assessment  
**DCGHD-** Defiance County General Health District  
**MAPP-** Mobilizing for Action through Planning and Partnership  
**PHAB-** Public Health Accreditation Board  
**S.M.A.R.T.-** Specific, Measurable, Relevant, Time-bound  
**SP-** Strategic Plan  
**SWOT-** Strength, Weaknesses, Opportunities, Threats  
**QI-** Quality Improvement

## Definitions

Common vocabulary is used agency-wide when communicating about the strategic plan. Key terms and frequently used acronyms are listed alphabetically in this section.

**Action:** Specific steps to be taken, by whom and by when, to implement a strategy.

**Barriers:** Existing or potential challenges that hinder the achievement of one or more objectives.

**Community Health Assessment (CHA):** The CHA is a collaborative process conducted in partnership with other organizations and describes the health status of the population, identifies areas for health improvement, determines factors that contribute to health issues, and identifies assets and resources that can be mobilized to address population health improvement. (Public Health Accreditation Board, 2011)

**Community Health Improvement Plan (CHIP):** The purpose of the CHIP is to describe how a health department and the community it serves will work together to improve the health of the population of the jurisdiction that the health department serves. (Public Health Accreditation Board, 2011)

**Core Values:** A principle that guides an organization's internal conduct as well as its relationship with the external world.

**Critical Success Factors:** Major items or issues that must be controlled to achieve one or more objectives.

**Evidence-based practice (EBP):** Entails making decisions about how to promote health or provide care by integrating the best available evidence with practitioner expertise and other resources, and with the characteristics, state, needs, values and preferences of those who will be affected.

**Goal:** A statement of a desired future state, condition, or purpose. (Agency for Healthcare Research & Quality)

**Guiding Principles:** General guidelines that set the foundation for how an organization will operate.

**Mission:** A statement of the overall purpose of an organization

**Objective:** A measurable condition or level of achievement at each stage of progression toward a goal; objectives carry with them a relevant time frame within which the objectives should be met. (Centers for Disease Control 2012)

**Opportunities:** Outside factors or situations that can affect an organization in a negative way

**Performance Management:** The practice of actively using performance data to improve the public's health. This practice involves strategic use of performance measures and standards to establish performance targets and goals. (Turning Point, 2003).

**Public Health Accreditation Board (PHAB):** A nonprofit organization dedicated to improving and protecting the health of the public by advancing the quality and performance of Tribal, state, local, and territorial public health departments. (Public Health Accreditation Board, 2014)

**Qualitative Data:** Data composed of words, providing in-depth, contextualized, and meaning-driven descriptions of anything from an individual's experience to a community's history.

**Quality Improvement (QI):** A systematic, department-wide approach for achieving measurable improvements in the efficiency, effectiveness, performance, accountability, and outcomes of the processes or services provided. Applies use of a formal process (PDSA, etc.) to "dissect" a problem, discover a root cause, implement a solution, measure success/failures, and/or sustain gains.

**Quality Improvement Guide/Plan:** A plan that identifies specific areas of current operational performance for improvement within the agency. These plans can and should cross-reference one another, so a quality improvement initiative that is in the QI Plan may also be in the Strategic Plan. (PHAB Acronyms and Glossary of Terms, 2009)

**Quantitative Data:** Data that is measured or identified numerically and can be analyzed using statistical methods.

**S.M.A.R.T.:** Acronym used to ensure evaluation and research objectives are S=Specific, M=Measurable, A=Attainable, R=Realistic, T=Timely. (Centers for Disease Control, 2012)

**Strategies:** Broad activities required to achieve an objective, control a critical success factor, or overcome a barrier.

**Strategic Plan (SP):** A plan that sets forth what an organization plans to achieve, how

well it will achieve it, and how it will know if it has achieved it. The SP provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. (Public Health Accreditation Board, 2014)

**Strengths:** Internal to organizations. Resources or capabilities that help an organization accomplish its mandates or mission

**Threats:** Outside factors or situations that can affect an organization in a negative way.

**Weaknesses:** Internal to organization. Deficiencies in resources or capabilities that hinder an organization's ability to accomplish its mandates or mission.

