



HEALTH DISTRICT



# 2024-2026 STRATEGIC PLAN



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Portage County Combined General Health District  
2024-2026 Strategic Plan

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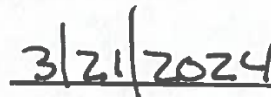
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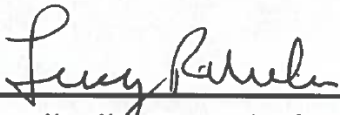
## Approval:



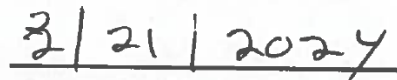
Joseph Diorio, Health Commissioner



Date



Lucy Ribelin, Board of Health President  
(Governing Entity)



Date

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## Letter to the Community

It is my pleasure to present to you the Portage County Combined General Health District 2024-2026 Strategic Plan. The Strategic Plan is a document that provides direction on how Portage County Health District plans to advance in the next three years. The planning and structure of this plan considered the voices and visions of our Board of Health, the leadership team, our staff, local community members, and external stakeholders.

This bold and forward-thinking strategic plan, is the culmination of our principles of providing the 10 Essential Services of Public Health. Active participation and transparency were ensured through planning meetings, stakeholder surveys, and employee pulse surveys. This exchange of ideas led our strategic planning team to build this plan; focusing on organizational capacity & infrastructure, population health, and technology, data, & information management. The Strategic Plan is inclusive, equitable, and diverse; yet ambitious and forward thinking.

While the Strategic Plan has been developed and implementation is underway, we as a public health agency, understand the Strategic Plan is a living breathing document and are prepared to adjust to changing conditions as needed. Portage County Health District will continue an open dialogue with our community and stakeholders on our progress in implementing and/or revising the Strategic Plan as needed, as we move forward.

While the past several years have been an incredible time for public health, we feel confident that the 2024-2026 Strategic Plan portrays the level of commitment our staff of public health professionals have towards ensuring Portage County is a safer and healthier place to live, work, and play.

Sincerely,  
Joseph Diorio  
Health Commissioner

## Introduction

The Portage County Combined General Health District (PCHD) is committed to strengthening our capacity to provide and sustain quality public health services that protect and improve the health of the residents of Portage County, now numbering over 161,700 (133,950 without the city of Kent) (Census, 2022).

According to PHAB Standards and Measures Version 2022, strategic planning is a process for defining and determining an organization's roles, priorities, and direction; and it is to serve as a guide for making decisions on allocating resources and taking action to pursue strategies and priorities.

Strategic planning is one component of a comprehensive strategy toward agency excellence and continuous improvement. PCHD's first Strategic Plan was for 2016-2019. The development of the next Strategic Plan was delayed due to COVID-19 response.

This 2024-2026 Strategic Plan reflects the charting of the future course for the PCHD over the next three years; establishing what we hope to achieve, how we will achieve it, and how we will know we have achieved it. The plan will be evaluated annually, and updates made as appropriate.

As outlined in the priorities, goals, and objectives within this plan; PCHD is committed to developing and strengthening our organizational capacity and infrastructure, implementing health in all policies for population health, and using innovative technology to ensure excellent customer service and outreach of PCHD's programs and services to the public.

The Strategic Plan, along with the Portage County Community Health Improvement Plan, and the agency's Quality Improvement Plan, Performance Management System, and Workforce Development Plan, serve in synchrony to provide a framework for direction of the agency as it moves forward in the fulfillment of its mission, vision, and values.

## Agency Structure

The Portage County Combined General Health District (PCHD) is governed by an eight-member Board of Health appointed by elected officials who serve on the District Advisory Council or by the city they represent. They provide oversight of financial and policy decisions.

PCHD is led by the Health Commissioner, who oversees the day-to-day operations of the Portage County Combined General Health District.

### Divisions:

The **Administration Division** is charged with recruitment and retainment of a competent workforce as well as the provision and oversight of various organizational programs and needs.

The **Finance Division** is responsible for the financial planning and fiscal management of the agency, including accounts receivable and payable, payroll, and purchasing.

The **Environmental Health Division** focuses on prevention of disease through sanitation, safe food and water, and promotion of safe and healthy environmental conditions throughout Portage County.

The **Community Health Division** is responsible for the planning, development, and provision of coordinated health education and nursing programs and services, emergency preparedness, and public health accreditation, with the focus of protecting the health and well-being of residents of Portage County through evidence-based programs.

The **WIC Division** is a nutrition education and supplemental food program for women, infants, and children, providing highly nutritious foods, breastfeeding support, nutrition education, and referrals to area resources.



## Strategic Planning Process

Development of the Portage County Combined General Health District (PCHD) 2024-2026 Strategic Plan began in January 2020, utilizing the National Association of County & City Health Officials (NACCHO) How-To Guide for Developing a Local Health Department Strategic Plan. (Completed NACCHO worksheets can be found in Appendix A.)



The first step in the strategic planning process was to engage staff and form our Strategic Planning Committee, including representatives from all Divisions and levels of staff as well as members of the Board of Health. Once the Strategic Planning Committee was established, the next step was to review the previous plan, and update the NACCHO documents. Eight of the twelve NACCHO worksheets were completed during two meetings held in early 2020, including the review of and decision to keep the previously established Mission, Vision, and Values. The strategic planning process was interrupted by the COVID-19 pandemic and the deployment of public health staff for emergency response. Strategic planning resumed in January 2023 with the implementation of the pulse survey to all PCHD staff. Previously completed NACCHO documents were reviewed and finalized and a stakeholder survey was sent out in July 2023. The Strategic Planning Committee utilized the results from the pulse survey and the stakeholder survey to conduct a SWOC analysis.

With input from the staff and our stakeholders, the Strategic Planning Committee decided on three priorities for delivering core public health services as innovative and progressive leaders in Portage County: Organizational Capacity & Infrastructure, Population Health, and Technology, Data, & Information Management.

## Strategic Priorities



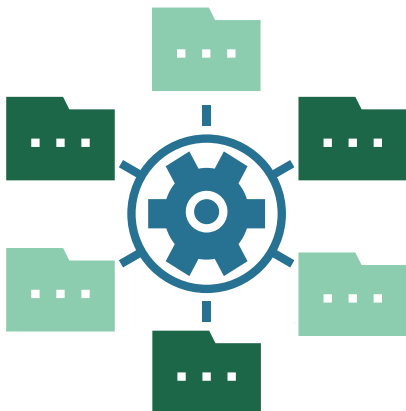
### **Organizational Capacity & Infrastructure**

Fiscal Accounting Practices  
Culture of Continuous Quality Improvement  
Competent Workforce  
Public Health Accreditation



### **Population Health**

Access to Care  
Community Focus, Engagement, and Outreach  
Chronic & Communicable Disease Education  
Improve Water Quality Standards



### **Technology, Data, & Information Management**

Data Modernization  
Data Visualization  
GIS Mapping  
Marketing of Programs & Services  
Community Education & Outreach

## Mission, Vision, & Values

### The Portage County Combined General Health District Mission:

To **promote** public health, **prevent** disease, and **protect** the environment, utilizing leadership and partnership to empower individuals and communities to achieve optimal health.

### The Portage County Combined General Health District Vision:

**Healthy People. Healthy Environments. Healthy Communities.**

### The Portage County Combined General Health District Values:



**Accountability:** We accept and embrace responsibility for our performance in all decisions and actions. We strive to consistently meet the expectations of our community through the successful execution of our commitments.



**Communication:** We continually work to strengthen transparent, collaborative sharing of information within and among all department divisions to support efforts as a unified team. We value our role as a trusted source of health information for our community; and strive to consistently provide timely and beneficial communication of health issues, efforts, services, and requirements.



**Dedication:** We strive to continually learn and improve to achieve the highest level of public health service and support for our community. We are committed to our performance and responsibilities; and meet the challenges of the future through ongoing training and development, collaborative partnerships, and a shared focus on enhancing public health.



**Ethics:** We honor the public's trust in our integrity; work diligently to earn and maintain our credibility; and treat everyone with equal fairness, honesty, dignity, sensitivity, and respect.



**Innovation:** We employ creative and open-minded thinking; and review and apply the most updated technology and information to ensure leadership toward continual improvement, positive changes, and new opportunities for growth and success.

## Strategic Plan Alignment

The Strategic Plan, along with the Portage County Community Health Improvement Plan, and the agency's Quality Improvement Plan, Performance Management System, Divisional Workplans, and Workforce Development Plan, serve in synchrony to provide a framework for direction of the agency as it moves forward in the fulfillment of its mission, vision, and values.



PCHD is committed to improving the health outcomes of those who live, work, and play in Portage County through our programs and services.



The Performance Management System (PMS) is used to measure performance toward established objectives within the Divisional Workplans.



PCHD utilizes Clear Impact (a software program) as its PMS. The PMS establishes and evaluates the achievement of goals, objectives, and improvements across programs, policies, and processes. Performance management measures can identify opportunities for quality improvement projects from unmet goals and objectives. Workforce development assures a skilled and competent public health workforce that contributes to the quality of the public health programs and services provided to Portage County residents.



Created through the strategic planning process, the mission, vision, and values foster a shared understanding of the purpose, goals, and underlying principles for the Health District. The mission is the building block, the vision is the force that drives us forward, and the values are what keeps us on track.



The Strategic Plan is PCHD's guide to prioritize all internal plans in order to collectively impact health outcomes. The Strategic Plan's guiding principles and values reinforce PCHD's commitment to performance management.



## SWOC Analysis

PCHD conducted a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis using the results from the Stakeholder Survey and the Employee Pulse Survey. The results helped to determine where changes are needed and helped to establish our priority areas for the next three years.

### STRENGTHS

- staff
- market programs & services
- service to the community
- accessibility of services
- trusted source of information
- website
- social media
- texting clients
- WIC & clinic hours
- EH staff working later hours
- 24/7 reporting
- flexible schedule\*
- HR increasing trainings\*
- technology\*
- building\*
- staff want to help community\*
- communications\*

### WEAKNESSES

- staff grievances\*
- loss of staff equal loss of knowledge\*
- staff feeling undervalued & underappreciated\*
- leadership training needed\*
- communication\*

### OPPORTUNITIES

- community engagement & outreach
- provision of mobile services
- new mom & life span home visits
- email list-serves
- collaboration between departments & partner agencies
- community outreach
- marketing-extended hours
- PCHD App
- website & social media outreach
- communications-radio, texting, internships, YouTube videos
- staff retention (pay incentives, additional time off, more casual days)\*
- time keeping system\*
- staff appreciation\*
- celebrate staff & team wins\*
- technology\*

### CHALLENGES

- staffing recruitment & retainment
- funding grants salaries
- lack of trust-government
- chronic disease & healthy lifestyles
- mental health & addiction
- Saturday services
- marketing campaign (person and funding position)
- PCHD promotion
- funding\*
- retain & recruit staff\*
- staffing issues\*
- changing workforce (remote or online work)\*
- staff morale\*

\*Denotes information garnered from January 2023 Staff Pulse Survey.

## 10 Essential Services of Public Health

PCHD is committed to the ongoing improvement of the quality of services our customers receive, as evidenced by the outcomes of those services. PCHD continuously strives to assure that the 10 Essential Services of Public Health are provided in our community:

1. Assess and monitor population health status, factors that influence health, and community needs and assets
2. Investigate, diagnose, and address health problems and hazards affecting the population
3. Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it
4. Strengthen, support, and mobilize communities and partnerships to improve health
5. Create, champion, and implement policies, plans, and laws that impact health
6. Utilize legal and regulatory actions designed to improve and protect the public's health
7. Assure an effective system that enables equitable access to the individual services and care needed to be healthy
8. Build and support a diverse and skilled public health workforce
9. Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement
10. Build and maintain a strong organizational infrastructure for public health

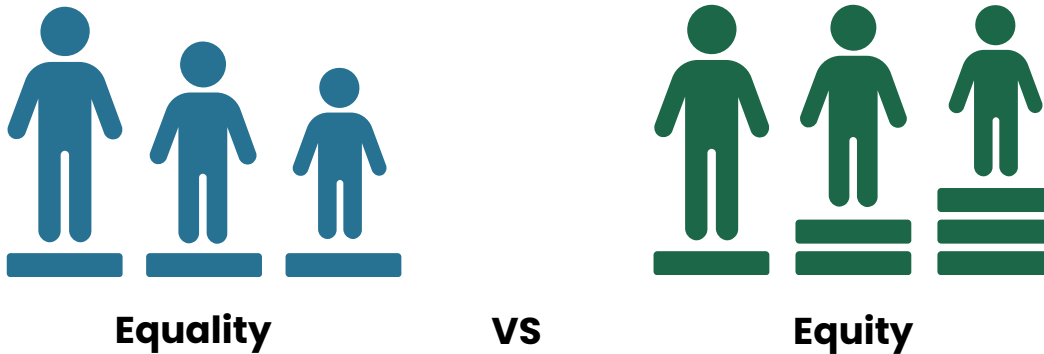
### **10** THE ESSENTIAL PUBLIC HEALTH SERVICES

*To protect and promote the  
health of all people in all  
communities*



## Health Equity

Health equity is present when every individual is afforded a fair and equitable chance to achieve optimal health, particularly those who have encountered socioeconomic adversity, historical injustices, and systemic disparities linked to social factors such as race, gender, ethnicity, social status, sexual orientation, and disability.



Additional factors that affect Health Equity are Social Determinants of Health – the conditions in the places where people live, learn, work, play, and worship that affect a wide range of health risks and outcomes.



Collaborative efforts among community stakeholders, public health entities, healthcare providers, faith-based groups, employers, and policymakers can mitigate health disparities by creating policies, programs, and systems rooted in a health equity model and tailored to community requirements. Prioritizing the resolution of layered health disparities and social injustices is central to the mission of the Portage County Health District, both in the work we do on behalf of our resident's health and the work we do internally as an organization.

## Portage County Combined General Health District Strategic Action Plan

Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 1: Increase knowledge of fiscal accounting practices throughout the PCHD division.				
Objective: By December 31, 2026, PCHD will increase knowledge of fiscal accounting practices while maintaining existing funding resources and increasing resources as available.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
1.1.1: Develop and implement strategies to obtain sustainable and flexible public health funding.	<ul style="list-style-type: none"> <li>The Finance Director works with Division Directors to understand divisional goals.</li> <li>The Finance Director meets with Division Directors biannually to plan budgets based on strategic plan priorities.</li> <li>The finance division, division directors, and grant coordinators will work collectively to identify, contact, and ultimately engage with alternative funding sources (including grants) to meet agency financial needs.</li> </ul>	<p>Annually</p> <p>Biannually</p> <p>Annually</p>	<p>Finance Division</p> <p>Division Directors</p> <p>Grant Coordinators</p>	<ul style="list-style-type: none"> <li>List of funding sources obtained and maximized.</li> <li>Review and analyze cash basis report monthly to ensure General Fund is healthy.</li> <li>Cash basis report</li> <li>Grant Notice of Awards</li> </ul>
1.1.2: Establish a robust financial forecasting process for building-related costs.	<ul style="list-style-type: none"> <li>The finance division will forecast building costs, capital improvement, mortgage paydown, vehicles, etc.</li> <li>Implement a proactive maintenance schedule</li> </ul>	<p>Quarterly</p> <p>Ongoing</p>	<p>Finance Director</p> <p>Finance Division</p>	<ul style="list-style-type: none"> <li>Monthly cash basis report</li> <li>Annual financial forecast</li> <li>Five-year forecast</li> </ul>

## Portage County Combined General Health District Strategic Action Plan

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Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	and assess capital improvement needs. <ul style="list-style-type: none"> <li>• Manage mortgage obligations and vehicle/equipment maintenance efficiently.</li> </ul>			
1.1.3: Launch a campaign to communicate the financial status of PCHD to staff, highlighting initiatives for cost savings, responsible financial planning.	<i>Initiative: "Investing in a Healthy Future"</i> <ul style="list-style-type: none"> <li>• Provide transparent updates on budget allocation and expenditures to staff.</li> <li>• Education for staff on financial stability for the agency.</li> <li>• Explain the “why” we’re doing what we’re doing and how it impacts them.</li> <li>• MAC money – look at best utilization for MAC money (ie: incentives for staff buy-in).</li> </ul>	Quarterly	Finance Division	<ul style="list-style-type: none"> <li>• Pre/Post surveys after staff trainings</li> <li>• Quarterly insert in staff newsletter</li> <li>• Quarterly staff meeting agenda/meeting minutes</li> <li>• Annual pulse survey to measure staff buy-in</li> </ul>

## Portage County Combined General Health District Strategic Action Plan

Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 1: Increase knowledge of fiscal accounting practices throughout the PCHD division.				
Objective: By December 31, 2026, PCHD will increase knowledge of fiscal accounting practices while maintaining existing funding resources and increasing resources as available.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
1.1.4: Complete a comprehensive cost methodology for Environmental Health programs.	<ul style="list-style-type: none"> <li>Environmental Health Director and Supervisors will work with the Finance Division to evaluate the fees of each environmental health program.</li> <li>Environmental Health Director and Supervisors will ensure daily logs accurately reflect times spent within each program.</li> </ul>	<p>Annually or at minimum Bi-yearly</p> <p>Quarterly</p>	<p>Environmental Health Director and Supervisors</p> <p>Finance Division</p>	<ul style="list-style-type: none"> <li>Successful adoption of cost methodology for Environmental Health programs.</li> <li>Environmental Health funds remain healthy.</li> </ul>

Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 2: Maintain a culture of Continuous Quality Improvement at PCHD.				
Objective: By December 31, 2026, PCHD will ensure a continuation of a culture of quality improvement and obtain Public Health Reaccreditation status.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
1.2.1: Ensure the continuation of a culture of quality improvement within the agency.	<ul style="list-style-type: none"> <li>• Provide CQI training to all staff. <ul style="list-style-type: none"> <li>◦ New Employee Orientation</li> <li>◦ Quarterly staff meetings</li> </ul> </li> <li>• Highlight successes of QI projects.</li> <li>• QI Team Charter and Storyboard posted on PCHD website. <ul style="list-style-type: none"> <li>◦ Storyboards posted on QI wall outside the main conference room.</li> </ul> </li> </ul>	<p>During first 90 days of employment</p> <p>Quarterly</p> <p>Annually</p> <p>As indicated</p> <p>As indicated</p>	<p>Workforce Development Team Leader</p> <p>Finance Director</p>	<ul style="list-style-type: none"> <li>• Attendance</li> <li>• Pre/Post surveys</li> </ul>
1.2.2: Meet PHAB Standards and Measures for Quality Improvement for accreditation.	<ul style="list-style-type: none"> <li>• Yearly review and updates of QI Plan.</li> <li>• Completion of at least 2 QI projects yearly.</li> <li>• Alignment of QI Plan with Performance Management Plan and Strategic Plan.</li> </ul>	Annually in November	Finance Director	<ul style="list-style-type: none"> <li>• Plan updates</li> <li>• Completion of at least 2 QI Projects annually</li> <li>• Alignment of internal plans</li> </ul>

Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 3: Maintain a competent workforce.				
Objective: By December 31, 2026, retain and develop staff by providing tools and opportunities needed to build organizational capacity for a competent workforce.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
1.3.1: Assess, identify, and implement strategies directed towards <b>recruiting</b> a diverse and skilled workforce.	<i>Talent Acquisition and Recruitment:</i> <ul style="list-style-type: none"> <li>Streamline recruitment processes and utilize technology to reduce time-to-fill critical positions.</li> <li>Develop processes to attract top talent and maintain productivity.</li> </ul>	Baseline data: December 31, 2024  December 31, 2026	Director of Personnel and Administrative Services	<ul style="list-style-type: none"> <li>Tracking of time-to-fill each critical position from time position is offered</li> <li>Identified bottlenecks to filling critical positions</li> <li>10% deduction in time to fill critical positions</li> </ul>
1.3.2: Assess, identify, and implement strategies directed toward <b>retention and succession planning</b> to retain top talent to ensure continuity and minimize recruitment costs.	<i>Employee Retention and Succession Planning:</i> <ul style="list-style-type: none"> <li>Implement personalized development plans and career planning.</li> <li>Review salary ranges and adjust staff rates appropriately.</li> <li>Track turnover rates and conduct exit interviews for insights.</li> <li>Conduct “stay interviews” or check-ins with staff.</li> </ul>	Baseline December 31, 2024  December 31, 2026	Director of Personnel and Administrative Services	<ul style="list-style-type: none"> <li>Turnover rates</li> <li>Exit interview insights</li> <li>Stay interview insights</li> <li>Salary ranges reviewed annually</li> <li>Monthly progress reports</li> </ul>

Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 3: Maintain a competent workforce.				
Objective: By December 31, 2026, retain and develop staff by providing tools and opportunities needed to build organizational capacity for a competent workforce.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>Provide opportunities for growth and advancement.</li> </ul>			
1.3.3: Develop and maintain a skilled and competent workforce, cultivating leadership potential among staff.	<i>Initiative: "Empowering Our Team, Elevating Our Services"</i> <ul style="list-style-type: none"> <li>Conduct a variety of staff trainings and development campaigns focusing on continuous quality improvement, and diversity, equity, and inclusion, etc.</li> <li>Provide quarterly staff trainings, gather feedback through surveys.</li> </ul>	Quarterly	Director of Personnel and Administrative Services	<ul style="list-style-type: none"> <li>List of trainings/workshops provided to staff</li> <li>Attendance and participation records</li> <li>Pre/Post survey results</li> </ul>
1.3.4: Conduct climate assessments (staff surveys, exit interviews, etc.) and utilize results to identify, develop, and implement	<i>Employee Engagement:</i> <ul style="list-style-type: none"> <li>Implement regular surveys and feedback mechanisms.</li> <li>Provide resources and initiatives to address identified concerns.</li> </ul>	Annually  Survey completed by end of quarter 1 annually	Director of Personnel and Administrative Services	<ul style="list-style-type: none"> <li>Annual survey results</li> <li>List of resources and initiatives implemented</li> </ul>

## Strategic Priority #1 Organizational Capacity & Infrastructure

Strategy 3: Maintain a competent workforce.

Objective: By December 31, 2026, retain and develop staff by providing tools and opportunities needed to build organizational capacity for a competent workforce.

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Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 3: Maintain a competent workforce.				
Objective: By December 31, 2026, retain and develop staff by providing tools and opportunities needed to build organizational capacity for a competent workforce.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>Create a DEI checklist for the agency to be used as a framework for agency activities and initiatives within the community.</li> </ul>			

Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 4: Maintain Public Health Accreditation Board status through reaccreditation.				
Objective: By December 31, 2026, assure PCHD meets all National Public Health Accreditation Board Standards and Measures and achieves reaccreditation.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
1.4.1: Align goals, objectives, policies, and agency planning efforts with Public Health Accreditation Board Standards and Measures.	<ul style="list-style-type: none"> <li>Ensure all staff understand and are evaluated on Core Competencies annually.</li> <li>Revise and maintain internal plans. (Performance Management, Quality Improvement, Strategic Plan, Emergency</li> </ul>	Annually <ul style="list-style-type: none"> <li>Core Competencies (November)</li> <li>Performance Management (June)</li> <li>Quality Improvement (June)</li> </ul>	Accreditation Coordinator  Team Leaders	<ul style="list-style-type: none"> <li>Completed revision of internal plans as required.</li> </ul>

Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 4: Maintain Public Health Accreditation Board status through reaccreditation.				
Objective: By December 31, 2026, assure PCHD meets all National Public Health Accreditation Board Standards and Measures and achieves reaccreditation.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	Preparedness Plan, Workforce Development Plan, Personnel Policies, Branding Strategy, Communication Plan).	<ul style="list-style-type: none"> <li>• Emergency Preparedness Plan</li> <li>• Workforce Development Plan (June)</li> <li>• Personnel Policies (March)</li> <li>• Branding Strategy</li> <li>• Communication Plan (October)</li> </ul>		
1.4.2: Continue to engage PCHD staff and Board of Health in the Accreditation Process.	<ul style="list-style-type: none"> <li>• Provide monthly updates to Board of Health on Accreditation.</li> <li>• Provide quarterly updates to staff on Accreditation at quarterly staff meetings. (Including 10 Essential Services of Public Health.)</li> </ul>	Monthly quarterly	Accreditation Coordinator	<ul style="list-style-type: none"> <li>• Monthly Board Report</li> <li>• Quarterly staff meeting minutes/agenda</li> </ul>

Strategic Priority #1 Organizational Capacity & Infrastructure				
Strategy 4: Maintain Public Health Accreditation Board status through reaccreditation.				
Objective: By December 31, 2026, assure PCHD meets all National Public Health Accreditation Board Standards and Measures and achieves reaccreditation.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
1.4.3: Achieve Reaccreditation status from the Public Health Accreditation Board.	<ul style="list-style-type: none"> <li>Complete Reaccreditation Application requirements</li> <li>Submit documentation through ePHAB</li> </ul>	<p>Apply for Reaccreditation in April 2024</p> <p>Documents collected by April 2024</p>	Accreditation Coordinator	<ul style="list-style-type: none"> <li>Application completed</li> <li>Documents collected</li> </ul>
Objective: 1.4.4 Complete annual PHAB reports	<ul style="list-style-type: none"> <li>Complete annual reports for PHAB.</li> </ul>	Annually	Accreditation Coordinator	<ul style="list-style-type: none"> <li>Annual reports</li> </ul>

Strategic Priority #2 Population Health				
Strategy 1: Improve and compare access to care in PCHD jurisdiction.				
Objective: By December 31, 2026, improve access to care by expanding community partnerships and formalizing traditional and non-traditional partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
2.1.1: Lead, participate, or engage in collaboration with local higher learning institutions (KSU, Hiram, NEOMED).	<ul style="list-style-type: none"> <li>Expand collaborative partnerships with academic institutions to improve knowledge of public health as a part of the healthcare system.</li> <li>Link academic institution programs to PCHD's programs, including clinical services.</li> <li>Network with local universities and training programs to promote jobs in public health.</li> <li>Increase communication, education and annual discussion regarding school partnerships.</li> <li>Determine needs and support/ provide resources and education.</li> </ul>	<p>Ongoing</p> <p>August, annually</p>	<p>Director of Community Health &amp; Environmental Health</p> <p>WIC Director</p>	<ul style="list-style-type: none"> <li>Annual meeting and training for KSU Dietetic Interns</li> </ul>

Strategic Priority #2 Population Health				
Strategy 1: Improve and compare access to care in PCHD jurisdiction.				
Objective: By December 31, 2026, improve access to care by expanding community partnerships and formalizing traditional and non-traditional partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>• Provide pipeline to internship programs.</li> <li>• Leverage GIS technology in collaboration with Kent State University to enhance environmental health initiatives.</li> </ul>			
2.1.2: Lead, participate, or engage in collaborations with community stakeholders to promote access to care.	<ul style="list-style-type: none"> <li>• Conduct an agency-wide assessment to identify existing traditional and nontraditional partners. Identify gaps and opportunities for collaboration based on assessment results.</li> <li>• Develop and expand relationships with traditional and non-traditional stakeholders (hospitals, healthcare providers, schools, social service agencies, businesses, etc.</li> </ul>	March, Annually	Community Health Director	<ul style="list-style-type: none"> <li>• List of community stakeholders/partners with contact information</li> <li>• Identified gaps and opportunities based on assessment results</li> </ul>

Strategic Priority #2 Population Health				
Strategy 1: Improve and compare access to care in PCHD jurisdiction.				
Objective: By December 31, 2026, improve access to care by expanding community partnerships and formalizing traditional and non-traditional partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<p>(SOAR Clinic, AxessPointe, UH Portage Medical Center, Job and Family Services, Family and Community Services, Mental Health &amp; Recovery Board, PARTA, etc.)</p> <ul style="list-style-type: none"> <li>• Increase community health events and outreach.</li> <li>• Utilize coalitions and alliances to expand access to care for high-risk populations and those with high social vulnerability.</li> <li>• Work with partnerships with local agencies, healthcare providers, and transportation services.</li> <li>• Determine events partners attend and collaborate together, ie: Mobile clinics and community outreach.</li> </ul>	December, Annually	Community Health Director	<ul style="list-style-type: none"> <li>• List of community health events for each year with dates and number of people reached</li> <li>• List of coalitions and alliances that provide outreach to high social vulnerability</li> <li>• Mobile Clinic Outreach</li> </ul>

Strategic Priority #2 Population Health				
Strategy 1: Improve and compare access to care in PCHD jurisdiction.				
Objective: By December 31, 2026, improve access to care by expanding community partnerships and formalizing traditional and non-traditional partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>• Re-share important information on social media and in the building.</li> <li>• Explore partnership with JFS to house Community Health Worker at PCHD to assist with Medicaid applications and referrals for healthcare.</li> <li>• Partner with local farmers markets, market masters and farm stands to establish a farmers' market at PCHD.</li> </ul>	<p>December 2024</p> <p>September 2024</p>	<p>WIC Director, Community Health Director</p> <p>WIC Director, Community Health Director</p>	<ul style="list-style-type: none"> <li>• List of social media outreach</li> <li>• Service provided within the clinic</li> <li>• Farmers' markets held at PCHD</li> </ul>

Strategic Priority #2 Population Health				
Strategy 2: Increase community focus, engagement, and outreach within PCHD jurisdiction.				
Objective: By December 31, 2026, focus on community engagement and outreach to increase access to care for our residents.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
2.2.1: Increase community focus, engagement, and outreach.	<i>Initiative: "Healthcare for All"</i> <ul style="list-style-type: none"> <li>Determine needs and impact for access to care.</li> <li>Highlight collaborations with NEOMED-SOAR, UH Portage, and other partners to expand access to care.</li> <li>Develop informative materials on available services, transportation options, and support for high-risk populations.</li> <li>Expand mobile clinics and community outreach events.</li> <li>Explore funding options for Community Health/WIC Home Visits program to serve residents throughout the lifecycle (prenatal, postpartum, infants, and children).</li> </ul>	Ongoing, tracked quarterly	Community Health Director	<ul style="list-style-type: none"> <li>Set percentage of community to provide outreach to as a measure.</li> </ul>
		December 2024	WIC Director  Finance Director	<ul style="list-style-type: none"> <li>Funding assessment, grant applications explored/ completed as applicable</li> </ul>
		December 2024	Community Health Director	

Strategic Priority #2 Population Health				
Strategy 2: Increase community focus, engagement, and outreach within PCHD jurisdiction.				
Objective: By December 31, 2026, focus on community engagement and outreach to increase access to care for our residents.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>Explore funding options for Community Health Home Visits program to serve residents throughout the lifecycle (prenatal, postpartum, infants, and children, <b>seniors</b>, etc.)</li> <li>Host annual health fair for community, include screening services at PCHD.</li> <li>Utilize PCHD trailer to provide services and outreach to at-risk communities.</li> </ul>	<p>March 2025</p> <p>October, Annually</p>	<p>Finance Director</p> <p>WIC Director</p> <p>Community Health Director</p> <p>Community Health Director</p>	<p>Funding assessment, grant applications explored/ completed as applicable</p> <p>Health Fair completed at PCHD</p> <p>Reporting of at least two outreach events to at-risk communities annually</p>
2.2.2: Address Access to Care within Portage County; include data in the Community Health Assessment.	<ul style="list-style-type: none"> <li>Conduct an Access to Care Assessment for the county.</li> <li>Gain access to SOAR Access to Care Assessment; include data in the Access to Care Assessment for the county.</li> </ul>	<p>December 31, 2024</p> <p>Ongoing</p>	Medical Director	<ul style="list-style-type: none"> <li>Access to Care Assessment</li> <li>Minutes from Access to Care Coalition meetings</li> <li>Transportation Needs Report</li> </ul>

Strategic Priority #2 Population Health				
Strategy 2: Increase community focus, engagement, and outreach within PCHD jurisdiction.				
Objective: By December 31, 2026, focus on community engagement and outreach to increase access to care for our residents.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>Engage with higher learning institutions for the Access to Care Coalition and Assessment.</li> <li>Engage community to address transportation needs for access to care.</li> </ul>	<p>July 31, 2024</p> <p>August, Annually</p>	<p>Community Health Director</p> <p>Community Health Director</p>	

Strategic Priority #2 Population Health				
Strategy 3: Collaborate with strategic partners to inform and educate the public regarding chronic and communicable diseases.				
Objective: By December 31, 2026, guide and monitor the Community Health Improvement Plan goals and objectives with community partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
2.3.1: Decrease Communicable Diseases, including sexually transmitted infections in	<i>Initiative: Reproductive Health Focus:</i> <ul style="list-style-type: none"> <li>Gather annual baseline rate of communicable diseases and sexually transmitted infections for Portage County.</li> </ul>	Quarterly	<p>PCHD Epidemiologist</p> <p>Community Health Director</p>	<ul style="list-style-type: none"> <li>See rate at which condoms are taken from provided locations (colleges)</li> <li>Annual Epi Communicable Disease report – Trend data</li> </ul>

Strategic Priority #2 Population Health				
Strategy 3: Collaborate with strategic partners to inform and educate the public regarding chronic and communicable diseases.				
Objective: By December 31, 2026, guide and monitor the Community Health Improvement Plan goals and objectives with community partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
Portage County. (CHIP Activity)	<ul style="list-style-type: none"> <li>Gather baseline rate of communicable diseases (specifically Hepatitis).</li> <li>Partner with KSU, NEOMED, Hiram for STI programming.</li> </ul> <p>Action Steps: Strengthen reproductive health programs with a focus on sexually transmitted infections (STIs). Foster partnerships with educational institutions for enhanced outreach and education. Increase education at high-risk locations (universities). Flyers and condoms in bar restrooms, clinics, dorm rooms, etc.?</p> <ul style="list-style-type: none"> <li>Provide education on prevention, treatment, and follow up with</li> </ul>			

Strategic Priority #2 Population Health				
Strategy 3: Collaborate with strategic partners to inform and educate the public regarding chronic and communicable diseases.				
Objective: By December 31, 2026, guide and monitor the Community Health Improvement Plan goals and objectives with community partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	individuals and providers in the community.			
2.3.2: Increase fruit and vegetable access and consumption in Portage County. (CHIP Activity)	<ul style="list-style-type: none"> <li>• Provide WIC Farmers' Market coupons to WIC participants to be used at local farmers markets.</li> <li>• Promote PCHD gardening club on social media for available produce at PCHD. Limited produce will be available, but still will promote healthy consumption.</li> </ul>	December, Annually	WIC Director	<ul style="list-style-type: none"> <li>• FMNP coupon redemption rates of 60% or more</li> <li>• Social media posts, minimum of two per year</li> </ul>
2.3.3: Improve pregnancy and birth outcomes through home visiting program. (CHIP Activity)	<i>Initiative: Community Health Outreach: Prenatal and New Mom Home Visits</i> <ul style="list-style-type: none"> <li>• Conduct a feasibility study on a home visiting program for pregnant and new</li> </ul>	Quarterly	Community Health Director  WIC Director	

Strategic Priority #2 Population Health				
Strategy 3: Collaborate with strategic partners to inform and educate the public regarding chronic and communicable diseases.				
Objective: By December 31, 2026, guide and monitor the Community Health Improvement Plan goals and objectives with community partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<p>moms (birth to one year of age).</p> <p><i>Action Steps:</i></p> <ul style="list-style-type: none"> <li>Strengthen partnerships with local healthcare providers and promote awareness of available prenatal and postnatal services.</li> <li>Develop a comprehensive home visitation program targeting expectant and new mothers to provide crucial support and resources. (nutrition, WIC, car seat, cribs for kids, breastfeeding, postpartum red flags, postpartum depression/ anxiety</li> </ul>			

## Strategic Priority #2 Population Health

Strategy 3: Collaborate with strategic partners to inform and educate the public regarding chronic and communicable diseases.

Objective: By December 31, 2026, guide and monitor the Community Health Improvement Plan goals and objectives with community partners.

<b>Goal</b>	<b>Programs/Activities Action Steps:</b>	<b>Timeline</b>	<b>Point Person</b>	<b>Data Source</b>
	PPD/PPA, transportation, etc.) <ul style="list-style-type: none"><li>• Provide screenings to pregnant moms for food insecurity and other social determinants of health to reduce low birth weights through home visiting program.</li></ul>			
2.3.4: Improve pregnancy and birth outcomes. (CHIP Activity)	<ul style="list-style-type: none"><li>• Establish and implement education with individuals who recently delivered, ie: birth spacing, family planning, etc.</li><li>• Urgent Maternal Warning Signs (UMWS) for identifying preeclampsia education provided prenatally and postpartum to all WIC participants.</li></ul>	Quarterly          Quarterly	Community Health Director  WIC Director	<ul style="list-style-type: none"><li>• Report completed education at CHIP meetings held annually in January, April, July and October</li></ul>

Strategic Priority #2 Population Health				
Strategy 3: Collaborate with strategic partners to inform and educate the public regarding chronic and communicable diseases.				
Objective: By December 31, 2026, guide and monitor the Community Health Improvement Plan goals and objectives with community partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<p>Initiative: "From Bump to Baby: A Journey through Pregnancy and Early Parenthood"</p> <ul style="list-style-type: none"> <li>• Host a series of workshops focused on prenatal and postnatal health. Collaborate with local healthcare providers to offer resources for expectant and new mothers. Emphasize and partner with the hospitals, OBGYN clinics, and social service agencies.</li> <li>• Promote through social media, local partnerships, and community bulletin boards. Use current programs (cribs for kids, car seat safety, breastfeeding, WIC nutrition, pre-</li> </ul>	December 2025		

Strategic Priority #2 Population Health				
Strategy 3: Collaborate with strategic partners to inform and educate the public regarding chronic and communicable diseases.				
Objective: By December 31, 2026, guide and monitor the Community Health Improvement Plan goals and objectives with community partners.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	eclampsia, PPD, PPA, etc.)			

