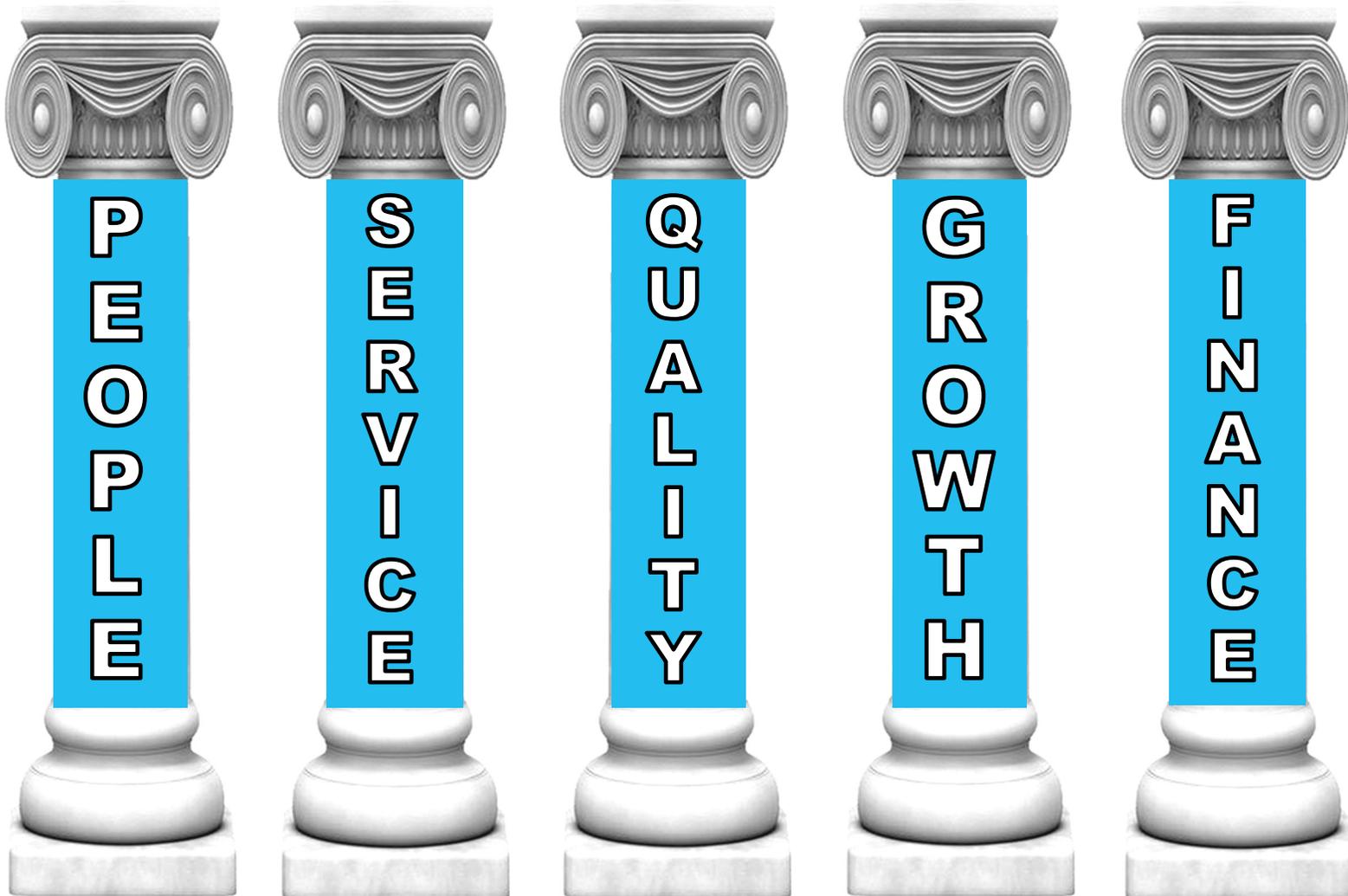




**HENRY  
COUNTY  
HEALTH  
DEPARTMENT**

# 2015 ANNUAL REPORT

*Improving Health and Achieving Excellence*



Serving all residents of Henry County

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Visit us at [www.henrycohd.org](http://www.henrycohd.org) or on social media



# COMMISSIONER'S LETTER



## HENRY COUNTY RESIDENTS:

Here at Henry County Health Department, we are committed to improving the quality of life for residents of Henry County and northwest Ohio through health promotion, health education, and disease prevention. We're proud of our long history of dedicated public service, and we're always striving to do more to improve our county's health.