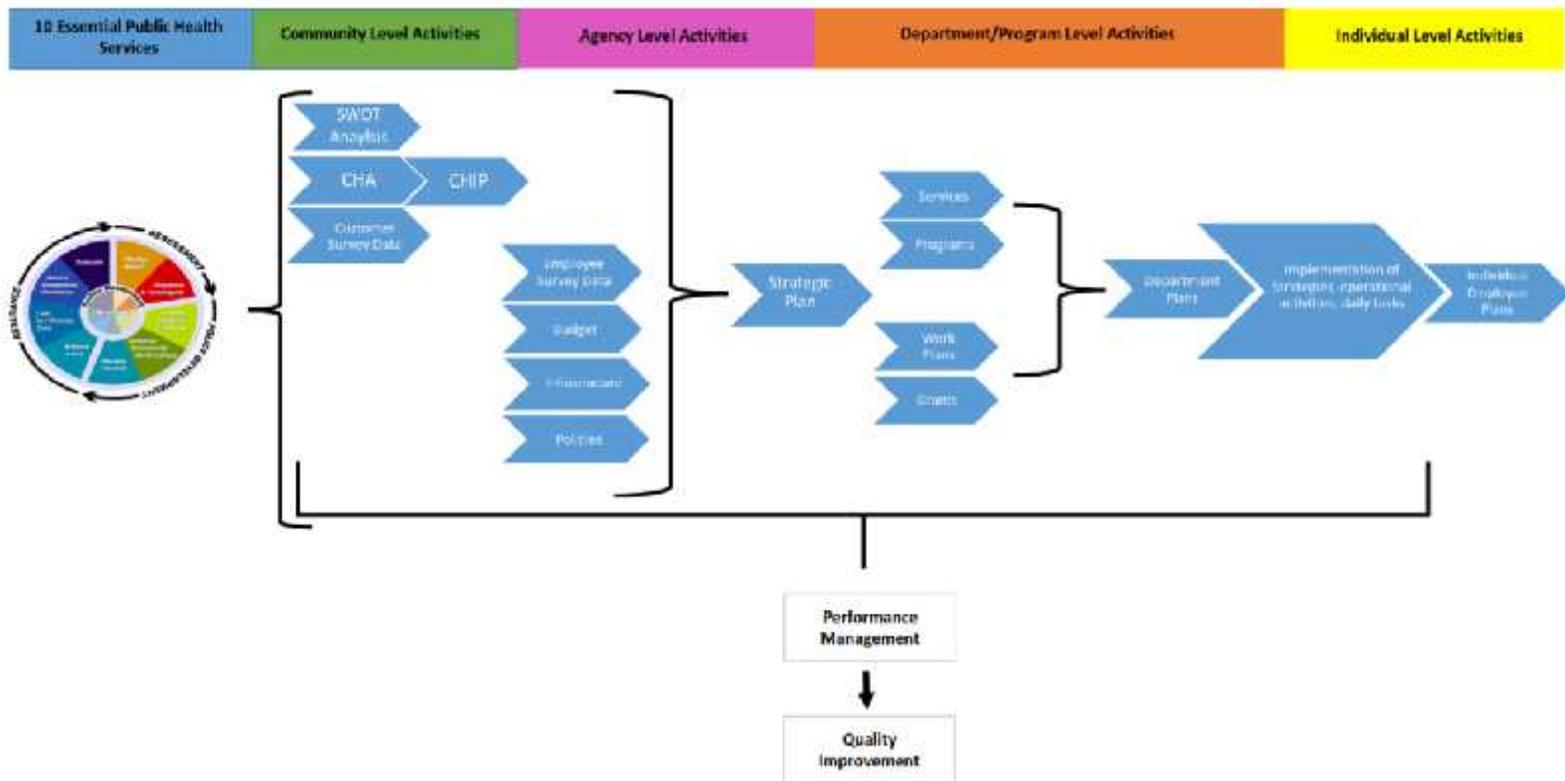
**Workforce Development Plan:** workforce development plan sets forth objectives and strategies that are aimed at training or educational programs to bring public health employees up to the date on the skills necessary to do their jobs better or to train the next generation of public health workers and leaders. (Rowitz, L. Public Health Leadership, 3rd Ed. Jones and Bartlett, 2014)