Strategic Priority #2: Population Health				
Strategy 4: Improve the water quality standards.				
Objective: By December 31, 2026, PCHD will increase engagement with homeowners to improve water quality standards through tracking, monitoring, surveillance, and provision of education.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
2.4.1: Continue tracking, monitoring, surveillance, and provision of education to homeowners to eliminate illicit discharges and improve water quality standards.	<ul style="list-style-type: none"> <li>Track private water system permits seeking potability in drinking water.</li> <li>Require leach wells disposal systems to be replaced upon inspection.</li> <li>Survey and educate homeowners on operation and maintenance of sewage treatment systems to ensure water quality standards are met.</li> </ul>	Ongoing/ monthly	Environmental Health Wastewater and Stormwater Supervisors	<ul style="list-style-type: none"> <li>HDIS, tracking the private water system permits.</li> <li>Microsoft Excel, tracking properties in the enforcement process.</li> <li>Notice of Violation, enforcement letters requiring failing HSTS to be replaced.</li> <li>Portage County Health District Website, educating the public on</li> </ul>

Strategic Priority #2: Population Health				
Strategy 4: Improve the water quality standards.				
Objective: By December 31, 2026, PCHD will increase engagement with homeowners to improve water quality standards through tracking, monitoring, surveillance, and provision of education.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>Provide education on WPCLF and other county programs to help homeowners repair or replace failing sewage treatment systems.</li> </ul>			available financial programs. <ul style="list-style-type: none"> <li>Survey outcomes from educational events.</li> <li>People reached through social media (Archive Social).</li> </ul>

Strategic Priority #3 Technology, Data, and Information Management				
Strategy 1: PCHD will process and modernize data for public consumption using data visualization methods.				
Objective: By December 31, 2026, PCHD will develop and implement a process to modernize data for public consumption using data visualization methods.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
3.1.1: Determine method(s) for making county/sub-county data more accessible to the public to drive equitable programs, services, policies, and resource allocation.	<ul style="list-style-type: none"> <li>• Incorporate data visualization tools and technologies to make data accessible and facilitate data-driven decision-making.</li> <li>• Develop standard templates/branding for data visualization in GIS and rules for how data will be displayed (public facing vs. internal use)</li> <li>• Develop public facing data table to demonstrate frequent violations found in food facilities (grading system)</li> <li>• Use data to create protocol for “clean plate” award for restaurants who maintain compliance with the food code</li> </ul>	<p>December 31, 2024</p> <p>Annually</p>	Epidemiologist	<ul style="list-style-type: none"> <li>• Branding template for public facing and internal use of data</li> </ul>
3.1.2: Implement method(s) for	<i>Data-Driven Decision Making:</i>	Ongoing, annually	Epidemiologist	<ul style="list-style-type: none"> <li>• Annual report of reports and</li> </ul>

Strategic Priority #3 Technology, Data, and Information Management				
Strategy 1: PCHD will process and modernize data for public consumption using data visualization methods.				
Objective: By December 31, 2026, PCHD will develop and implement a process to modernize data for public consumption using data visualization methods.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
making county/sub-county data more accessible to the public to drive equitable programs, services, policies, and resource allocation.	<p><i>Initiative: "Numbers Tell Our Story":</i></p> <ul style="list-style-type: none"> <li>• Share regular reports and infographics showcasing the impact of data-driven decisions on community health outcomes.</li> <li>• Provide educational content on how data guides program development and resource allocation- ex: mapping community outreach events, community outcomes, trends, etc. and what PCHD is doing in response to data.</li> <li>• Utilize epidemiologist for internal data and storytelling.</li> <li>• Map community outreach events, opportunities for mobile</li> </ul>			<p>infographics used to showcase data-driven decisions</p> <ul style="list-style-type: none"> <li>• Annual report to include written content on how data guides program development</li> </ul>

<b>Strategic Priority #3 Technology, Data, and Information Management</b>				
<b>Strategy 1: PCHD will process and modernize data for public consumption using data visualization methods.</b>				
<b>Objective: By December 31, 2026, PCHD will develop and implement a process to modernize data for public consumption using data visualization methods.</b>				
<b>Goal</b>	<b>Programs/Activities Action Steps:</b>	<b>Timeline</b>	<b>Point Person</b>	<b>Data Source</b>
	clinics, etc. – Reports can be used to post on social media for outreach activities and reflect “what the health district does” for you.			
3.1.3: Present data to community and stakeholders on PCHD’s programs and services, and data collection using GIS software.	<ul style="list-style-type: none"> <li>• Develop GIS layers in partnership with the Auditor’s office.</li> <li>• Implement GIS layers for camps, food establishments, vector control, and private water systems (PWS).</li> <li>• Develop GIS layers for WIC-authorized vendors, SNAP –authorized vendors, food pantries, hot meal sites and farmers’ markets. ‘</li> <li>• Develop GIS Dashboards on PCHD website to highlight data.</li> </ul>	June 2025	<p>Epidemiologist</p> <p>Website Coordinator</p>	<ul style="list-style-type: none"> <li>• List of information posted on PCHD website</li> </ul>

<b>Strategic Priority #3 Technology, Data, and Information Management</b>				
<b>Strategy 1: PCHD will process and modernize data for public consumption using data visualization methods.</b>				
<b>Objective: By December 31, 2026, PCHD will develop and implement a process to modernize data for public consumption using data visualization methods.</b>				
<b>Goal</b>	<b>Programs/Activities Action Steps:</b>	<b>Timeline</b>	<b>Point Person</b>	<b>Data Source</b>
	<ul style="list-style-type: none"> <li>Highlight number of general inspections conducted in real time.</li> </ul>			
3.1.4: Incorporate all programs to a digital format.	<ul style="list-style-type: none"> <li>Create public facing forms that are available for digital submission.</li> <li>Create process for uploading all internal reports to cloud-based database (Strategic Solutions Scan View)</li> <li>Investigate the implementation of an online payment mechanism.</li> </ul>	December 2025	Environmental Health Director	<ul style="list-style-type: none"> <li>List of information posted on PCHD website</li> </ul>

<b>Strategic Priority #3 Technology, Data, and Information Management</b>				
<b>Strategy 2: PCHD will use GIS and expand mapping using existing data.</b>				
<b>Objective: By December 31, 2026, PCHD will utilize existing data points and GIS software to create digital maps for public consumption.</b>				
<b>Goal</b>	<b>Programs/Activities Action Steps:</b>	<b>Timeline</b>	<b>Point Person</b>	<b>Data Source</b>
3.2.1: Expand GIS capabilities for public consumption.	<ul style="list-style-type: none"> <li>• Conduct a feasibility of utilization of ARC GIS for PCHD programs, expand use of ARC GIS.</li> <li>• Launch Arc GIS for Portage County residence to utilize for specifically well/septic records.</li> <li>• Use ARC GIS to strategically map locations across survey programs to identify “hot spots” for data driven education/enforcement (PCHD Fair).</li> <li>• Use ARC GIS as an inspection tool to collect inspection data in the field.</li> </ul>	December 2025  Ongoing	Environmental Health Director	<ul style="list-style-type: none"> <li>• Visits to site tracked, or “clicks” within the site.</li> </ul>
3.2.2: Partner with Kent State University GIS to enhance environmental health initiatives.	<ul style="list-style-type: none"> <li>• Leverage GIS technology in collaboration with Kent State University to enhance environmental health initiatives.</li> </ul>	December 2024	Environmental Health Director	<ul style="list-style-type: none"> <li>• List of environmental health initiatives from GIS collaboration</li> </ul>

<b>Strategic Priority #3 Technology, Data, and Information Management</b>				
<b>Strategy 3: PCHD will market PCHD programs and services to increase outreach to the public.</b>				
<b>Objective: By December 31, 2026, PCHD will develop and implement a marketing plan to promote PCHD programs and services to increase outreach to the public.</b>				
<b>Goal</b>	<b>Programs/Activities Action Steps:</b>	<b>Timeline</b>	<b>Point Person</b>	<b>Data Source</b>
3.3.1: Build and enhance communication and outreach to inform the public of PCHD programs and services.	<ul style="list-style-type: none"> <li>• Conduct a feasibility study on hiring a marketing person.</li> <li>• Develop a marketing plan to promote PCHD programs and services.</li> </ul>	December 2024	Community Health Director	<ul style="list-style-type: none"> <li>• Feasibility study</li> <li>• Marketing plan</li> </ul>
3.3.2: Enhance digital presence through PCHD's website and social media platforms.	<i>Initiative: Digital Presence and Accessibility</i> <ul style="list-style-type: none"> <li>• Develop and implement an annual schedule to meet with each division director/ program manager to ensure currency and relevancy of web content.</li> <li>• Engage Environmental Health divisions to provide field opportunities, including restaurants, housing complaints, sewage, and public swimming pool inspections.</li> </ul>	November, Annually	Community Health Director	<ul style="list-style-type: none"> <li>• Marketing plan with annual schedule for website review</li> <li>• List of website changes</li> <li>• List of annual digital outreach initiatives</li> <li>• Marketing plan with monthly themes/ campaigns</li> <li>• Implementation of marketing campaigns</li> </ul>

Strategic Priority #3 Technology, Data, and Information Management				
Strategy 3: PCHD will market PCHD programs and services to increase outreach to the public.				
Objective: By December 31, 2026, PCHD will develop and implement a marketing plan to promote PCHD programs and services to increase outreach to the public.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>Create monthly marketing themes/campaign to highlight PCHD programs, services and to provide public health education – social media, website, etc.</li> </ul> <p><i>Website: Updates, Banners for Important Updates, Portal for HSTS Customer Lookups, Credit Card Payments for License, Permits</i></p> <ul style="list-style-type: none"> <li>Provide timely updates and continue to utilize website banners for important announcements.</li> <li>Implement customer portals for online credit card payments for licenses and permits.</li> </ul>	Ongoing	Website Coordinator	<ul style="list-style-type: none"> <li>List of changes on website with dates</li> </ul>

## Strategic Priority #3 Technology, Data, and Information Management

Strategy 3: PCHD will market PCHD programs and services to increase outreach to the public.

Objective: By December 31, 2026, PCHD will develop and implement a marketing plan to promote PCHD programs and services to increase outreach to the public.

Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<ul style="list-style-type: none"> <li>Post PCHD newsletter/ PIO updates/ recalls, etc.</li> <li>Provide a resource for subscription emails</li> </ul>			
	<p><i>Digital Presence and Accessibility:</i></p> <p><i>Initiative: "Your Health, One Click Away"</i></p> <ul style="list-style-type: none"> <li>Promote the updated website as a central hub for information. Use social media, email newsletters, and local advertising to drive traffic to the site. Highlight new features like GIS lookups, online payments (once established), and important updates.</li> </ul>	Ongoing	Website Coordinator	<ul style="list-style-type: none"> <li>List of website updates</li> <li>List of promotion topics, locations, and dates</li> </ul>
		Ongoing	Community Health Director	<ul style="list-style-type: none"> <li>List of social media posts</li> </ul>

Strategic Priority #3 Technology, Data, and Information Management				
Strategy 3: PCHD will market PCHD programs and services to increase outreach to the public.				
Objective: By December 31, 2026, PCHD will develop and implement a marketing plan to promote PCHD programs and services to increase outreach to the public.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
	<i>Social Media:</i> <ul style="list-style-type: none"> <li>Enhance digital presence through PCHD's social media platforms.</li> <li>Create a PCHD YouTube Channel.</li> <li>Conduct a feasibility study on possible partnership with KSU Schools of Communication and Marketing and Maplewood.</li> </ul>			<ul style="list-style-type: none"> <li>PCHD YouTube channel</li> <li>Feasibility study with KSU</li> </ul>
3.3.3: Investigate the options of a PCHD App to promote public health education, outreach, events, activities, etc.	<i>Initiative: "Digital Health Hub"</i> <ul style="list-style-type: none"> <li>Investigate PCHD App option</li> <li>Create PCHD App</li> <li>Email / app/ website notifications for recall alerts, community outreach events (ex: car seat check, mobile clinics)</li> </ul>	July 2025	Community Health Director	<ul style="list-style-type: none"> <li>PCHD App</li> </ul>

## Strategic Priority #3 Technology, Data, and Information Management

**Strategy 3: PCHD will market PCHD programs and services to increase outreach to the public.**

Objective: By December 31, 2026, PCHD will develop and implement a marketing plan to promote PCHD programs and services to increase outreach to the public.

[illegible]

Strategic Priority #3 Technology, Data, and Information Management				
Strategy 4: PCHD will create and implement community education and outreach programs.				
Objective: By December 31, 2026, PCHD will develop and implement various modalities of programs for community education and outreach.				
Goal	Programs/Activities Action Steps:	Timeline	Point Person	Data Source
3.4.1: Community education and outreach is developed and implemented.	<ul style="list-style-type: none"> <li>PCHD will apply for and utilize funding for educational interventions in food service operations who exhibit specific violations typically related to cooling.</li> <li>Create Person in Charge (PIC) training/homeowner education on proper food handling.</li> <li>Overhaul operation and maintenance program for Portage County residents who have septic systems.</li> <li>Provide regular training or public meetings for the public on maintenance of their septic systems (Q/A?)</li> </ul>	December 2025	Environmental Health Director	<ul style="list-style-type: none"> <li>NEHA</li> <li>ServSafe</li> <li>PCHD website</li> </ul>

# Appendix A:

## NACCHO Worksheets Completed

## Worksheet 1: Assessing the Readiness for Strategic Planning

Past Experience	
What contributed to past planning success?	What contributed to past planning failures?
Completed Strategic Plan in place. Collaboration across divisions. Input from Board of Health. Community survey with high number responses. Requirement by PHAB. Completed 2016 CHA/CHIP.	Lack of experience/knowledge. 1 <sup>st</sup> time completing a strategic plan. Planning process. Time frame.  COVID-19 response.
Current Reality	
What is in place to support successful planning?	What is missing and needed for successful planning?
The board is engaged and aware of the strategic plan initiative. The staff is aware of strategic plan initiative. New Strategic Planning Team in place. Data to support planning from PMS. Have a previous Strategic Plan; many documents completed. Recent employee pulse survey completed. Staff engagement activity to identify staff goals.	Better communication with staff on Strategic Plan. Time. Need to tie in Strategic Plan with staff goals and daily work. Need a "one page" to explain the Strategic Plan. Place visuals/storyboards on Strategic Plan within the agency. Support from community partners/stakeholders.

Here are some important needs for a successful strategic planning process. Check those that are currently in place when assessing readiness.

- ☒ Access to many of the types of data needed for the environmental scan (i.e., It may be helpful to complete the community health assessment prior to strategic planning)
- ☒ Access to a skilled facilitator, either external or internal.
- ☒ Adequate time for an environmental scan.
- ☒ Adequate time to devote to stakeholder engagement in the process.
- ☒ A champion for the strategic planning process from the governing body.
- ☒ Budget allocations for the process.
- ☒ Buy-In from Senior Leadership at the health department.
- ☒ Commitment to the process, including remaining flexible
- ☐ Understanding of the process and expectations for how the plan will be used throughout the agency. **Committee members are aware; need to educate staff some more.**
- ☒ Other – CHA/CHIP in place.
- ☒ Other – Performance Management System in place.
- ☒ Other – Quality Improvement in place.

## Worksheet 2 Identifying Stakeholders and Their Roles

Stakeholder	Level of Engagement Needed
Access to Independence	L
Akron Children's Hospital	P
Akron Dental Society	L
Akron General Medical Center	D
American Cancer Society, NE Ohio Region	D
American Heart Association, NE Region	D
American Lung Association, NE Region	D
American Red Cross – Portage & Summit	D
Arc of Portage and Summit Counties	A
Area Agency on Aging	A
Arthritis Foundation	D
Aurora Parks and Rec	D
AxessPointe Community Health Center	P
Catholic Charities	P
Center of Hope	P
Children's Advantage	P
Children's Advocacy Center	P
Coleman Professionals	P
Community Action Council	L
Community Legal Aid Services	L
Fair Housing Contact Services	L
Family and Community Services	P
Food and Drug Administration	P
Food Cupboards	D
Girl Scouts of NE Ohio	A
Great Trails Council/BSA	A
Greenleaf Family Center	A
Hattie Larlham	D
Help Me Grow	P
Hiram College	D
Kent City Health Department	P
Kent Parks & Rec	D
Kent Social Services	p
King Kennedy Center	D
KSU	P
League of Women Voters	P
Legal Outreach Advocacy	I
Licensed Facilities – restaurants, pools, hotels, camps, etc	P
NEFCO	P
Neighborhood Development Services, Inc	P
NEOMED	P
ODNR	D

## Worksheet 2 Identifying Stakeholders and Their Roles

Ohio Civil Rights Commission	L
Ohio Department of Agricultural	P
Ohio Department of Commerce	P
Ohio Department of Health	P
Ohio EPA	P
Ohio State Extension	D
OUR Place	D
PARTA	P
Passages	L
Pink Ribbon Project	A
Planned Parenthood	D
Plumbers	P
Portage Clothing Center	A
Portage County Child & Adult Protective Services	D
Portage County Auditor	P
Portage County Board for DD	P
Portage County Board of Elections	A
Portage County Building Department	D
Portage County Commissioners	P
Portage County Department of Veteran Services	D
Portage County Dog Warden	P
Portage County Engineer's Office	P
Portage County Fair Board	L
Portage County Fire / EMS	P
Portage County Health District Advisory Counsel	P
Portage County Housing Authority	D
Portage County Human Resources	P
Portage County Jobs & Family Services	P
Portage County Juvenile Court	A
Portage County Law Enforcement Agencies	P
Portage County Mental Health & Recovery Board	P
Portage County Prosecutor's Office	P
Portage County Realtor's Association	P
Portage County Regional Planning	P
Portage County Schools	P
Portage County Senior Center	D
Portage County Sheriff's Office	P
Portage County Solid Waste Management District	P
Portage County Treasurer	P
Portage County Trustees	P
Portage County Water Resources	P
Portage County Zoning Inspectors	D
Portage Emergency Management Agency	P
Portage Foundation	D
Portage Learning Center	P

## Worksheet 2 Identifying Stakeholders and Their Roles

Portage Metropolitan Housing Authority	D
Portage Parks District	D
Portage Soil & Water Conservation District	P
Ravenna City Parks & Rec	D
Salvation Army	D
Skeels Community Center	D
Streetsboro Parks & Rec	D
Summa Health Systems	D
The Haven	D
Town Hall II	P
UH Portage Medical Center – to include physician affiliates, visiting nurse & hospice, rehab, urgent care centers	P
United Disability Services	D
United Way of Portage County	P
USDA	D
Waste Water Contractors	P
Windham Renaissance	D

- **Promoters** have both great interest in the effort and the power to help make it successful (or to derail it).
- **Defenders** have a vested interest and can voice their support in the community, but have little actual power to influence the effort in any way.
- **Latents** have no particular interest or involvement in the effort, but have the power to influence it greatly if they become interested.
- **Apathetics** have little interest and little power, and may not even know the effort exists.