We believe that you deserve to have the best health department in all of Ohio. We pursue excellence in five key areas- People, Service, Quality, Growth, and Finance- which we call our Pillars of Excellence. Our 2015 goals and accomplishments in each Pillar are outlined in this annual report.

Our two greatest endeavors this year were:

### 1. Continuing our journey toward national public health accreditation

In February 2015, we submitted more than 440 documents to demonstrate how we meet national accreditation standards for high-achieving health departments. In October, we welcomed 3 accreditation site visitors, who verified that we really do what our documents said we do. An accreditation decision will be issued by the Public Health Accreditation Board in March 2016.

### 2. Critically examining our ability to meet the oral health needs of northwest Ohio

The Northwest Ohio Dental Clinic (our six-county dental clinic) was created in 2004 to improve access to dental care for residents without dental insurance or with Medicaid. From the start, we faced several on-going challenges:

- Demand far exceeded the Clinic's three-chair capacity, resulting in long wait times for appointments. Anticipated grant funds to expand the Clinic never materialized.
- Recruiting and retaining dentists was always difficult, as the costs of daily operations made it difficult to offer competitive salaries.
- Repair costs were mounting since most of the equipment was already used when it was donated in 2004 and the clinic could not afford to replace them with new equipment.
- Digital x-rays and electronic charting would have made the Clinic more efficient, but their costs were beyond the reach of its limited funds.

Multiple strategies were used to improve the Clinic's bottom line, but they were not enough to overcome the other financial pressures. Recognizing that 70% of dental patients came from other counties and only Henry County has a transportation network, we searched for another agency to take over Clinic operations and provide them in a more central location. This led us to partner with Health Partners of Western Ohio and the Four County ADAMhs Board to transition our dental services to the Bryan Community Health Center, which opened in January 2016. Through this collaboration, patients now have access to dental, medical, pharmacy, mental health, and addiction recovery services, all within a single facility.

These two examples represent how we fulfill our vision to be a public health leader that embraces excellence and collaboration to optimize the health of residents of Henry County and northwest Ohio. We believe you deserve nothing less for your investment in us. Thank you for partnering with us to improve our county's health!

Anne Goon, MS, RD, LD  
Health Commissioner



Our Pillars  
of  
Excellence

The **PEOPLE Pillar** focuses on being a great place for our caring, friendly, and knowledgeable staff and Board of Health to work and provide excellent services to our residents. To achieve this, we combine the passions of our empowered and engaged staff with evidence-based leadership principles to create a quality and enriching work environment.

#### Our 2015 Goals:

1. Increase % of staff strongly agreeing with the statement “I would recommend employment at this Health Department to others” from 38.5% in 2014 to 45% in 2015.
2. Reduce voluntary staff turnover from 20% in 2014 to 15% in 2015.

#### Our 2015 Strategies:

- ☑ Continue weekly Commissioner e-newsletters, monthly divisional staff meetings and Board of Health meeting notes, quarterly employee forums, and on-going communication board.
- ☑ Continue employee service recognition pins and luncheon.
- ☑ Continue joint Leadership Development Institutes with Williams County.
- ☑ Implement wellness strategies suggested by Employee Wellness Committee.