**Vision Statement:** Declaration of an organization's objectives, intended to guide its internal decision-making.

## Appendix 2- Implementation of the Strategic Plan

The Defiance County General Health District Strategic Plan includes specific Goals, Objectives, and strategies for the work of the organization. The plan outlines the overall direction of the health district based on organizational mandates, mission, values & beliefs, and data that define strengths, weaknesses, opportunities, and threats/ challenges related to the organization. The strategic plan is also part of the Defiance County General Health District’s Performance Management System because it provides a basis for the development of programs and services for the organization. Operational plans and performance measures are developed after programs and services are identified for the organization.

The strategic plan is intended to serve as a roadmap to provide clarity with respect to the health department’s priorities and goals over the next 3 years. It is important to note, there is no attempt in this document to detail all of the programs or services that exist with the health district.



## Appendix 3-Community Health & Quality Improvement Plans Linkages

### *Linkage to Community Health Improvement Plan*

The strategic plan was designed with the Defiance County Community Health Status Assessment and with the Community Health Improvement Plan (*CHIP*) strategic goals in mind. Carrying out the Community Health Improvement Plan will aid in achieving the goal of Creating a Culture of Health in Defiance County. The Public Health System Assessment which was completed in the MAPP process when developing the CHIP also served as an area of focus in this strategic plan. Promoting a strong public health system is essential in carrying out the CHIP and promoting a culture of health.

### *Linkage to Quality Improvement Plan*

The strategic plan will be monitored for progress in a performance dashboard. The dashboard monitors completion of activities. The activity will have a percentage of completion and will indicate if an activity is not started, complete, in progress or behind schedule. Upon review of the performance dashboard if an activity is not started or behind schedule the data will be presented to the quality improvement team to determine if a quality improvement project should be implemented.

## Appendix 4-Defiance County General Health District Summary of Internal SWOT Analysis Results

On July 15, 2019 during a staff Monday morning briefing, DCGHD staff was informed of the upcoming process for the 2019-2022 Strategic Plan. At that time, a presentation was given to explain the SWOT process and give employees an opportunity to participate in the planning process. A follow-up email was sent the same day to all DCGHD employees to remind them the SWOT analysis posters were located outside the kitchen on the wall and employees have from July 15th-August 2nd to contribute to the SWOT analysis. All employees were given the opportunity to partake in the strategic planning team by letting their supervisor know they are interested by July 31st. Below are the results from the internal SWOT analysis.

### **Strengths**

Highly skilled staff  
 Quality staff  
 Facilitation skills  
 Public messages  
 Trusted  
 Collaborative staff  
 Strong promotion of health  
 Great leadership  
 Monday morning meetings  
 Communication  
 Take 5  
 Culture of teamwork (breaking down silos)  
 Positive attitudes among staff  
 An engaged board of health  
 Culture teamwork problem solving  
 Accreditation on tract  
 Staff works well together  
 6 pact+  
 Strong community coalitions  
 Communication within department  
 Community engagement through collaboration and partnerships  
 PHSCO  
 The MRC is active!  
 Factual  
 Capacity to analyze data  
 LDI/SDI  
 Well-known in the community ie including health in all policies  
 Science based  
 White board messages  
 Our partners

### **Weaknesses**

Time challenges to doing tasks  
 Grant writing  
 blind side  
 small staff turnover  
 small staff  
 old/failing equipment  
 a clear effective way to get info/education to public/entire county  
 Changing or loss of programs due to change in grant focus or loss of grant funds. Although somewhat out of our control, can still be viewed as a weakness when the public doesn't understand why...  
 Program sustainability post grant funding  
 Fiscal stability  
 Staff wear multiple hats sometimes not enough exposure to master it.