## Worksheet 2: Identifying Stakeholders and Their Roles: Columbiana County WIC

Stakeholder	Level of Engagement Needed
CAA Lisbon Health Center	P
CAA East Liverpool Campus Health Center	P
CAA Lisbon Dental Center	D
CAA Head Start	P
CAA Healthier Community Food Pantry	P
CAA CARTS (Community Action Rural Transit)	P
Columbiana County Health District	P
Columbiana County Help Me Grow	D
Columbiana County Port Authority	P
Counseling Center of Columbiana County	P
Family Recovery Center	D
Family and Children First Council	P
Lisbon- Akron Children's Hospital Pediatrics	D
Ozer Ministries	D

### Worksheet 3: Assessing Data Needs

Data Readily Accessible	Data to Compile	Data to Collect
		<i>List possible ways to collect data and expected time to complete.</i>
Portage County Community Health Status Assessment (Hospital Council of Northwest Ohio 2019)	# of Environmental Facilities/Licenses/Registrations by Program	SWOC Analysis (Timeframe TBD)
Competency Based Staff Self Assessments (November 2022)	Workforce Profile (# of employees / time to retirement, etc.)	
Focus groups for targeted populations (CHA 2022)	Environmental Health Program Performance Statistics (Health Data Information System (HDIS) – ongoing as completed)	Stakeholder survey
Ohio Disease Reporting System (Ohio Disease Reporting System)	Vital Statistics	Flu related absentee reports from schools
Nursing Communicable Disease Monthly Reports	Home visiting feasibility study/ Help Me Grow	
Yearly PCHD Annual Report	Environmental Health program data in GIS	Environmental Health program data in GIS (Additional coordinates needed, ie: House Bill 110)
Yearly Financial Report		# of ER deliveries in Portage County (CHIP)
Yearly Budget		# of EMS transport deliveries in Portage County (CHIP)
Cost Methodology (Long Form) – Food Program/s		# of suicide attempts demographic descriptive statistics by attempt type (CHIP)
Most Current Program Surveys		# of deaths due to suicide (CHIP)
Public Health Accreditation Board (PHAB) Accreditation Report June 2019		# of overdoses descriptive graphics (CHIP)

Data Readily Accessible	Data to Compile	Data to Collect <i>List possible ways to collect data and expected time to complete.</i>
Performance Management System		
Environmental Health program data in GIS		
Strategic Planning Stakeholder Survey Results Report		
2016 Community Health Assessment		
2019 Community Health Assessment		
Community Health Improvement Plan 2019		
Local Public Health System Assessment (September 2019)		
Quality Improvement Projects		
Customer Satisfaction Survey Feedback		
WIC data		
Child Fatality Review data		
Immunization data		
Environmental Health Geographical data (mosquito, stormwater, outfalls, residential septic system (tanks, distribution points))		
County Health Rankings		
Healthy Northeast Ohio (Center for Health Affairs)		

Data Readily Accessible	Data to Compile	Data to Collect <i>List possible ways to collect data and expected time to complete.</i>
2022 Community Health Assessment		
Community Health Improvement Plan 2022		
LGBTQ+ Survey Kent State University		
HealthyNEO website		
MUNIS		

## Worksheet 4: Developing a Project Plan for Creation of a Strategic Plan 2023-2025 Strategic Plan

Action or Step to be Completed Method for Completion	Timeline	Person(s) Responsible	Status/ Completion Date
Worksheet 1: Assessing the Readiness for Strategic Planning	3/14/23	SP Team	Final review and completed: 8/11/23
Worksheet 2: Identifying Stakeholders and Their Role	3/21/23	SP Team	Final review and completed: 3/21/23
Worksheet 3: Assessing Data Needs	3/21/23	SP Team	Final review and completed: 3/21/23
Worksheet 4: Developing a Project Plan for Creation of a Strategic Plan	3/14/23	SP Team	Completed: 2/8/24
Worksheet 5: Identifying Organizational Mandates	3/21/23	SP Team	Final review and completed: 3/21/23
Worksheet 6: Reviewing Organizational Mandates	3/21/23	SP Team	Final review and completed: 3/21/23
Worksheet 7: Values Statement	3/14/23	SP Team	Final review and completed: 3/14/23
Worksheet 8: Mission Statement	3/14/23	SP Team	Final review and completed: 3/14/23
Worksheet 9: Vision Statement	3/14/23	SP Team	Final review and completed: 3/14/23
Worksheet 10: Identifying Data and Information	3/28/23	SP Team	Final review and completed: 11/30/23
Worksheet 11: Assessing the Value of the Data/Information	3/28/23	SP Team	Final review and completed: 11/30/23
Employee Pulse Survey	2/1/23	Director of Personnel & Administrative Services	Completed: 1/31/23
Stakeholder Survey	7/25/23	SP Team	Survey closed: 7/18/23
Review Survey Results	8/2/23	SP Team	Completed Survey Results Report: 7/27/23

Worksheet 12: Conducting a SWOT/SWOC Analysis	10/9/23	SP Team	Completed: 11/30/23
Determining Strategic Priorities	1/15/24	SP Team	Completed: 1/9/24
Strategic Workplan: Strategies, Objectives, Goals, Activities, Timeline, Person Responsible	1/12/24	SP Team	Completed: 1/12/24
Completion of Strategic Plan to include overview of the strategic planning process, NACCHO worksheets, and Strategic Workplan.	2/28/24	SP Team	Completed: 2/20/24

## Worksheet 5: Identifying Organizational Mandates

Formal Mandates/Source of Mandate	Informal Mandates/Source of Mandate
<b><u>PCHD DEPARTMENTAL MANDATES</u></b> <ul style="list-style-type: none"> <li>• Accreditation*                             <ul style="list-style-type: none"> <li>○ CHA/CHIP</li> <li>○ Strategic Planning</li> <li>○ Workforce Development</li> <li>○ Quality Improvement</li> <li>○ Performance Management</li> </ul> </li> </ul>	
Formal Mandates/Source of Mandate	Informal Mandates/Source of Mandate
<b><u>ADMINISTRATIVE/PERSONNEL</u></b> <ul style="list-style-type: none"> <li>• ORC 3709.16-Board determines duties and salaries of employees.</li> <li>• Personnel Policies – ORC &amp; State and Federal laws</li> <li>• Employee licenses ORC</li> <li>• Public Records- Sunshine Laws, ORC 149.40</li> <li>• Record Retention ORC- 149.387</li> <li>• Liability Insurance ORC 3709.161</li> <li>○ BLS Report</li> <li>○ Log 300 (Workers Comp)</li> </ul>	<ul style="list-style-type: none"> <li>○ Personnel Policies</li> <li>○ Students/ Interns information &amp; waivers</li> <li>○ Organizational charts &amp; staff lists</li> <li>○ Performance Evaluations</li> <li>○ Certification renewals</li> <li>○ Driver's license/ Insurance (PEP Req.)</li> <li>○ Inventory (PEP Req.)</li> <li>○ Employee Curriculum</li> <li>○ Probation Dates</li> <li>○ Onboarding/Offboarding</li> </ul>
Formal Mandates/Source of Mandate	Informal Mandates/Source of Mandate
<b><u>ENVIRONMENTAL DIVISION</u></b> <ul style="list-style-type: none"> <li>• Swimming Pools&amp; Spa Program</li> <li>• Food Safety Program                             <ul style="list-style-type: none"> <li>○ Food Service (Risk/Temporary/Mobile)</li> <li>○ Retail Food Establishment (Risk/Temporary/Mobile)</li> <li>○ Vending</li> </ul> </li> <li>• Camps                             <ul style="list-style-type: none"> <li>○ Campgrounds/RV Parks/Combined/Temporary Camps</li> <li>○ Resident Day Camps</li> </ul> </li> <li>• Household Sewage Treatment Systems Program                             <ul style="list-style-type: none"> <li>○ Contractor Registrations</li> <li>○ HSTS</li> <li>○ Nuisance Complaints</li> </ul> </li> <li>• Private Water System Program</li> <li>• Schools</li> <li>• Plumbing Program</li> <li>• Tattoo Program</li> <li>• Vectors –                             <ul style="list-style-type: none"> <li>○ rabies exposures</li> </ul> </li> <li>• Solid &amp; Infectious Waste Program                             <ul style="list-style-type: none"> <li>○ Solid Waste</li> <li>○ C&amp;DD</li> <li>○ Infectious Waste</li> <li>○ Compost</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Household                             <ul style="list-style-type: none"> <li>○ Point of Sale Real Estate</li> </ul> </li> <li>• Semi-public Commercial Wastewater Program (HB 110)</li> <li>• Stormwater Program</li> <li>• Hotel/Motel Program</li> <li>• Jail Inspection</li> <li>• Environmental Nuisance Complaint</li> <li>• Vectors (shared with nursing)                             <ul style="list-style-type: none"> <li>○ Rabies surveillance</li> <li>○ ORV baiting</li> <li>○ Ticks</li> <li>○ Mosquitoes</li> </ul> </li> <li>• Emergency Response (as needed basis)                             <ul style="list-style-type: none"> <li>○ LEPC</li> <li>○ IMAT Team</li> <li>○ Drills/Exercises</li> </ul> </li> <li>• Bathing Beach Samples</li> </ul>

Formal Mandates/Source of Mandate	Informal Mandates/Source of Mandate
<p><b><u>FINANCE DIVISION</u></b></p> <ul style="list-style-type: none"> <li>• <b>Budget: ORC 3709.28</b> <ul style="list-style-type: none"> <li>○ Due on or before first Monday in April of the immediately preceding fiscal year.</li> </ul> </li> <li>• <b>Levy for General Health District: ORC 3709.29</b> <ul style="list-style-type: none"> <li>○ Resolution to County Commissioners, who in turn file Resolution with Board of Elections no later than 4:00 pm of ninetieth day before day of election</li> </ul> </li> <li>• <b>Custodian of Funds: ORC 3709.31</b> <ul style="list-style-type: none"> <li>○ County Treasurer custodian of health funds</li> <li>○ County Auditor pays expenses issued on vouchers approved by Board of Health and Health Commissioner or designee</li> </ul> </li> <li>• <b>Annual Financial Report (AFR): OAC 3701-36-03</b> <ul style="list-style-type: none"> <li>○ Yearly report due ODH by March first of each year</li> <li>○ Foundational Public Health Services (FPHS) – due to AOHC by March first</li> </ul> </li> <li>• <b>Hinkle Report – due to Auditor of State by March first</b></li> </ul>	
Formal Mandates/Source of Mandate	Informal Mandates/Source of Mandate
<p><b><u>HEALTH EDUCATION DIVISION</u></b></p> <ul style="list-style-type: none"> <li>• <b>PHEP Grant*</b> <ul style="list-style-type: none"> <li>○ Medical counter measures (SNS, OPHAN) <ul style="list-style-type: none"> <li>▪ Reporting events that may be Bioterrorism</li> <li>▪ Surveillance of illness/monitoring</li> <li>▪ Food outbreaks, ODRS</li> </ul> </li> <li>○ Isolation &amp; Quarantine OAC 3701.</li> </ul> </li> <li>• <b>Staff Trainings</b> <ul style="list-style-type: none"> <li>○ Cultural Competency</li> <li>○ HIPAA</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Portage County Health District Programs</b> <ul style="list-style-type: none"> <li>○ Child Passenger Safety Seat</li> <li>○ Prevent Blindness Ohio</li> <li>○ Comprehensive Sexuality Education</li> <li>○ SAIL</li> <li>○ Project DAWN</li> <li>○ Social Media</li> <li>○ Tobacco Cessation</li> <li>○ Yoga is for Everyone</li> <li>○ Bicycle Safety</li> <li>○ Safe Kids Coalition</li> </ul> </li> <li>• <b>Safe Communities Grant*</b></li> <li>• <b>Stormwater*</b> <ul style="list-style-type: none"> <li>○ Education</li> </ul> </li> <li>• <b>Integrated Naloxone Grant (Project DAWN)*</b> <ul style="list-style-type: none"> <li>○ Community-based education</li> <li>○ Narcan distribution</li> </ul> </li> <li>• <b>Narcan Funding (ODH/OMAS)*</b> <ul style="list-style-type: none"> <li>○ Community Narcan distribution (ODH)</li> <li>○ First Responder Narcan distribution (OMAS)</li> </ul> </li> <li>• <b>Safe Sleep/Cribs for Kids Program (Akron Children's Hospital)*</b> <ul style="list-style-type: none"> <li>○ Safe Sleep education</li> <li>○ Pack n' play distribution</li> </ul> </li> <li>• <b>Car Seat Distribution (OBB Program)*</b></li> <li>• <b>PHEP Grant*</b> <ul style="list-style-type: none"> <li>○ PIO Public Information</li> <li>○ Preparedness <ul style="list-style-type: none"> <li>▪ Training/Exercises</li> </ul> </li> <li>○ MRC* <ul style="list-style-type: none"> <li>▪ Training/Exercises</li> </ul> </li> </ul> </li> </ul>

Formal Mandates/Source of Mandate	Informal Mandates/Source of Mandate
<b><u>NURSING DIVISION</u></b> <ul style="list-style-type: none"> <li>• <b>HIPAA</b> <ul style="list-style-type: none"> <li>○ Confidentiality of PHI ORC 3701.17</li> </ul> </li> <li>• <b>Child Fatality Review Board</b> <ul style="list-style-type: none"> <li>○ ORC 307.623 &amp; 3701.045</li> </ul> </li> <li>• <b>Communicable disease</b> <ul style="list-style-type: none"> <li>○ Diseases to be reported OAC 3701-3-02</li> <li>○ TB/Registry ORC 3701.14 surveillance</li> <li>○ Meningococcal meningitis &amp; Hep B ORC 3701.133</li> <li>○ Isolation OAC 3701-3-13</li> <li>○ Surveillance of communicable diseases</li> <li>○ Medical counter measures (SNS, OPHAN) <ul style="list-style-type: none"> <li>▪ Reporting events that may be bioterrorism</li> <li>▪ Surveillance of illness/monitoring</li> <li>▪ Food outbreaks, ODRS</li> </ul> </li> <li>○ Isolation &amp; Quarantine OAC 3701</li> <li>○ Outbreak investigations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ <b>Immunizations</b> <ul style="list-style-type: none"> <li>○ Children</li> <li>○ Adults</li> <li>○ Adolescents</li> <li>○ Reminders/Recalls/Texts-immunization reminders</li> <li>○ ACIP requirements for school, work, daycares</li> <li>○ VFC guidelines</li> </ul> </li> <li>○ <b>Immunization Clinics</b></li> <li>○ <b>Back to School</b></li> <li>○ <b>Flu</b></li> <li>○ <b>COVID</b></li> <li>○ <b>Jail</b></li> <li>○ <b>Children with Medical Handicaps*</b></li> <li>○ <b>NICU</b></li> <li>○ <b>Diagnostic</b></li> <li>○ <b>Treatment</b></li> <li>○ <b>Service Coordination</b></li> </ul>
Formal Mandates/Source of Mandate	Informal Mandates/Source of Mandate
<b><u>WIC</u></b> <ul style="list-style-type: none"> <li>• <b>Grant</b> <ul style="list-style-type: none"> <li>○ Certification/recertification – Verify eligibility</li> <li>○ High Risk Referrals</li> <li>○ Nutrition education</li> <li>○ Breastfeeding education and support</li> <li>○ Referrals for health care and social services</li> </ul> </li> </ul> <p><b>Mandated Reporters – ORC 2151.421</b></p>	<ul style="list-style-type: none"> <li>• <b>Grant</b> <ul style="list-style-type: none"> <li>○ Community presentations and outreach</li> </ul> </li> </ul>

\*Funded

## Worksheet 6: Reviewing Organizational Mandates

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b><u>ADMINISTRATION &amp; PERSONNEL</u></b>				
Job Descriptions	ORC 3709.16	Review & Employee sign off	Yes, annual – new hire sign-off, annual sign off- in personnel files	n/a
Salary Ranges	ORC 3709.16	BOH approval	Yes, established ranges	n/a
Personnel Policies	Informal	Review Policies	Yes, new policies distributed and signed off- Electronic copy F drive (new hire – sign off & 2 week follow up)	n/a
Organizational Charts & Staff lists	Informal	Update staff lists as needed	Yes, update and replace lists	n/a
Performance Evaluations	Informal	Mid, Final and Annual evaluations	Yes, meet with Directors	n/a
License/ Certification Renewals	Informal	Employees complete as needed- verify completion and licenses	Yes, send reminders, verify licenses	n/a
Driver's License/ Insurance	Informal	Obtain current copies from employees	Yes, follow up with employees for expired documents to obtain current ones	n/a
Inventory	Informal	Update inventory as needed for PEP & internal	Yes, provide info to Sarah to update inventory	n/a

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
Employee Curriculum	Informal	New hire curriculum	Yes, part of onboarding- Sarah reviews with new staff. Employee works through curriculum and signs off- certificates go to Sarah	n/a
Probation Dates	Informal	Sarah monitors probation dates and evaluations	Yes, Directors meet with new staff for mid and final	n/a
Onboarding/ Offboarding	Informal	Sarah prepares onboarding (job postings, descriptions, schedules interviews, conducts interviews, setup of computers, phone, IT, background check, drug screen, ID badges, new hire documents, new hire binder, orientation, benefits, curriculum, probation dates, staff lists, BOH approval, HRIS, keys, websites, verify licenses, references, etc.) Offboarding (exit interview, collect keys, disable email, computers, phones, software, update lists, forward email/ phones, COBRA, etc.)	Yes, Sarah completes onboarding/ offboarding	n/a

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
Board of Health Meetings	Formal	BOH Packet, Minutes, Scanned Resolutions, Ratification of payments, travel, etc.	Yes, information is due the Wednesday before the meeting to be included	n/a
HR Reports (BLS, Log 300)	Formal	Current Employment Statistics Report for Bureau of Labor Statistics (due monthly) Log 300 for Workers Comp (due annually) posted for staff from January – March	Sarah completes – PCHD staff probably not aware	n/a
Internal/ External Communications (Email, Phone, IT)	Informal	Internal/external communications- phone, email, IT issues and updates. Agency updates, deadlines, reports, meetings, etc.	Yes, Sarah communicates with staff	n/a
Record Retention	Formal	Staff to be compliant with Record Retention	Yes, reviewed prior to disposal of documents	n/a