**Opportunities**

Partner understanding of impact of social determinants  
 Multi sector partners  
 Fetch EH-Education tools, communication tool and research tool  
 Grant funding  
 Health in all policy  
 Educate health sectors on their role in health  
 Health promotion  
 Policy/environmental change training  
 CD education  
 Input from access and functional need population  
 MRC  
 Education to the public  
 6-pact+  
 PHSCO  
 Local funding opportunities  
 Subject matter expert for policy change  
 Engaging in social determinant of health issues  
 Operation permit program- provides opportunities to connect with rural population

**Threats**

Levy coming up  
 Decrease in grant funding  
 Additional operations and maintain permits fee for homeowners  
 Public health emergency possible  
 Loss of grants from the Ohio Department of Health  
 ODH opening up grants to private/nonprofit... no longer are the opportunities just for local health departments  
 Funding  
 Regionalization of programs (ODH)  
 Frustration over operations and maintains program  
 Loss of ODH Grants  
 Loss of employees to private sector  
 Perception of what a health department does or should do

## Appendix 5-Defiance County General Health District Summary of External SWOT Analysis Results

### 1. Overall how would you rate the services provided by the Defiance County General Health District?

ANSWER CHOICES	RESPONSES	
Excellent	60.00%	21
Good	22.86%	8
Fair	0.00%	0
Poor	0.00%	0
Don't Know	17.14%	6
<b>TOTAL</b>		<b>35</b>

### 2. In your opinion, what are the three GREATEST STRENGTHS of Defiance County General Health District?

- chronic disease data focus, focus on population health as public health has shifted away from direct care, collaborative partners in the public health region
- information/knowledge
- Communication, prompt time in calling back, when I have a questions, friendliness when working with anyone
- Public interaction pertaining to social media, and advisory situations, County Health Assessment, Great Leadership
- Forward thinking, Good communication, Visibly active in the community
- Knowledgeable employees
- Shots for kids--not familiar with too much of what you do
- people
- Providing schools with health information
- The Director is informed, articulate, and proactive
- I think DCGHD does an excellent job marketing their services and spreading education to the public.
- Professional Knowledgeable Staff, Willingness to Coordinate Planning and Service Delivery with other Agencies and Programs, Accessible Facility
- Valuable assets would be the ability to set up a phone bank. 2) MARCS Radios 3) Excellent Emergency Planning 4) Great PIO
- I work with the WIC program along with fiscal and management of the health department. All staff are very easy to work with, very qualified, and truly care about the people in their county.

- DCGHD works very well with their partners in addressing health issues in the community. The Health Department does a great job of looking at chronic disease data.
- Good communication with the hospital, great collaborating with community regarding needs and initiatives,
- Identifying community needs through community analyses. 2. Collaborating with other community stakeholders to address most pressing issues.
- Education to community, Accessible Data regarding health issues, Environmental/assistance w/WPCL funds
- Hard to list strengths when I do not really know what they do.
- Knowledge of Staff, Quality of services, Community outreach
- caring, dedicated staff, outstanding leadership, communication among staff
- Health District's staff and levy approved by voters.
- WIC, Car seat information
- Community Health Assessment Survey
- Knowledgeable staff. Staff participates in so many levels bringing health and wellness to the table in many instances (Health in all Policies)
- Leadership, Staff, Open to improvement and learning
- The health department is always willing to conduct the inspections needed for my school accreditation. The nurse from Mercy Health will look over our records during her lunch time.
- Public assistance in an emergency
- Good communication with hospitals
- Qualified, passionate staff 2) Strong community/collaborative relationships 3) Central location
- Your community involvement and dissemination of information is great.
- Women, Infant and Children program, Food Inspections, Health Education
- Wide breadth of experience. Very competent personnel.

### **3. In your opinion, what are the three GREATEST WEAKNESSES of Defiance County General Health District?**

- I have been very happy with everything
- In the instance of controversial issues (septic program) there seems to be a lack of good communication and a willingness to accept community input. Which is odd because its out of character for the organization as a whole
- Continually promote good health practices, Lots of visibility at community events, Better coordinate programs in schools
- People don't know what you do
- Mental health services for our youth. MANY families with insurance cannot afford it. This is a huge need in our youth.
- money
- Challenges continue to arise
- I would love to see more classes offered at DCGHD. Paulding Co. is so small and doesn't have the resources that Defiance does. It'd be great if health education classes/presentations could be held at the health department there that we could refer our residents to.
- Coordination of and development of more community based prevention and treatment opportunities, ex: addiction resources and education, Communicable Disease education and prevention resources and STD education, treatment and testing that is more accessible.

- I am not able to identify any weaknesses at this time.
- resources overall for care of those who don't meet age criteria for services or are struggling with monitoring needs
- Implementing programs to improve low performing metrics.
- More education for households with housekeeping issues. Maybe offer incentives? Always the need for more education.  
Again the west end of the county does not really see them
- Technology, workload
- increase communication with the community of all the services you provide
- Need a stronger social media presence, Free car seat install checks, Breastfeeding support group that isn't connected to a hospital
- Communication about all of the services you provide and how you serve the community. Do you have a newsletter? Do you have a website or Facebook page? Maybe I am lacking in knowledge and you have these.
- I am unsure of all the services you offer.
- Ability to attract staff to such a rural area, Size of staff limited by budget
- DCGHD needs to let stake holders know what services are available. I googled Defiance County General Health District to answer this survey.
- Regular scheduled health screenings at public locations 2. Increased awareness in community of services offered and 3. Public access to birth and death records for families
- Needing improved investment in prevention, and in promoting the message of prevention based activities in the community. This limitation is due primarily to limited funds
- Do you still teach day care and child care providers class? Do you teach or give guidance to those in our community struggling with health issues giving guidance to counseling for health issues?
- Communication with the community - this is a difficult tasks and many organizations struggle. Biggest challenge is to find a way for the community to pay attention when you are educating so it can be effective.
- Forms of payment accepted.

#### **4. In your opinion, what are the three GREATEST OPPORTUNITIES for Defiance County General Health District?**

- regional partnership (PHSCO)
- to educate people that are going in the fields they are charge off, very approachable when asking questions, giving information without over whelming
- Continued public service messaging. People like the videos and they are a great way to reach the community.
- Being a pillar in the community strategic plan. ProMedica desire to be a health promotion partner. Long standing collaboration with agencies and service providers. Let's set new goals for Power Defiance etc.
- Tackling common issues from a regional perspective beyond county lines.
- Partnering with the schools to make sure parents, school staff, and youth are well informed about health. Identifying and communicating mental health services for our youth in the area.
- Being proactive to work on health awareness, especially for those who don't have access to internet regularly