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b><u>ENVIRONMENTAL DIVISION</u></b>				
Swimming Pools & Spa	Formal <ul style="list-style-type: none"> <li>• ORC 3749</li> <li>• OAC 3701-31</li> </ul>	<ul style="list-style-type: none"> <li>• State surveyed program</li> <li>• Could be on criteria for failure to meet objectives</li> <li>• Waterborne outbreaks</li> </ul>	<ul style="list-style-type: none"> <li>• Mandated License</li> <li>• Cost methodology</li> <li>• Inspectors have CPO certification</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly inspection</li> <li>• Believe the inspection frequency is not adequate; therefore, current program is 3x per year</li> </ul>
Food Safety Program <ul style="list-style-type: none"> <li>• Food Service Operation (FSO)(ODH)</li> <li>• Retail Food Establishment (RFE) (ODA)</li> <li>• Vending</li> </ul>	Formal <ul style="list-style-type: none"> <li>• ORC 3717</li> <li>• OAC 3717-1 thru 20 (Uniform Food Safety Code)</li> <li>• OAC 3701-21 (FSO)</li> <li>• OAC 901;3-4 (RFE)</li> </ul>	<ul style="list-style-type: none"> <li>• State surveyed program</li> <li>• Could be on criteria for failure to meet objectives</li> <li>• Reportable food outbreaks</li> </ul>	<ul style="list-style-type: none"> <li>• Mandated License</li> <li>• Cost methodology</li> <li>• Inspectors should have ServSafe certification</li> </ul>	<ul style="list-style-type: none"> <li>• Inspection frequency based on classification Class 1 = 1/yr Class 2 = 1/yr Class 3 = 2/yr Class 4 = 4/yr</li> <li>• Inspectors follow education training policy</li> <li>• Enforcement &amp; training policies required</li> </ul>
Camps <ul style="list-style-type: none"> <li>• Campgrounds</li> <li>• RV Parks</li> <li>• Temporary Camps</li> </ul>	Formal <ul style="list-style-type: none"> <li>• ORC 3729</li> <li>• OAC 3701-26</li> </ul>	<ul style="list-style-type: none"> <li>• State surveyed program</li> <li>• Could be on criteria for failure to meet objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Mandated License</li> <li>• Cost Methodology</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly inspection</li> </ul>
Resident Day Camps	Formal <ul style="list-style-type: none"> <li>• ORC NA</li> <li>• OAC 3729-25</li> </ul>	<ul style="list-style-type: none"> <li>• Required but not a surveyed program</li> </ul>	<ul style="list-style-type: none"> <li>• Permit to Operate</li> <li>• Cost Methodology</li> <li>• Mandated</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly inspection</li> </ul>

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b>Wastewater Program</b> <ul style="list-style-type: none"> <li>HSTS</li> <li>Contractor Registrations</li> <li>Land Application</li> </ul>	<b>Formal</b> <ul style="list-style-type: none"> <li>ORC 3718</li> <li>OAC 3701-29</li> </ul>	<ul style="list-style-type: none"> <li>State surveyed program</li> <li>Could be on criteria for failure to meet objectives</li> </ul>	<ul style="list-style-type: none"> <li>Mandated</li> <li>Permits &amp; registrations issued</li> <li>Cost Methodology</li> </ul>	<ul style="list-style-type: none"> <li>Land Application is prohibited by PCHD local regulations</li> </ul>
<b>Wastewater Program</b> <ul style="list-style-type: none"> <li>Point of Sale Program</li> </ul>	<b>Informal</b> <ul style="list-style-type: none"> <li>POS Voluntary Service</li> </ul>	<ul style="list-style-type: none"> <li>Fee for service program</li> </ul>	<ul style="list-style-type: none"> <li>Providing needed community service</li> <li>Cost Methodology</li> <li>Optional</li> </ul>	<ul style="list-style-type: none"> <li>Determine if Advisory Board would benefit program</li> </ul>
<b>HB110 Semi-public Wastewater</b>	<b>Informal (contract)</b> <ul style="list-style-type: none"> <li>ORC 6111</li> <li>OEPA signed contract therefore formal</li> </ul>	<ul style="list-style-type: none"> <li>OEPA Contract</li> </ul>	<ul style="list-style-type: none"> <li>Permit</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>
<b>Private Water Systems</b>	<b>Formal</b> <ul style="list-style-type: none"> <li>ORC 3701.344</li> <li>OAC 3701-28</li> </ul>	<ul style="list-style-type: none"> <li>State surveyed program</li> <li>Could be on criteria for failure to meet objectives</li> </ul>	<ul style="list-style-type: none"> <li>Permits</li> <li>Cost Methodology</li> <li>Mandated</li> </ul>	
<b>Stormwater</b>	<b>Informal (contract)</b> <ul style="list-style-type: none"> <li>MS4 NPDES Permit</li> </ul>	<ul style="list-style-type: none"> <li>MCM #3 IDDE</li> </ul>	<ul style="list-style-type: none"> <li>Contractual Agreement</li> <li>Optional</li> </ul>	<ul style="list-style-type: none"> <li>Continue stormwater utility-county partnerships</li> </ul>
<b>Plumbing</b>	<b>Formal</b> <ul style="list-style-type: none"> <li>ORC 3703</li> <li>ORC 3781</li> <li>ORC 3791</li> <li>ORC 4740</li> <li>Ohio Board of Building Standards Administration               <ul style="list-style-type: none"> <li>4101:1</li> <li>4101:3</li> <li>4101:8</li> </ul> </li> <li>Ohio Plumb Code 4101:3-2 thru 13</li> </ul>	<ul style="list-style-type: none"> <li>CPI for commercial inspections</li> <li>Not a surveyed program</li> </ul>	<ul style="list-style-type: none"> <li>BOH has right of first refusal</li> <li>Cost Methodology</li> </ul>	<ul style="list-style-type: none"> <li>Inspections within 96 hours</li> <li>OAC 3701-37 (Renumbered as 1301:14-1-02 in 2004/rescinded 2006)</li> </ul>

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
Body Art (Tattoo & Body Piercing Services) <ul style="list-style-type: none"> <li>• Body Art Establishments</li> <li>• Time –limited events</li> </ul>	Formal <ul style="list-style-type: none"> <li>• ORC 3730</li> <li>• OAC 3701-9</li> </ul>	<ul style="list-style-type: none"> <li>• Not a surveyed program</li> </ul>	<ul style="list-style-type: none"> <li>• Permit</li> <li>• May eventually be surveyed program</li> <li>• Cost Methodology</li> <li>• Mandated</li> </ul>	<ul style="list-style-type: none"> <li>• Annual inspection</li> </ul>
School	Formal <ul style="list-style-type: none"> <li>• ORC 3709.22</li> <li>• ORC 3707.03</li> <li>• ORC 3707.26</li> <li>• OAC 3701-54 (Jarrod's Law repealed)</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Required but not a surveyed program</li> </ul>	<ul style="list-style-type: none"> <li>• Unfunded mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual inspections</li> </ul>
Hotel	Informal <ul style="list-style-type: none"> <li>• ORC 3737 – State Fire Marshal</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Sanitary requirements 3731.21 by health official</li> </ul>	<ul style="list-style-type: none"> <li>• Unclear statutory authority</li> </ul>	<ul style="list-style-type: none"> <li>• Program evaluation completed; increased inspection frequency</li> </ul>
Jails/Institutions	Informal <ul style="list-style-type: none"> <li>• ORC 3709.22</li> <li>• ORC 3709.26</li> <li>• ORC 3703.01</li> <li>• OAC 5120:1-8-05</li> </ul>	<ul style="list-style-type: none"> <li>• Service upon request</li> </ul>	<ul style="list-style-type: none"> <li>• Unfunded mandate</li> <li>• Very old ODH guidelines ORC 307.62</li> <li>• ORC 307.153</li> <li>• OBBC Institutional Buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure staff using the correct regulations &amp; has a valid inspection checklist</li> <li>• Annual inspection by state or local health authority</li> </ul>

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b>Solid &amp; Infectious Waste</b> <ul style="list-style-type: none"> <li>• Solid Waste</li> <li>• Infectious Waste</li> <li>• Compost</li> <li>• C &amp; DD</li> </ul>	<b>Formal</b> <ul style="list-style-type: none"> <li>• ORC 3734</li> <li>• ORC 3714</li> <li>• OAC 3745-27</li> <li>• OAC 3745-28</li> <li>• OAC 3745-37</li> <li>• OAC 3745-400</li> <li>• OAC 3745-500</li> <li>• OAC 3745-501</li> <li>• OAC 3745-502</li> <li>• OAC 3745-520</li> <li>• OAC 3745-560</li> </ul>	<ul style="list-style-type: none"> <li>• State surveyed program</li> <li>• Could be removed from Director's approved list for failure to meet objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer station license</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly inspections</li> </ul>
<b>Nuisance Complaints</b>	<b>Formal</b> <ul style="list-style-type: none"> <li>• ORC 3707.01</li> <li>• BOH Sanitary Code (antiquated)</li> </ul>	<ul style="list-style-type: none"> <li>• Unfunded mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Power abate nuisances</li> <li>• Stakeholder expectations</li> </ul>	<ul style="list-style-type: none"> <li>• See Prosecutor's Opinion</li> <li>• Local code obsolete should be vacated</li> <li>• ORC 3767 (not enforceable by LHD)</li> <li>• Need to final enforcement policy</li> </ul>

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
Vectors (Mosquitos & Ticks)	Informal <ul style="list-style-type: none"> <li>Mosquito surveillance</li> <li>Tick education</li> </ul>	<ul style="list-style-type: none"> <li>Unfunded mandate</li> <li>Inspector should have ODA Pesticide Operator License</li> </ul>	<ul style="list-style-type: none"> <li>Agreed to provide services when levy passed</li> </ul>	<ul style="list-style-type: none"> <li>Mosquito surveillance currently grant funded thru OEPA MCG</li> <li>Source reduction activities if grant funded</li> </ul>
Rabies <ul style="list-style-type: none"> <li>Exposures</li> </ul>	Formal <ul style="list-style-type: none"> <li>ORC 955 Dogs</li> <li>ORC 955.26</li> <li>ORC 955.261</li> <li>ORC 955.39</li> <li>OAC 3701-3-28</li> <li>OAC 3701-29</li> <li>OAC 3701-3-30</li> </ul>	<ul style="list-style-type: none"> <li>Unfunded Mandated response</li> </ul>	<ul style="list-style-type: none"> <li>Maintains required exposure documents &amp; follow-up</li> </ul>	<ul style="list-style-type: none"> <li>Track activity in HDIS</li> </ul>
Bathing Beaches	<ul style="list-style-type: none"> <li>Statutory authority rescinded</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate results under ORC 6111 recreational water quality</li> </ul>		<ul style="list-style-type: none"> <li>Beach sampling under the stormwater program</li> </ul>

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b><u>FINANCE DIVISION</u></b>				
Budget ORC 3709.28	Formal	Budget due on or before first Monday in April of the immediately preceding year	By completing Budget on time	
Levy for General Health District ORC 3709.29	Formal	Resolution to County Commissioners, who in turn file Resolution with Board of Elections no later than 4:00 pm of ninetieth day before day of election	By completing steps on a timely basis	
Custodian of Funds ORC 3709.31	Formal	County Treasurer custodian of health funds County Auditor pays expenses issued on vouchers approved by Board of Health and Health Commissioner or designee	By depositing funds with Treasurer and processing invoices and payroll for the Auditor	
Annual Financial Reports OAC 3701-36-03	Formal	Yearly report due ODH by March 1 <sup>st</sup> of every year	By completing and submitting report on time	
Internal infrastructure: mail, ordering, supplies	Informal	Preapproval process in place	Yes.	Periodic staff trainings.

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b>COMMUNITY HEALTH DIVISION</b>				
PHEP Grant	Formal	Education/Training	Yes. Grant deliverables are met.	Training of staff.
PCHD annual report	Formal	Annual numbers	Yes. Done yearly.	n/a
Child Passenger Safety Seat distribution program	Informal/Formal	CPST certification	Yes. Program is active. Staff certifications are maintained.	Maintenance of certifications.
Child Passenger Safety Seat education	Informal	CPST certification	Yes, providing the program.	Maintenance of certifications.
Prevent Blindness Program	Informal	Training	Yes, providing the program.	n/a
Comprehensive Sexuality Education	Informal	Education	Yes, providing the programming.	n/a
SAIL Fall Prevention	Informal	Training	Yes, providing the program. Staff have received training.	n/a
Project DAWN Community-based	Informal/ Formal	Training	Yes, providing the program. Staff are trained.	Updated training as needed.
Project DAWN Law Enforcement/First Responders	Informal	Training	Yes, providing the program.	Updated training as needed.
Social Media	Informal	Training	Yes.	n/a
Community health education presentations	Informal	Education	Yes.	n/a
Yoga is for Everyone	Informal	Education	Yes, providing the program. Staff is trained.	n/a
Bicycle Safety	Informal	Education	Yes, providing the program.	Apply for funding.
Safe Kids Coalition	Informal	Education	Yes. Coalition meets regularly.	n/a
MRC	Formal	Training MRC	Yes, providing the program/trainings.	n/a
Tobacco Cessation	Informal	Education	Yes. Staff is trained.	Maintenance of certification.

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
Emergency Response <ul style="list-style-type: none"> <li>LEPC</li> <li>IMAT</li> <li>EMA</li> </ul>	Informal PHEP	Required participation not clear	EH employees involved on an as needed basis	Need to assess commitment
Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b><u>NURSING PROGRAMS</u></b>				
Communicable diseases	Formal	Reporting disease through ODRS.	Nursing staff understands PCHD honors this mandate	
CFRB	Formal	Decrease incidence of preventable child deaths. Enter information into database.	Staff does understand PCHD honors this mandate	
HIPAA	Formal	Privacy of PHI	Staff does understand	
Rabies – release vaccine	Informal	Release vaccine from UH Portage Medical Center to ER and convenient care.	Staff understands PCHD honors mandate	
Rabies <ul style="list-style-type: none"> <li>Exposures</li> </ul>	Formal <ul style="list-style-type: none"> <li>ORC 955 Dogs</li> <li>ORC 955.26</li> <li>ORC 955.261</li> <li>ORC 955.39</li> <li>OAC 3701-3-28</li> <li>OAC 3701-29</li> <li>OAC 3701-3-30</li> </ul>	<ul style="list-style-type: none"> <li>Unfunded Mandated response</li> </ul>	<ul style="list-style-type: none"> <li>Maintains required exposure documents &amp; follow-up</li> <li>Maintain USDA freezer for surveillance animals</li> <li>Participate in the state ORV distribution project</li> </ul>	<ul style="list-style-type: none"> <li>Track activity in HDIS</li> <li>Ensure staff is properly vaccinated</li> </ul>

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b><u>WIC</u></b>				
WIC Certification	Informal	Certify participants in adherence to policy	Yes, providing the program	n/a
Nutrition Education	Informal	Provided education to participants, caregivers and community	Yes, providing the program	n/a
Breastfeeding Education & Support	Informal	Provide education and support to participants	Yes, providing the program	n/a
Referrals for health care & social services	Informal	Make referrals for needed services	Yes, providing the program	n/a
High Risk Referrals	Informal	Refer high risk participants in adherence to policy	Yes, providing the program	n/a
Annual Civil Rights Training	Informal	Training	Yes, providing the program	n/a
Annual System Security Training	Informal	Training	Yes, providing the program	n/a
Annual Conflict of Interest Training	Informal	Training	Yes, providing the program	n/a
Annual Anthropometric and Bloodwork Training and Observations	Informal	Training	Yes, providing the program	n/a

Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
Health fairs – nutrition/breastfeeding education, program outreach	Informal	Education	Yes, providing the program	n/a
Mandated Reporter	Formal	Report signs of abuse or neglect	Yes, make reports when indicated	n/a
Mandate	Formal or Informal?	What is required, forbidden or allowed?	Does staff understand? How is LHD honoring this mandate?	What needs done? (i.e. include in mission, educate staff etc.)
<b><u>PCHD DEPARTMENTAL MANDATES</u></b>				
Public Health Accreditation	Formal	Achievement of public health accreditation through PHAB. Yearly reports.	Yes.	Updated staff education
Quality Improvement	Formal	QI Plan. Two QI projects per year.	Yes. QI Team is in place; with identified Team Leader.	Updated staff education
Workforce Development	Formal	Workforce Development Plan	Yes. WFD Team in place; with identified Team Leader.	
Performance Management	Formal	Performance Management System	Yes. PMS in place; used by all divisions.	Updated staff education
Strategic Plan	Formal	Strategic Plan; in alignment with Community Health Improvement Plan.	Yes. Strategic Planning Team in place.	
Community Health Assessment/Community Health Improvement Plan	Formal	2016 CHA/CHIP 2019 CHA/CHIP 2022 CHA/CHIP	Yes.	

The current Mission, Vision, and Values for Portage County Combined General Health District were developed in the 2016-2019 Strategic Planning process. To ensure they are still reflective of our organization, the Strategic Planning Team reviewed the current Mission, Vision, and Values for the following:

- Does this mission statement express our purpose, what we do, and why?
- Does the vision statement share our futuristic view of the ideal state or conditions that we aspire to change or create?
- Do the values share our principles, beliefs, and underlying assumptions that guide our organization?

After review of the current Mission, Vision, and Values for Portage County Combined General Health District, it was determined that current versions continue to share our agency's purpose, intended goals, and underlying principles that will continue to guide our work in providing the 10 Essential Public Health Services to the residents of Portage County.



**PORTAGE COUNTY  
COMBINED GENERAL  
HEALTH DISTRICT**



**Our Mission:**

To **promote** public health, **prevent** disease, and **protect** the environment, utilizing leadership and partnership to empower individuals and communities to achieve optimal health.

**Our Vision:**

Healthy People. Healthy Environments. Healthy Communities.

**Our Values:**

Accountability. Dedication. Innovation. Communication. Ethics.

## Worksheet 10: Identifying Data and Information

Use the list below to check off the data sources currently available.

### Potential Data Sources

- ✓ LHD Annual reports, particularly results related to progress on any past initiatives or strategic plans
- ✓ Community Health Assessment (CHA) results such as health status data, community perceptions regarding health and health needs, and demographic information
- ✓ An agency review against national standards, such as those of PHAB
- ✓ Local Public Health System Assessment (LPHSA) results
- ✓ LHD Financial Analysis
- ✓ Employee/Workforce climate survey results or feedback
- ✓ Partnership or stakeholder analysis results
  - Policy and legislative scan
- ✓ LHD program evaluation and QI results
- ✓ Customer service/ satisfaction feedback
- ✓ Results of a traditional SWOT analysis previously completed
  - Competitive or market analysis
  - Other relevant information and data \_\_\_\_\_
  - Other relevant information and data \_\_\_\_\_
  - Other relevant information and data \_\_\_\_\_

List any data/information that the LHD wants to collect to inform the strategic plan. Indicate plans for collecting the new data/information.

Data/Information Needed	Method of Collecting Data/Info	Person(s) Responsible	Timeline	Resources Needed to Complete
Cost methodology for EH programs	Cost methodology	EH Director Finance Director	Yearly	
Workforce tracking	Open and Filled positions	Director of Personnel and Administrative Services	Yearly	Tracking of time to fill positions, turnover rates
Redemption rate of WIC coupons	FMNP redemption rates from farmers markets	WIC Director	Yearly	FMNP coupon redemption rates
Education provided to homeowners – illicit discharge	HDIS, tracking of properties in enforcement process, NOV letters	EH Director  Wastewater and Stormwater Supervisors	Quarterly	
Marketing data, ie: people reached, marketing campaigns, website	List of website changes, outreach initiatives, people reached	Community Health Director	Quarterly	

## Worksheet 11: Assessing the Value of the Data/Information

1. List the data available based on the list of suggested data/information and any other data identified by the health department.
2. Check the perspective that the data provides: community, financial, health department, or state/national/legislative.
3. List the source document and date for the information to determine if it needs updated.
4. Indicated whether the data is opinion or fact-based. It is important to have plenty of fact-based data but there is also a need for opinion-based information.
5. Select low, medium or high to indicate the relevancy of the data/information to development of the strategic plan.