- Maybe partnerships w/ other local health organizations, wellness groups, religious entities, etc. for collaborating for improving health/wellness of the community?
- Offering prevention education and resources to existing groups of people through local employers, churches and agency events and meetings. Most of these groups would welcome speakers or "pop-up clinics" if opportunities were communicated.
  - 1) Do you apply for ASPR grant funds through the NW Region Hospital Counsel? 2) You do a great job reaching out to the Public with the drive thru shot clinics you have had in the past. 3) Reaching out to the community through the use of Social Media. You do a great job!
- I would like to see you pick up services for Paulding County in addition to your own, since they are not going to attempt accreditation. They are smaller and WIC could be run as a clinic site as you do Hicksville. With the new system that is being implemented across the state for WIC, they will not be tied to their home stations because the system will be on the internet and they will only need WiFi.
- Active member of PHSCO. This will result in increased services that will benefit the health department and the communities they serve.
- providing resource for sex traffic individuals and those with addiction/mental health issues
- Developing & implementing programs focused on community wellness: - advocating for improved infrastructure for walking, biking, other activities - advocating for improvements in community parks to promote activities for persons of all ages
- Keep collaborating to inform public of availability of resources. Become a Blue Zone community!
- access
- Social Networking, Support of Community, Public interest
- the hot topic of drugs and alcohol use county-wide
- Possible collaborations with other agencies. New grant opportunities.
- Partnerships with area health providers and the city and county to build more opportunities for learning and physical health items (trails, outdoor gyms, walking paths, biking trails, playgrounds, water sports). I know we are doing this well, but lets take it to another level!
- Leading the community to invested in social determinants of health improvements
- DCGHD has an opportunity to help with a health and wellness plans for various organizations.
- offer opportunity for donations at public events
- Provide STD education to high school kids
- A growing area = increase in available professional talent and tax base
- connecting child care with training, advocacy for health both physical and mental
- Interaction with our schools. -- including Defiance College

## **5. In your opinion, what are the three GREATEST THREATS/CHALLENGES for Defiance County General Health District?**

- it's becoming harder to be a small agency in today's world. Oversight, compliance standard change and it can be difficult to keep up with expectations/changes as a small agency
- keeping it helpful without too much paper work
- State mandates that don't make sense.
- Promoting healthy habits to lazy people  
Finding new media opportunities for health promotion
- An ever changing funding stream. Determining the local conditions and meeting the needs.
- Educate public what you do and who qualifies
- location

- The availability of mental health providers in our area available to our youth makes it difficult to help provide them with services.
- Communication, Illiteracy, Internet access (and ability to use it for information)
- Funding and available staff time are always the biggest challenges.
- Having or taking the time to network with others providing healthcare in your area to maximize efficiency and effectiveness.
- Public Health Funding from Federal and State Resources
- funding is an issue for most community driven help in the state and fighting for those needs is an issue
- Aging population (more chronic disease) 2. Competing/ conflicting priorities
- Funding, Changing the attitude of unhealthy people, continually updating community on newsworthy issues regarding health
- access
- Stable funding, Community conspiracies/gossip, staff retention
- funding of various programs
- Stagnant or decreased funding from the federal and state governments. Agencies not collaborating with the Health Dept. Health Dept. would have to hire additional staff to obtain new grant opportunities.
- Addressing the overall population as the next generation emerges (meeting them where they are)
- Not reaching everyone with the services you provide? Unsure. Maybe there are people that are unaware of how you could help them and they do need some help of some sort?
- Beliefs in the community that could block change
- DCGHD has many services listed on the website this may be a roadblock.
- Lack of transportation to the office or site 2. Lack of offsite temporary screening. 3. Lack of public information about what the DCGHD offers.
- increased technology can = decrease in physical activity 2) Growth in the area = increase in Fast Food 3) Perfection is the enemy of progress. Mindset of those who need to make changes. They need to experience that change is possible and feels great!
- Change in policy on septic tanks, extremely negative comments throughout county. Find a better explanation method  
Communication and Education - I feel a large percentage of the community views the Health Depart beneficial for welfare and government assistance.
- Societal changes -- more acceptance of drug use. More resistance to authority in our population.

**6. In your opinion, what are the three most needed additional services that Defiance County General Health District should provide?**

- one on one help when come to inspect, very helpful
- Bed Bug inspector.
- Nutritional education, Promote active life style, Health for all
- free transportation-access to good mental health services-access to free medical
- more services
- Mental Health
- STD Education, Testing and Treatment, Prevention Education directed to at risk populations (at-risk youth, LGBT, homeless, addicts etc)