Data or Information Available	Data Perspective					Source Document	Date	Substantiation		Relevance
	Community	Financial	Health District	Local, State, Federal	Learn and Growth	Source	Date	Fact	Opinion	Low, Medium, or High
SWOC	X		X		X	SWOC analysis	2023		X	High
EH GIS program		X	X	X	X	EH stats	Yearly	X		High
Communicable Disease	X		X		X	ODRS	Monthly	X		High
CHIP outcomes	X	X	X	X	X	CHIP quarterly reports	Quarterly	X	X	High
PCHD Financial Reports		X	X		X	Monthly Financial Reports/MUNIS	Monthly	X		High
Health Assessment Data	X			X	X	Healthy NEO	As needed	X		Medium
Performance Management System			X		X	Division Workplans, Clear Impact	Quarterly	X		Medium
Employee Pulse Survey			X			Employee Pulse Survey	Yearly		X	High
Annual Performance Evaluations			X		X	Annual Performance Evaluations	Yearly		X	High

Data or Information Available	Community	Financial	Health District	Local, State, Federal	Learn and Growth	Source	Date	Fact	Opinion	Low, Medium, or High
PHAB Accreditation Status	X	X	X	X	X	Accreditation Status/ Yearly Report	Yearly	X	X	High

## Appendix B:

# Stakeholder Survey

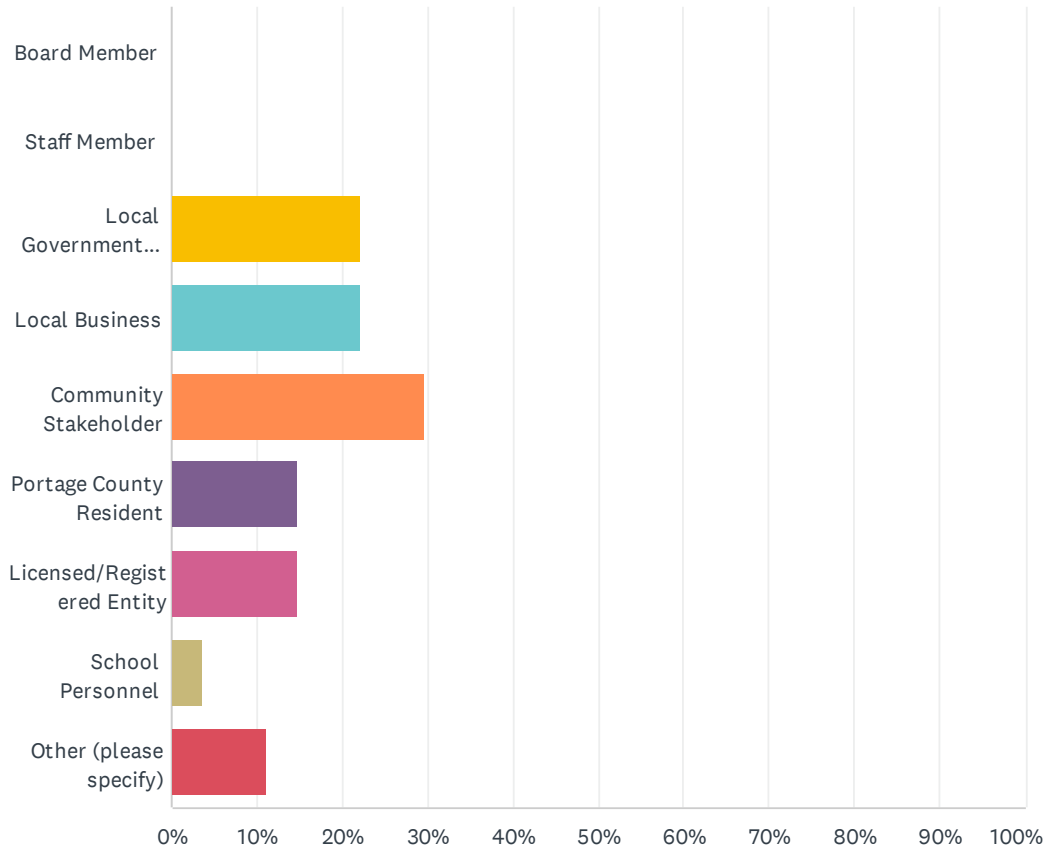
Portage County Combined General Health District  
Strategic Planning Stakeholder Survey Results  
2023



The Portage County Combined General Health District solicited stakeholder feedback regarding the health district and its services via an online survey implemented through SurveyMonkey. The survey was open June 16 and July 18, 2023. The survey link was distributed to identified stakeholder email addresses. 27 responses were collected.

## Q1 Please indicate the role that best describes your involvement with the Portage County Health District.

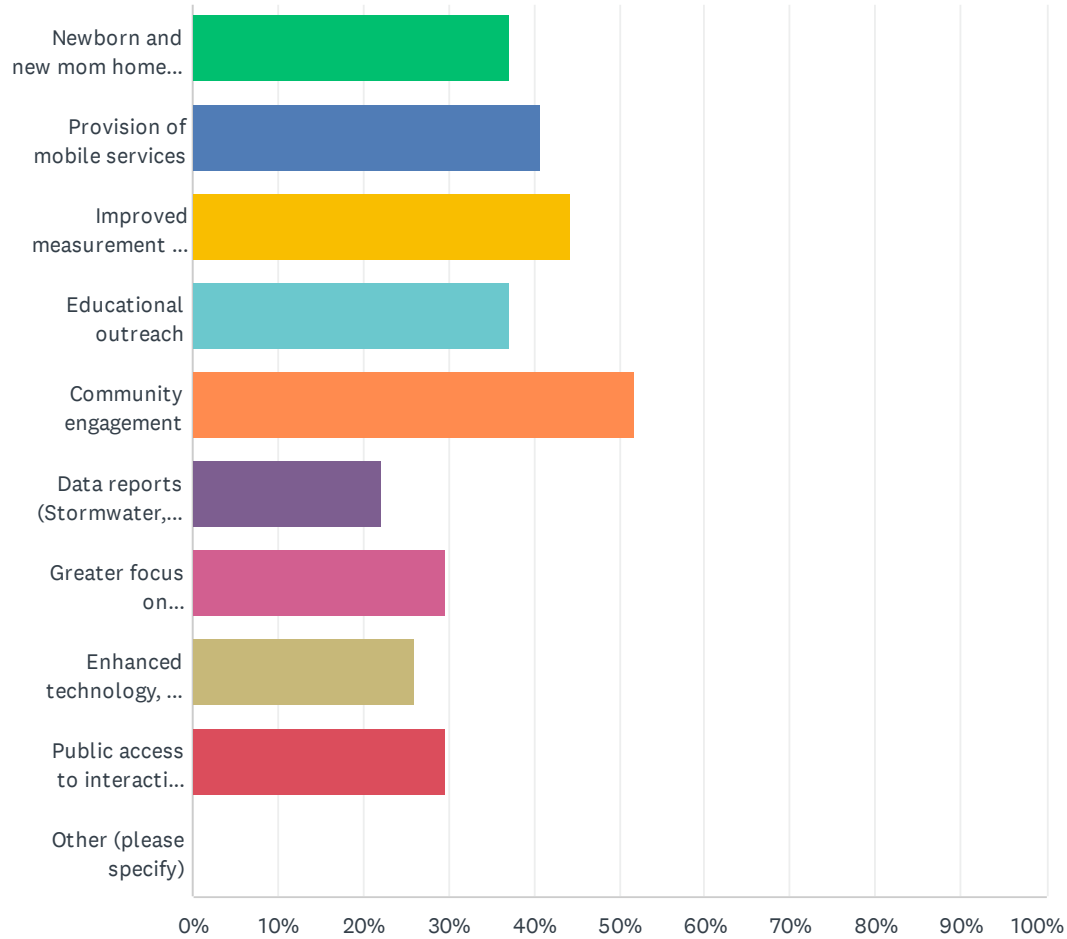
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES	
Board Member	0.00%	0
Staff Member	0.00%	0
Local Government Representative	22.22%	6
Local Business	22.22%	6
Community Stakeholder	29.63%	8
Portage County Resident	14.81%	4
Licensed/Registered Entity	14.81%	4
School Personnel	3.70%	1
Other (please specify)	11.11%	3
Total Respondents: 27		

## Q2 As you envision the Portage County Health District three years from now, which should be the focus areas? (Check all that apply)

Answered: 27 Skipped: 0



# Strategic Planning Stakeholder Survey

ANSWER CHOICES	RESPONSES	
Newborn and new mom home visits	37.04%	10
Provision of mobile services	40.74%	11
Improved measurement of community needs	44.44%	12
Educational outreach	37.04%	10
Community engagement	51.85%	14
Data reports (Stormwater, Influenza, Overdose, Suicide, etc.)	22.22%	6
Greater focus on environmental sustainability	29.63%	8
Enhanced technology, ie: interactive mapping for environmental and nursing services, septic system care and responsibility education, inspection reports available to view on the health district's website, paperless agency	25.93%	7
Public access to interactive maps (environmental health, nursing, etc.) and inspection reports available to view on the health district's website	29.63%	8
Other (please specify)	0.00%	0
Total Respondents: 27		

### Q3 Please identify three strengths of the Portage County Health District:

Answered: 23   Skipped: 4

ANSWER CHOICES	RESPONSES	
1.	100.00%	23
2.	100.00%	23
3.	95.65%	22

#### Answers:

environmental health  
 Mass vaccination clinics  
 Strong team members  
 Community Service  
 Educational Coordinator for schools  
 Staff  
 Access to services  
 Knowledgeable  
 Communication  
 Nursing  
 PCHD staff  
 Sex Ed  
 personable sanitarians  
 Kind Employees  
 Flexibility  
 Strong CHA&CHIP  
 Nursing  
 Staff are well informed and educated  
 Great communication when situations arise i.e. Covid19  
 Accessibility to health related issues  
 Location  
 Community Engagement  
 Staffing - the people we work with have an abundance of knowledge and expertise

## Q4 Please identify three areas that could be improved at the Portage County Health District:

Answered: 18 Skipped: 9

ANSWER CHOICES	RESPONSES	
1.	100.00%	18
2.	44.44%	8
3.	27.78%	5

### Answers:

continued education of citizens as to PCHD services and relevance  
 Informing residents of available services  
 More focus on fentanyl and drug issues in PC  
 Friendliness - (from what I have heard)  
 Collaboration between departments  
 transparency  
 Extended or flexible hours  
 Educational support  
 No concerns  
 Continued community outreach and education  
 Outreach and community engagement  
 less paper, more electronic  
 Availability  
 Brag more about accomplishments  
 More community involvement (at smaller local events, in schools, etc.)  
 Additional trainings for agencies  
 Communication to general public  
 Mental health outreach

## Q5 Please identify three opportunities the Portage County Health District should invest in moving forward.

Answered: 18 Skipped: 9

ANSWER CHOICES	RESPONSES	
1.	100.00%	18
2.	66.67%	12
3.	50.00%	9

### Answers:

Build on spinoffs (jobs, economic development, retention of skilled persons) from NEOMED's location in county  
 Fentanyl and drug help  
 StoryMaps  
 prioritize social determinants of health  
 Minute Clinic - they are on every corner - you should have one  
 Outreach and engagement  
 Any on line education for businesses  
 Fix Septic issue plaguing Portage County  
 Mobile unity  
 Human Trafficking  
 open house day to meet new staff  
 Online access to licensees  
 Mobile services  
 more health care offerings in clinic  
 continue to be visible within the county  
 Mental Health & Substance Abuse  
 Technology  
 Services for expectant mothers

## Q6 Please identify three challenges of the Portage County Health District.

Answered: 14 Skipped: 13

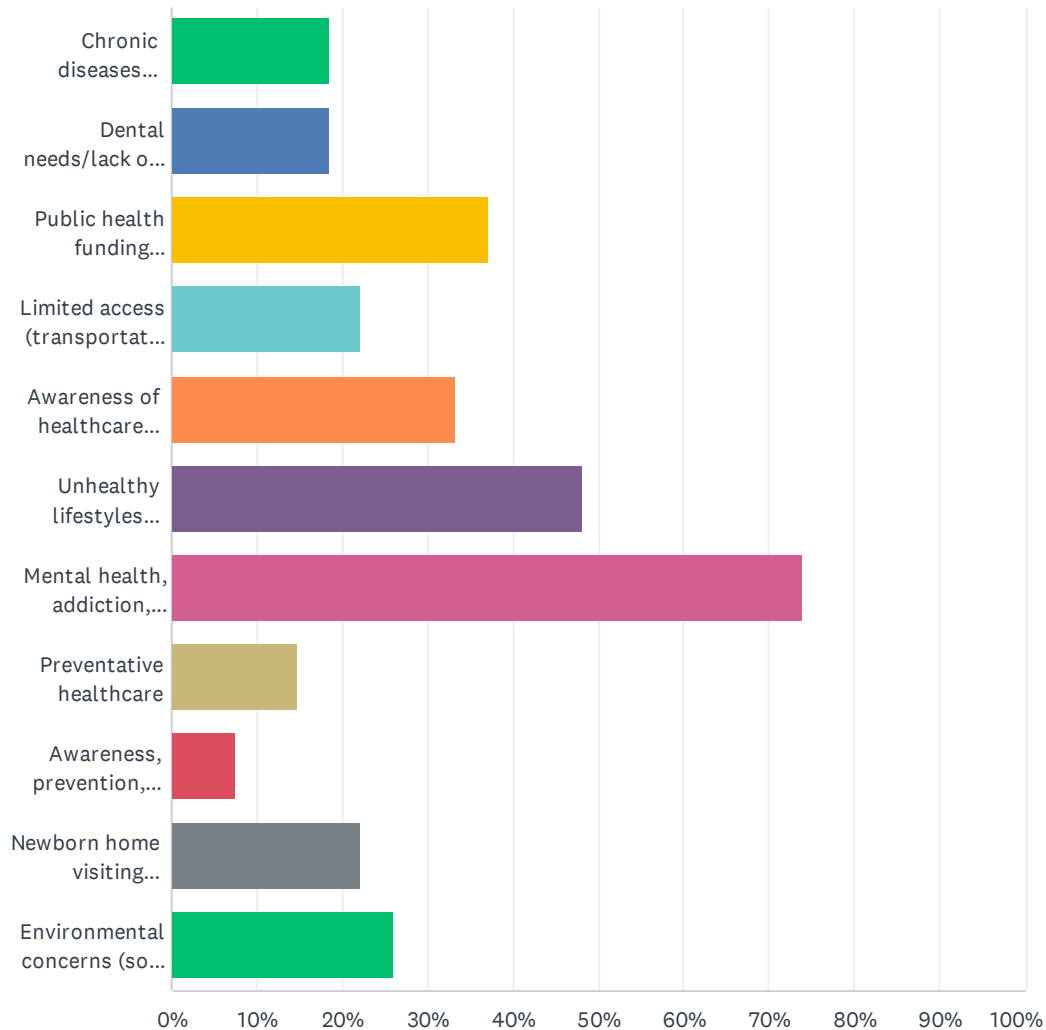
ANSWER CHOICES	RESPONSES	
1.	100.00%	14
2.	57.14%	8
3.	28.57%	4

### Answers:

Lack of trust by citizens in any tagged as government-based  
 Staffing  
 Funding  
 legacy of not being trusted by the community (this is improving)  
 Employee retainment  
 Staffing needs  
 None known  
 Staffing  
 unsure  
 think this is for administration to decide  
 NA  
 Funding  
 Need additional staff  
 Funding

**Q7 What are the most critical issues or challenges that the Portage County Health District will need to address in the next three (3) to five (5) years?  
Please select your top three:**

Answered: 27 Skipped: 0



## Strategic Planning Stakeholder Survey

ANSWER CHOICES	RESPONSES	
Chronic diseases (stroke, heart disease, asthma, diabetes, etc.)	18.52%	5
Dental needs/lack of dental resources	18.52%	5
Public health funding challenges	37.04%	10
Limited access (transportation) to healthcare services	22.22%	6
Awareness of healthcare services	33.33%	9
Unhealthy lifestyles (nutrition, physical activity, obesity)	48.15%	13
Mental health, addiction, overdose, and substance abuse	74.07%	20
Preventative healthcare	14.81%	4
Awareness, prevention, treatment of sexually transmitted infections	7.41%	2
Newborn home visiting program	22.22%	6
Environmental concerns (solid waste, hazardous waste, air quality, septic system, water quality, stormwater issues and climate change)	25.93%	7
Total Respondents: 27		

Q8 What is your perception of the Portage County Health District among the general public throughout the community at large?

Answered: 26 Skipped: 1

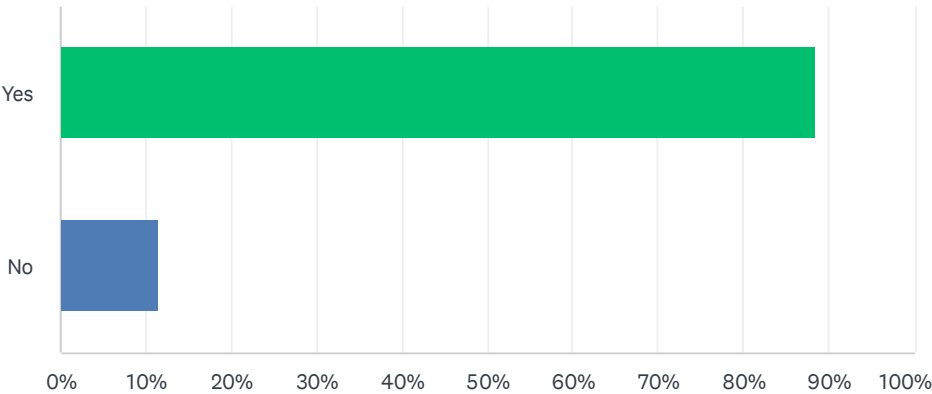
7.5★  
average rating



	POOR	(NO LABEL)	(NO LABEL)	(NO LABEL)	NEITHER GOOD NOR POOR	(NO LABEL)	(NO LABEL)	(NO LABEL)	(NO LABEL)	EXCELLENT	TOTAL
☆	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.85% 1	15.38% 4	30.77% 8	30.77% 8	11.54% 3	7.69% 2	26

Q9 Is Portage County Health District your trusted source of public health information?

Answered: 26 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	88.46%	23
No	11.54%	3
TOTAL		26

## Q10 Please explain why you gave the answer from above?

Answered: 20 Skipped: 7

### Answers:

Professionals who have to often deal with misinformed members of the public; quality of individuals that I've had direct contact with

They are the local authority.

PCHD is one resource I use to educate myself about health issues.

Hospitals are even less community focused.