- Depending on your rate of tobacco use, you could consider Baby and me tobacco free program that gives away free diapers for moms or dads who quit smoking during pregnancy and postpartum. This is a limited access grant however.
- I am not aware of services that should be provided that are not available.
- care for middle aged that don't meet the adult protective services range yet but need resources
- Wellness programs 2. Grant writing to improve infrastructure for active lifestyles
- Education/Funding to address hoarding. Education/Funding to address bedbugs Support services to households with generational poverty or unhealthy living.
- Access
- Continued outreach, Public presentations
- not aware of what is needed beyond what you are already doing
- Services appear sufficient.
- General one page updates/Newsletter \* Community overall health to the masses \* How can the community help you? Let us know those options.
- More mental health initiatives, Aging population and how to deal with that, more initiatives with teenagers?
- As a private school, it is helpful to have someone to answer questions regarding lice and other communicable diseases.
- Back to school physicals 2. Increased information on the importance of vaccines 3. Increased immunization sites 4. Information on STD's and birth control
- Dieticians that can help the community by making sense of all the complex and contradictory diet info that is out 2) Teach folks to love health food 3) Freeways for families to be more active.
- Narcan, Child safety training, Senior Health / mental/physical counseling
- Advocacy for better housing. Off-site immunization sessions. Assist the Red Cross in blood donation events

#### **Additional Comments:**

- not qualified to answer most questions unfamiliar with organization
- Reactivate advisory board of drug free coalition
- DCHD employees that I have worked with are knowledgeable and dedicated to improving the public health and quality of life in Defiance County.
- I do not have any experience with DCGHD.
- I truly appreciate all the hard work DCGHD does for our community.
- I believe our Health Department is top notch. You all do a great job for our community, county and region.
- Again, please consider adding the residence of Paulding County to your mission and expanding. I believe, over time, it could be a win-win.
- Your website is very informative
- Great work by the entire DCGHD in addressing such a wide variety of county issues!
- The Health Department is doing a great job, but as in all agencies there is always more we can do.
- You have so many great programs and employees who truly care about people and it shows.
- Thank you for all you do and the difference you make in our community.

# Appendix 6-Defiance County General Health District SWOT Analysis Survey



Defiance County General Health District  
 1300 East Second Street, Suite 100, Defiance, Ohio 43512  
 Phone 419-784-3434 Fax 419-782-4973  
[www.defiantccohhealth.org](http://www.defiantccohhealth.org)

## 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/5Z2LFNC>  
 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? \*Not 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:

## Appendix 7-Defiance County General Health District Calculations for Defiance County Strategic Objectives

DCGHD Strategic Planning team compiled data from previous community health assessments and other sources to appropriately identify targets for the 2019-2022 strategic plan. Below are trends and percent changes from year to year that assisted with identifying targets.

	Defiance CHA data		Percent change from year to year
<b>Percent of Defiance County adults rated their health as fair or poor.</b>	2008	13%	
	2012	17%	30.77%
	2015	12%	29.40%
	2018	15%	25%
	2022 Goal	11%	27%
Target- Reduce the amount of Defiance County residents who report their health as fair/poor ___%		2-4%	

	Defiance CHA data		Percent change from year to year
<b>adults reported their household felt not prepared to handle a large-scale disaster or emergency</b>	2008	n/a	
	2012	n/a	
	2015	21%	38%
	2018	29%	
	2022 Goal	24%	17%
Target-Reduce the percentage of population not prepared for a large scale emergency by___%		5%	

		Defiance CD Cases	Percent change from year to year
<b>Number of Communicable Disease cases by year</b>	2015	242	
	2016	257	6.10%
	2017	273	6.20%
	2018	315	15%
	2022 Goal	300	4.76%
<b>reduce the amount of communicable disease by ___%</b>	Target	5-8%	

		Defiance PYLL*	Percent change from year to year
<b>Potential years of life lost</b>	2015	6338	
	2016	6400	4.70%
	2017	6700	6%
	2018	7100	
	2022 Goal	<7100	
<b>reduce the years of life lost by ___%</b>	Target	1-3%	

\* County health rankings and roadmaps