The Health Department has been establishing a much better rapport in Portage County. The programs have been very helpful and needed in Portage County.

They are not the only trusted source, but they are one of several!

Their information during COVID was exceptional, always professional and up to date with information.

When I need information, I check there first for any updates.

They have direct knowledge and interaction with public health issues.

Because I value and trust the education and outreach they provide

I follow on FB and read their posts but don't specifically reach out to them for info

When I have a question, I call and get answers or at least direction of where to go next.

They care about our ministry and business

I think the COVID info from County copied the Federal Governments which was 100% wrong

Use public health data from many sources, including PCHD

I feel that most health departments are trusted sources of information.

I have great respect for the work that the Health Department provides. They have always been responsive to the needs of my programs.

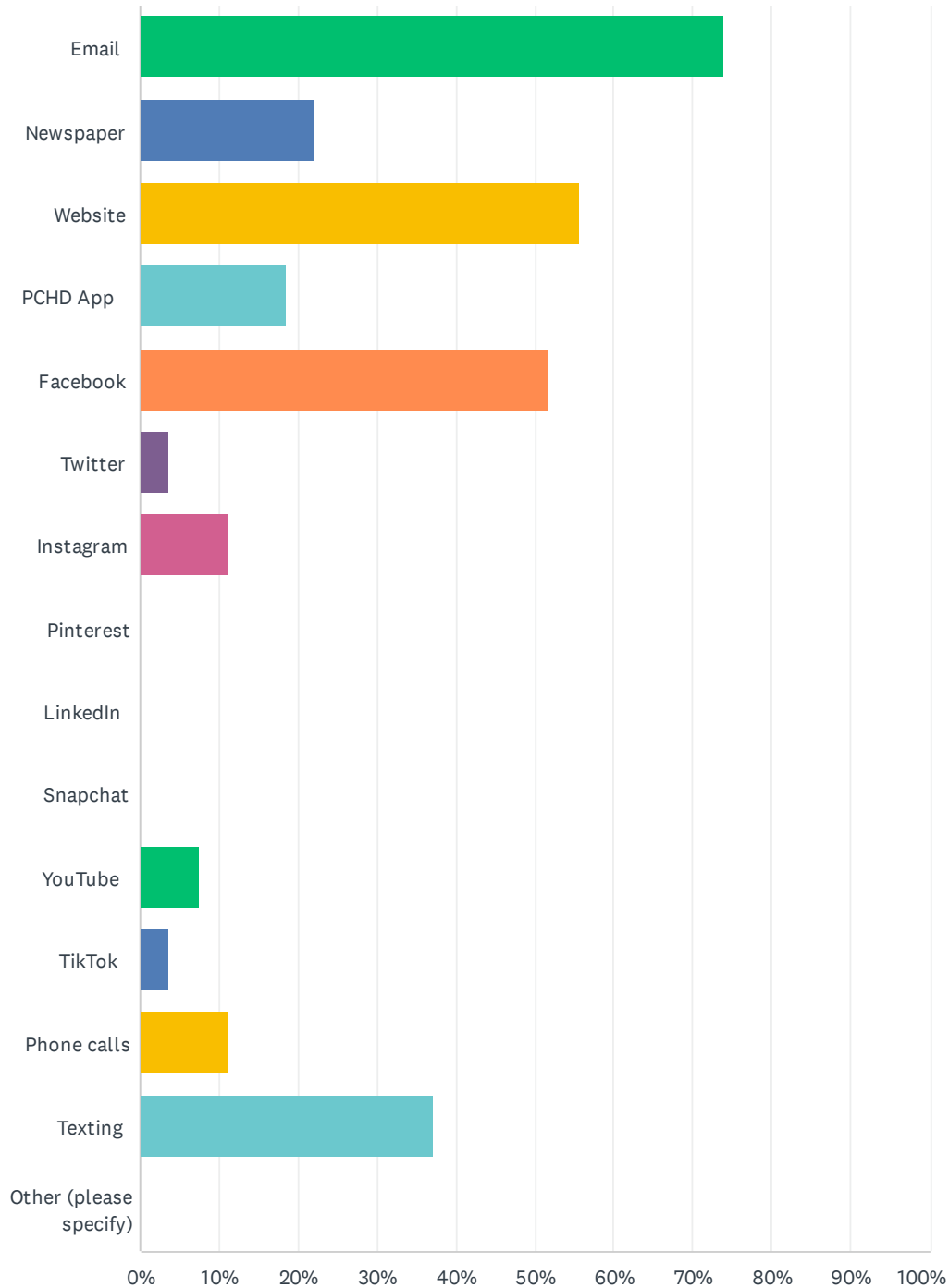
I've not considered the health district in this fashion ever before?

Offering more than just well and septic issues. Making the public aware of all the services they offer.

Our agency looks to the Health Department for guidance on a regular basis.

# Q11 What method of communication would you like to receive Portage County Health District's information/communications? Check all that apply.

Answered: 27 Skipped: 0

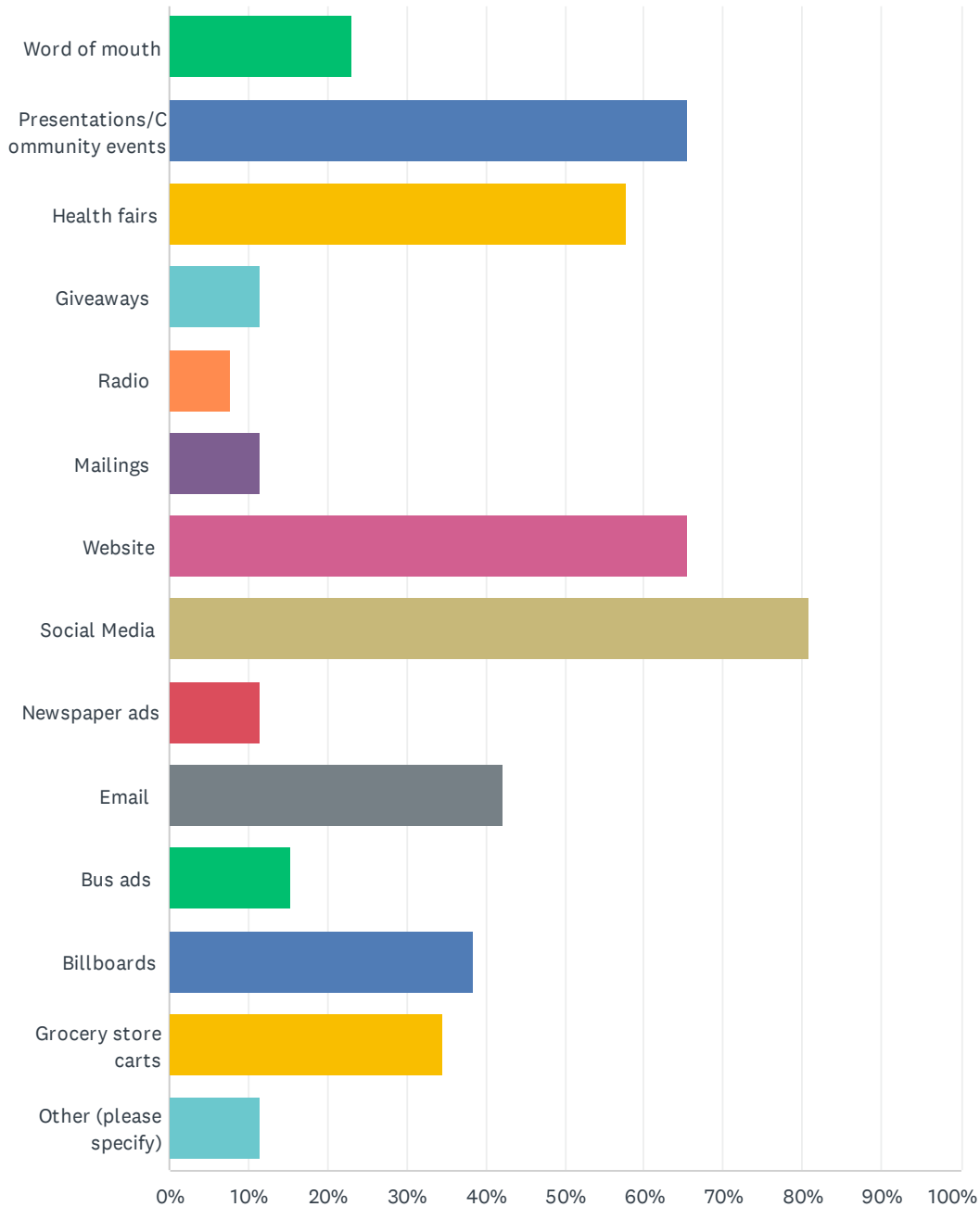


## Strategic Planning Stakeholder Survey

ANSWER CHOICES	RESPONSES	
Email	74.07%	20
Newspaper	22.22%	6
Website	55.56%	15
PCHD App	18.52%	5
Facebook	51.85%	14
Twitter	3.70%	1
Instagram	11.11%	3
Pinterest	0.00%	0
LinkedIn	0.00%	0
Snapchat	0.00%	0
YouTube	7.41%	2
TikTok	3.70%	1
Phone calls	11.11%	3
Texting	37.04%	10
Other (please specify)	0.00%	0
Total Respondents: 27		

## Q12 How should Portage County Health District best market our programs and services to Portage County residents? Check all that apply.

Answered: 26 Skipped: 1

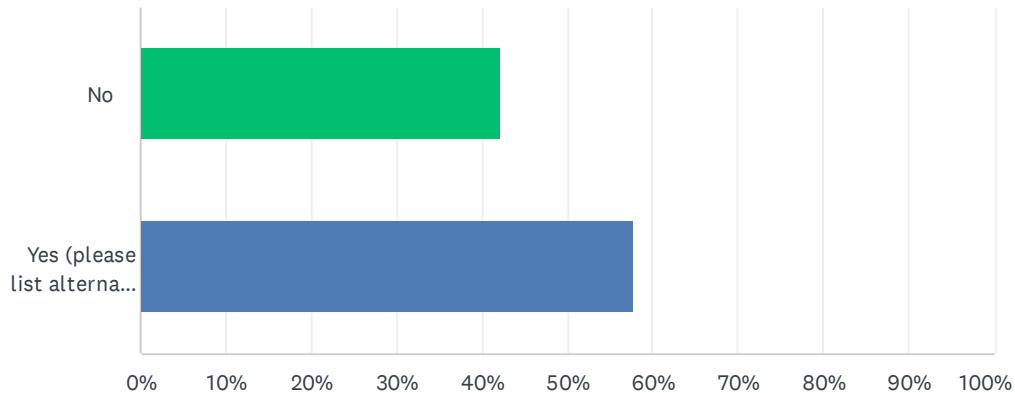


# Strategic Planning Stakeholder Survey

ANSWER CHOICES	RESPONSES	
Word of mouth	23.08%	6
Presentations/Community events	65.38%	17
Health fairs	57.69%	15
Giveaways	11.54%	3
Radio	7.69%	2
Mailings	11.54%	3
Website	65.38%	17
Social Media	80.77%	21
Newspaper ads	11.54%	3
Email	42.31%	11
Bus ads	15.38%	4
Billboards	38.46%	10
Grocery store carts	34.62%	9
Other (please specify)	11.54%	3
Total Respondents: 26		

**Q13 Portage County Health District's current hours of operation are Monday-Friday, 8:00am-4:30pm. To best accommodate receipt of our programs and services, are there alternate hours and days we should consider?**

Answered: 26 Skipped: 1



ANSWER CHOICES	RESPONSES	
No	42.31%	11
Yes (please list alternate hours and days below)	57.69%	15
TOTAL		26

#### Answers:

base alt. hours and days on data you've collected

Some evening and a weekend option or 24/7 online.

early evening hours, Occasional Saturdays

Saturday 8-11

evenings and weekends

At least two evenings extended hours and 1 Saturday per month

One evening per week until 8 pm for folks who work OR change one day to 12noon to 8pm.

Saturdays from 9a to 1p.

I think you should have at least 1-2 days later hours during the week to accommodate Family work schedules.

After hours on some weekdays. Saturday mornings

I would have some Saturday's availability. You are only open during business hours so perhaps you are missing a lot of people who also work those works. I would also consider maybe a 10am-6pm shift during the week.

One evening/week

maybe a Saturday out of the month

One or two days a week with evening hours for those individuals who are employed during the week/ day time hours

Saturday service

maybe some weekend hours for those with daytime jobs

# Appendix C:

## Employee Pulse Survey



# 2023 Employee Pulse Survey Results

## PORTAGE COUNTY COMBINED GENERAL HEALTH DISTRICT

The Portage County Combined General Health District solicited employee feedback through an anonymous employee pulse survey implemented through SurveyMonkey. The survey was conducted to provide PCHD the opportunity to gain an understanding of the culture of PCHD and allow for decisions and improvements to be made based on employee feedback. The survey was emailed to all PCHD staff in January 2023. 38 responses were collected.

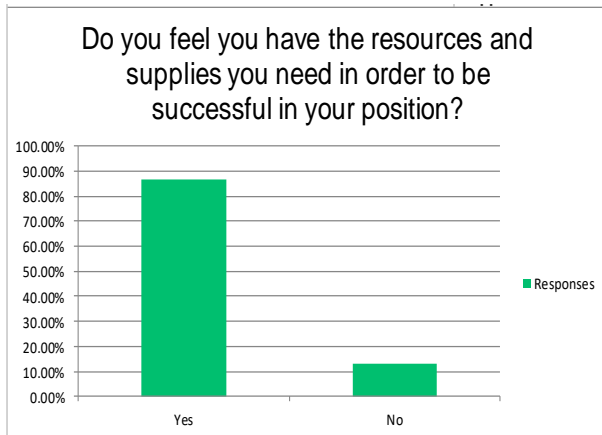
## 2023 PCHD Pulse Survey Results

### Question 1

**Do you feel you have the resources and supplies you need in order to be successful in your position?**

Answer Choices	Responses	
Yes	76.32%	29
No	23.68%	9

**38 Answered**  
**0 Skipped**



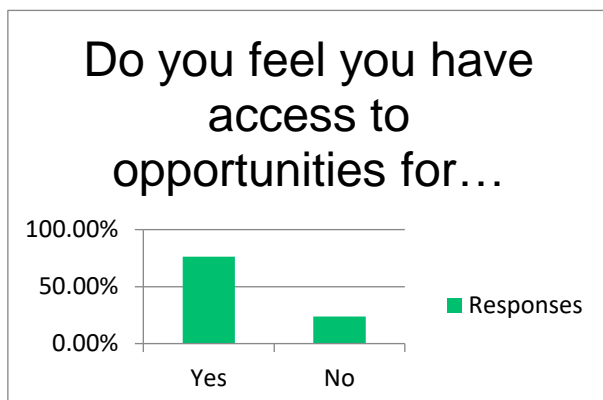
### Question 2

**Do you feel you have access to opportunities for professional growth?**

Answer Choices	Responses	
Yes	76.32%	29
No	23.68%	9
If no, what professional opportunities are you interested in?		7

**Answered 38**

**Skipped 0**



### Question 3

**What are the reasons you joined this organization?**

Answered	38
Skipped	0

Theme of responses included:

- Service to community
- Needed a job with benefits, insurance, OPERS, etc.
- Positive impact on the community
- Good hours
- Close to home, in my community
- Work I enjoy
- Quality organization
- Flexible work environment
- Desire to help others

### Question 4

**What keeps you at Portage County Health District?**

Answered	38
Skipped	0

Theme of responses included:

- Service to community
- Friendly co-workers
- Benefits
- Stable work
- Longevity
- Family 1<sup>st</sup> atmosphere
- Flexible schedule
- Good hours
- Benefits
- No holidays/weekends
- PERS
- Clients
- Love what I do
- Opportunity for growth

## Question 5

### PCHD Pulse Survey

**What motivates you to go above and beyond at work?**

Answered 38

Skipped 0

Theme of responses included:

- Good work ethic
- Motivated to help others
- Motivated by management
- Enjoy learning new things
- Feeling empowered
- Ownership of projects and events
- Recognition of job well done by leadership
- Feeling supported by leadership
- Working for someone with integrity
- Not being micro-managed
- Compensation (pay)
- The families we serve
- Motivated by coworkers
- Team-centered approach
- High expectations of myself
- Recognition from peers
- Making a difference in the community
- Being treated with respect
- Possibility of a raise and/or promotion

## Question 6

**What are some non-monetary incentives that you would you appreciate?**

Answered 38

Skipped 0

Theme of responses included:

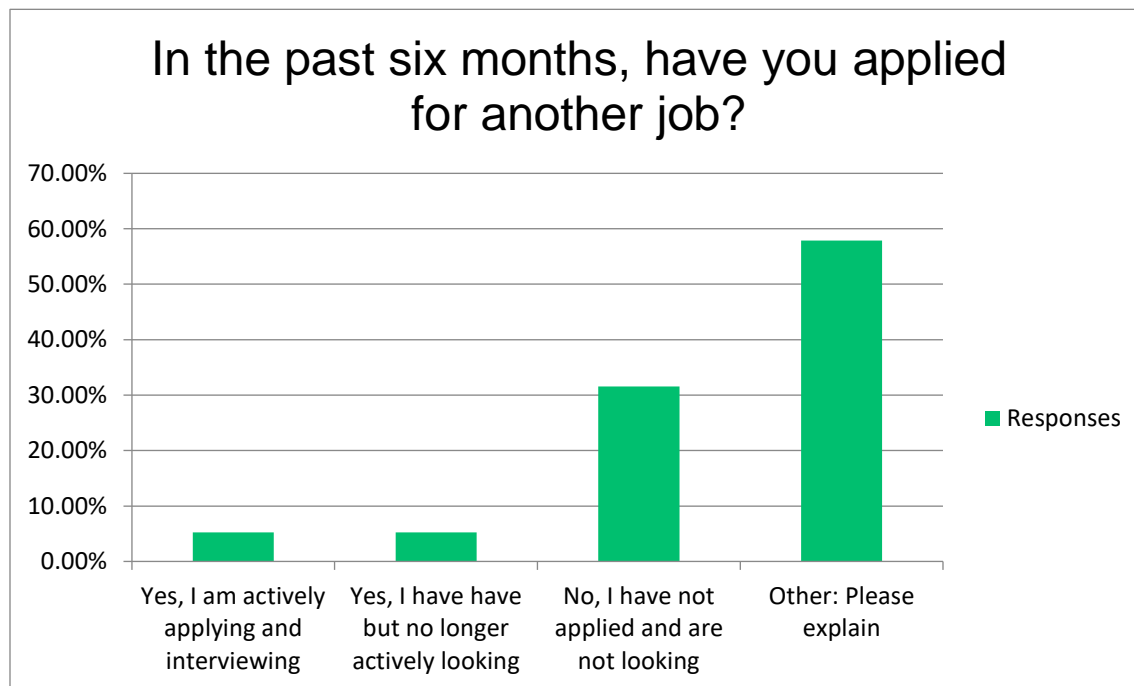
- Positive feedback, works of appreciation from supervisors
- Paid time off
- Day off for birthday or work anniversary, etc.
- Being thanked
- Acknowledgment by leadership at a staff meeting
- Book club at work (work related topics)
- Food
- Working from home
- Wear jeans more often

- Work less hours for same pay
- Not to work front desk
- Opportunities for greater work/life balance
- More staff appreciation events
- Recognition of anniversaries
- Implementation of policies
- Alternate work schedule, flexible work schedule
- PCHD clothing allowance
- Advancement opportunities for staff
- Real coffee machine
- Newsletter with acknowledgements

### Question 7

**In the past six months, have you applied for another job?**

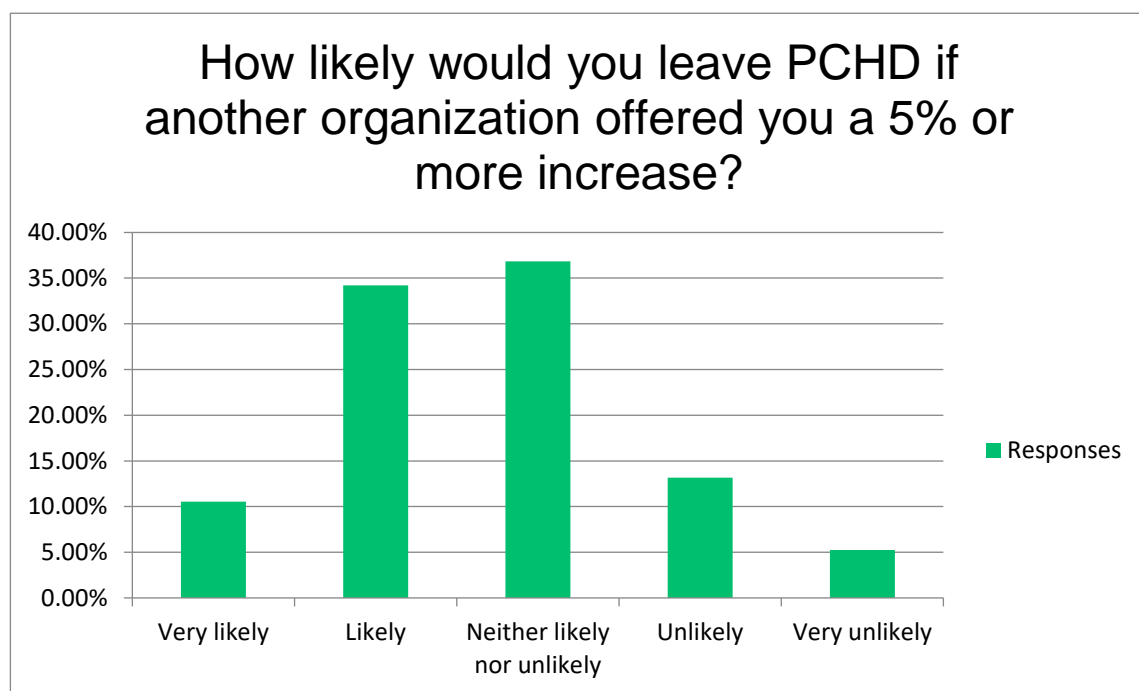
Answer Choices	Responses	
Yes, I am actively applying and interviewing	5.26%	2
Yes, I have but no longer actively looking	5.26%	2
No, I have not applied and are not looking	31.58%	12
Other: Please explain	57.89%	22
	Answered	38



### Question 8

**How likely would you leave PCHD if another organization offered you a 5% or more increase?**

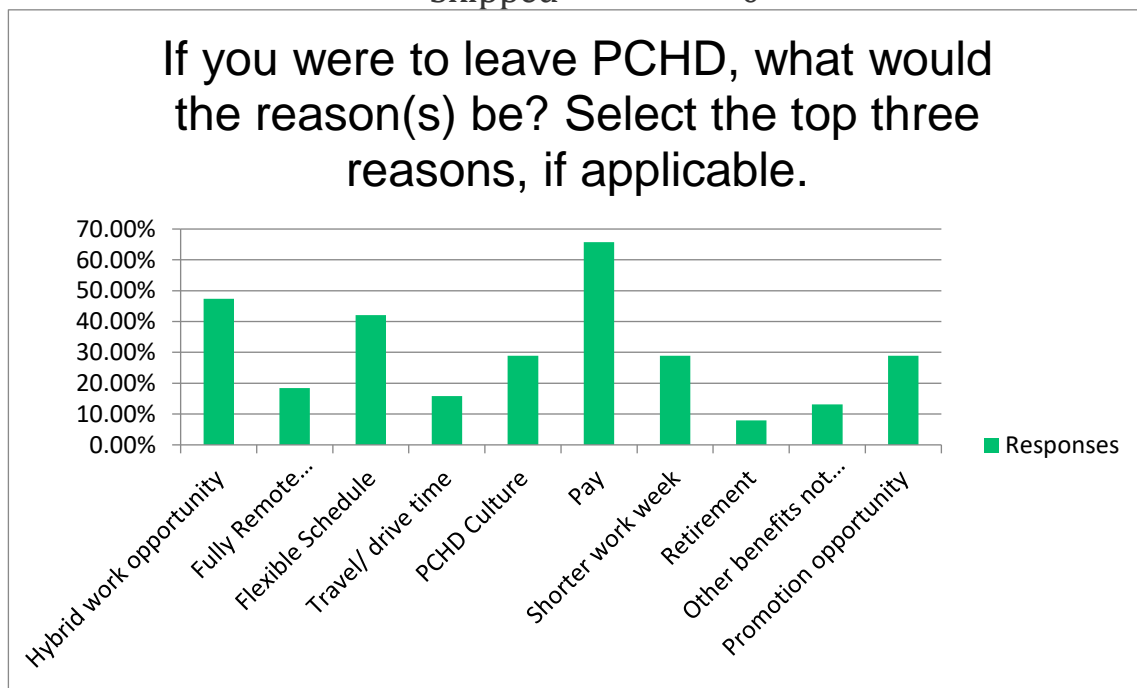
Answer Choices	Responses	
Very likely	10.53%	4
Likely	34.21%	13
Neither likely nor unlikely	36.84%	14
Unlikely	13.16%	5
Very unlikely	5.26%	2
Answered		38



### Question 9

**If you were to leave PCHD, what would the reason(s) be? Select the top three reasons, if applicable.**

Answer Choices	Responses	
Hybrid work opportunity	47.37%	18
Fully Remote opportunity	18.42%	7
Flexible Schedule	42.11%	16
Travel/ drive time	15.79%	6
PCHD Culture	28.95%	11
Pay	65.79%	25
Shorter work week	28.95%	11
Retirement	7.89%	3
Other benefits not described	13.16%	5
Promotion opportunity	28.95%	11
Answered		38
Skipped		0



### Question 10

#### **How can we better recognize our employees? (Non-monetarily)**

Answered	38
Skipped	0

Theme of responses included:

- Extra paid time off
- Employee recognition and praise
- Employees seen and heard
- Support by leaders in all divisions
- PCHD apparel
- Ability to volunteer on work time
- Weekly/monthly announcements
- Recognition of work anniversaries
- Employee of the quarter nominated by peers
- Mental health days in addition to personal days
- Recognition on social media
- PCHD apparel/items
- Awards
- Flexible schedule/hybrid opportunity

### Question 11

#### **What do we do well as an organization at PCHD?**

Answered	38
Skipped	0

Theme of responses included:

- Friendly staff, friendly environment
- We provide excellent services
- We provide quality services
- Independence in my work duties
- Staff meetings, divisional meetings
- Sharing of information
- Ability to use pronouns on business cards
- Workplace Wellness and Wellness Reimbursement
- Work well together as a team
- Helping the public
- Provide access to variety of services at one location
- Helping staff with work/life balance
- Paid days off (holidays, sick, vacation, etc.)
- Allowed to attend trainings and conferences
- Benefits

## Question 12

**Name three perks you like about another employer or perks you appreciate at PCHD?**

Answer Choices	Responses	
#1	100.00%	38
#2	97.37%	37
#3	84.21%	32
	Answered	38
	Skipped	0

Theme of responses included:

- Working from home
- flexible schedule options
- Mentorship programs and career development
- remote work
- paid vacation for part time workers
- Wellness reimbursement
- office events/outings
- merit-based raises
- Student loan paydowns
- Caring attitude for our clients
- free filtered water in the coolers
- Benefit Package (Paid time off, health benefits)
- Computers are great
- Health care
- flexibility with dress code, wearing jeans everyday but also looking professional
- sharing of information
- Mental health days
- Reduced work hours, same pay
- Work vehicles
- Picnic for all staff
- Agency apparel allowance
- Good work/life balance
- Facial piercings
- Raises
- More relaxed dress code
- Wellness incentives
- Vending machine
- Employee recognition and luncheons

### Question 13

**In your opinion, how can we improve the culture at PCHD?**

Answered 38

Skipped 0

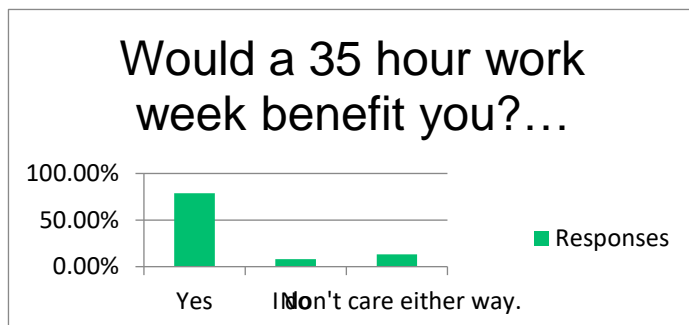
Theme of responses included:

- Schedule flexibility
- Grow leadership capacity to build stronger teams
- Increase communication
- Decrease gossip
- Un-silo divisions
- Accountability for those who don't follow policies
- Do not micro manage
- Clear goals and job duties
- Fairness for all staff
- Paid/longer maternity/paternity/foster/adoption leave outside of FMLA
- No the "why" of our agency and what we do
- Meaningful meetings, staff 1 to 1's
- Employee recognition
- Bonding activities outside of divisions
- Valuing part-time employees
- Celebrate small wins
- Develop staff meetings for more meaningful presentations, trainings, etc.

### Question 14

**Would a 35-hour work week benefit you? (Same annual salary)**

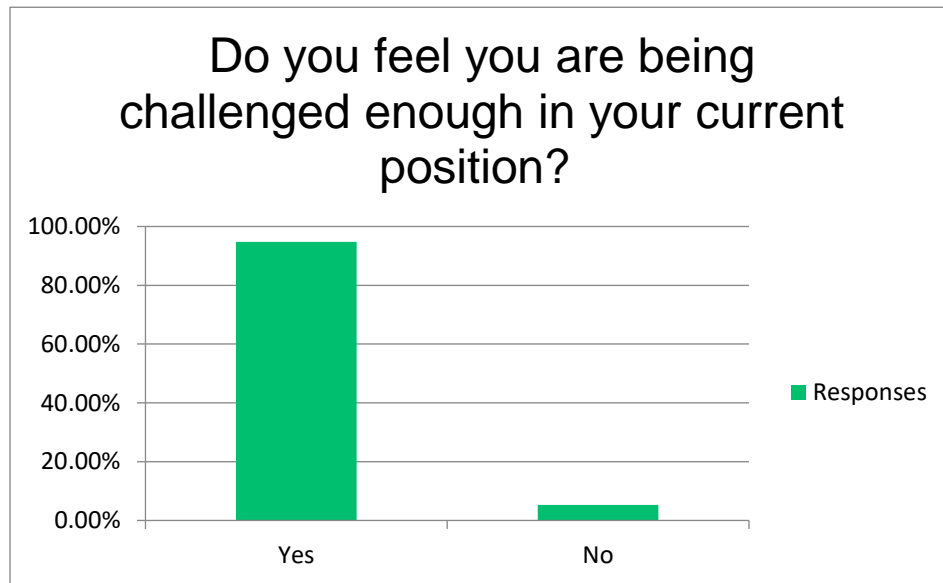
Answer Choices	Responses	
Yes	78.95%	30
No	7.89%	3
I don't care either way.	13.16%	5
	Answered	38
	Skipped	0



### Question 15

**Do you feel you are being challenged enough in your current position?**

Answer Choices	Responses	
Yes	94.74%	36
No	5.26%	2
If no, how do you want to be challenged more?		3
Answered		38
Skipped		0



## Question 16

PCHD Pulse Survey										
If you are looking for another position, what is it that you are looking for that we are unable to offer?										
Answered	38									
Skipped	0									

Theme of responses included:

- Advancement in my position
- Career development
- travel/distance to work. might need something closer
- a quiet working space that is closed to the public
- promotion/compensation based on experience.
- Closer to home, more flexible work schedule.
- More money
- fewer hours / similar benefits
- more interaction with people (coworkers and/or public)
- more creativity
- A respectful atmosphere where my opinion matters
- Emotional/mental accord
- Money, additional incentives such as merit raises or longevity raises
- building access for job duties
- A work environment where all employees are valued & heard.
- Cultural interactions and outreach
- autonomy to perform my duties

## Question 17

**What trainings interest you and/or would you benefit from?**

Answered 38  
Skipped 0

Theme of responses included:

- sexuality trainings, diversity trainings, trainings specific to my job, how to navigate some social media apps, i.e. Discord, Tumblr, Instagram
- QI Lean Ohio Six Sigma
- Individualized trainings that are geared towards job duties and goals
- mental health workplace trainings.
- leadership, sensitivity/bias training
- None - I get what I need from CEUs.
- More computer training.
- Safety

- I would benefit from a training on intersectionality within the workplace and how to stop microaggressions towards women and people of color.
- I believe the workplace could benefit from a training on gender and sexuality discrimination as well.
- Trauma informed practice and Adverse Child Experiences.
- what's next in public health, pandemic/disease outbreak planning, meeting other public health nurses for collaboration and community
- excel
- Leadership
- I am currently burnt out on trainings. I feel overwhelmed with day to day work tasks and more trainings at this time would make it even more overwhelming. It is difficult to complete trainings in between seeing participants.
- Leadership, team building, communications, time management. Hands on training that would require people in the agency to work together as a team to achieve certain tasks.
- Quality improvement. (A lot of the other trainings I'm interested in will be covered in 2023 at staff meetings).
- Having trainings paid for is a great benefits of the Workforce Development grants and possibly having licensure and credentialing fees covered by the agency would be appreciated.
- Leadership and how to improve not only oneself but also the Health District.

PCHD Leadership and the Workforce Development Team reviewed the results of the Employee Pulse Survey in February 2023. A list of ways PCHD could respond to employee feedback was developed. The Director of Personnel and Administrative Services led recruitment and retainment initiatives through the Leadership Team and Workforce Development Team.

## **PCHD Response to Pulse Survey**

1. 5% increase for staff salaries.
2. Creation of Phun Committee
3. Creation of Garden Club
4. Subcommittee of Wellness Team for a PCHD walking club
5. PCHD Library
6. PCHD Building Anniversary Cake/ Party
7. Revised Employee Curriculum through WFD Team
8. Skillsoft Trainings – 2024 rollout!
9. Leadership Training for all management (6 days of Leadership Training for all management employees)
10. LEAN Training (5 days for QI Team)
11. Management Evaluations (new\*- included with annual performance evaluations)
12. Revised Performance Evaluations for all staff
13. DEI Training as well as recognizing Bias and Addressing Microaggressions (DEI specifically requested)
14. Trainings at every staff meeting (Childrens Advantage, Sheriffs Dept, etc.)
15. AT&T transition – better cell phone and hotspot coverage
16. Building safety- key card access + cameras (accessibility after hours)
17. Accessibility – faucets and main floor door handicap push access
18. Milestone Anniversary appreciation – plaques (5,10, 15 years, etc.)
19. Birthday cards and cookies
20. Addition of staff milestones and birthdays in the PCHD newsletters
21. PCHD Staff Appreciation Day – offsite (+Team building activities and closure of agency)
22. PCHD Public Health Spirit Week – planned by the PHun Committee
23. Coffee and Donut Truck were provided to staff as a thank you.
24. More Potlucks and food related activities – St Patrick’s Day, Super Bowl, retirement parties, etc.
25. Increased casual days (jeans on additional days – early closure weeks, etc.)
26. Acknowledgement of staff on social media (Facebook & LinkedIn)
27. AOHC Tuition Reimbursement Program (in addition to PCHD policy) \$10k per person in addition to \$2,500 PCHD policy
28. Catered Holiday Party – December
29. Friendsgiving Celebration -November
30. Additional conferencing space in the basement and expansion– (requested)
31. Think Tank Room was established as well as a business room (large printers, laminator, etc.).
32. Building updates- continued updates to the spaces- carpet, paint, water refills, etc. (Fixing cement in front of building 2024\*)
33. Gratitude at end of every staff meeting and quarterly drawings for prizes.
34. Gratitude tree at both locations
35. Vending machine

### **PROPOSED IDEAS:**

1. Longevity
2. Trade 2 days of sick for personal time

3. Additional 1.5 days off for Holidays
4. Clothing Allowance
5. Revision of Tuition Policy
6. Stove for kitchen

Appendix D:  
Strategic Planning Team  
Working Documents

## 2023 Strategic Plan Priority Ideas

- Community focus & Engagement
- Organizational Infrastructure
- Community Health Preventative Services
- Preventative Healthcare
- Data Visualization (Dashboards)
- Workforce Development (enhancing our workforce)
- Increase Population Health
- Foundational Capabilities, Workforce, Data Modernization

## Strategic Priorities

On October 5, 2023, the Strategic Planning Team worked collaboratively to identify Priorities. After identifying Priorities from each team member, the priorities were then grouped by consensus. The following is the result of that work, numbered but in no particular order.

### Priority One: Technology, Data, and Information Management

- Technology/Marketing Infrastructure
- Digital presence and accessibility
- Technology (scanning, record management, online portal for licensing, paperless inspections)
- Information Management/Communications/Marketing
- Environmental Health Focus on Data
- Data drives decision making
- GIS Mapping and Data Visualization
- GIS, Data Visualization (GIS Coordinator, KSU, Hiram, YSU interns)
- Data Visualization

### Priority Two: Population Health

- Population Health (x2)
- Partnerships KSU, NEOMED, Hiram, Maplewood school clinic
- More Community Involvement, clinics, health fairs, chronic disease
- Access to Care (x3)

- Build upon CHIP to leverage agency resources
- Community Health Outreach, WIC, Community Health
- Healthcare Alliances
- Community Health Prevention services
- Chronic disease, Injury prevention
- Community Engagement
- Community Focus and engagement
- Reproductive Health (x2)
- Prenatal home visits
- Community and outreach (O&M, Community Seminars, videos, onsite trainings, food, wastewater

### **Priority Three: Organizational Capacity and Infrastructure**

- Organizational Capacity and infrastructure
- Diversity Equity Inclusion
- Equity
- Budgeting based on the Strategic Plan Priorities
- Operational Excellence
- Infrastructure
- Financial Sustainability
- Workforce
- Quality Improvement (QI Culture)
- PHAB Re-accreditation