#### Our 2015 Accomplishments:

1. 47% of staff strongly agreed they would recommended employment at Henry County Health Department to others, an increase of 8.5% from 2014.
2. After accounting for the closure of the Dental Clinic, voluntary staff turnover was 17% in 2015 in comparison to 20% in 2014.
3. 89% of staff strongly agreed or agreed they would like to be working at the health department three years from now, and 91% strongly agreed or agreed they felt are part of a team working toward a common goal.
4. We recognized three staff and one Board member for reaching service milestones totaling 30 years of public health service to the residents of Henry County!

### ***Top 5 Reasons Why Henry County Health Department is a Great Place to Work\****

1. *Caring and friendly co-workers*
2. *Flexibility to accommodate staffs' schedules*
3. *Providing quality services to clients*
4. *Benefits offered to employees*
5. *Being a progressive leader in public health*

\*Results from 2015 Employee Engagement Survey



Staff and Board member recognized for years of service



Help Me Grow staff

# PEOPLE

To be the  
public  
health  
employer  
of choice  
in  
northwest  
Ohio

# SERVICE

To  
consistently  
provide  
exceptional  
service

The **SERVICE Pillar** focuses on providing our community with excellent customer service. We pride ourselves on ensuring all clients have a positive experience with Henry County Health Department, our staff, and the Board of Health. We encourage clients to give us feedback on our performance, which we use to improve our programs and services.

## Our 2015 Goals:

1. Increase the percentage of clients strongly agreeing they were treated with courtesy and respect from 91% in 2014 to 95% in 2015.

## Our 2015 Strategies:

- ☑ Continue Client Experience Surveys in English and Spanish and expand implementation with clients of all services and programs.
- ☑ Continue Home Health Consumer Assessment of Healthcare Providers and Systems Survey (HH-CAHPS).
- ☑ Continue Service Quality Improvement project and implementation of Five Fundamentals of Service (AIDET).
- ☑ Introduce internal Customer Experience Survey.

## Our 2015 Accomplishments:

1. 93% of Health Department clients strongly agreed they were treated with courtesy and respect, an increase of 2% from 2014.
2. 57 staff were recognized by name for providing excellent service through our Client Experience Survey.
3. 91% of clients who completed the client survey strongly agreed that they would seek services from the Health Department again and 91% also strongly agreed that they would recommend Health Department services to others.
4. Vital Statistics staff continued using the Five Fundamentals of Service and key words at key times to ensure excellent customer service is consistently provided to all clients getting birth and death certificates.
5. A survey was initiated for internal customers at the Health Department. 96% of staff surveyed strongly agreed the service provided by another staff member was excellent.

**“I choose to come to HCHD because of the friendly, convenient care I receive.”**  
**-Client Survey Comment**



Home Health and Hospice staff



Help Me Grow staff member, Kaitlin Faber fitting a new car seat

The **QUALITY Pillar** focuses on how we provide public health services to those living and working in Henry County. We seek to provide the right services at the right time and in the most effective and efficient manner to achieve better health outcomes for our county. We want to make sure all local residents are receiving the personal health services they need, regardless of income or insurance status.

#### Our 2015 Goals:

1. Achieve  $\geq 90\%$  of Health Department clients reporting the quality of services as “Excellent”.
2. Achieve all 17 of Ohio Public Health Quality Indicators.

#### Our 2015 Strategies:

- ☑ Continue Client Experience Surveys in English and Spanish and expand implementation with clients of all services and programs.
- ☑ Incorporate Ohio Public Health Quality Indicators and program-specific measures as Quality Performance Measures.
- ☑ Continue to implement Health Department Quality Improvement (QI) plan, by initiating section or program QI projects addressing areas where 2014 performance or quality indicators did not meet goals.

#### Our 2015 Accomplishments:

1. 92% of clients strongly agreed the quality of the services they received was “Excellent”, an increase of 2% from 2014.
2. Health Department staff met all 17 of Ohio’s new Public Health Quality Indicators, including meeting required food safety inspection frequency and the total percentage of kindergarteners entering school fully vaccinated. The full report can be found at [www.odh.ohio.gov/localhealthdistricts/Futures/Quality%20Indicators.aspx](http://www.odh.ohio.gov/localhealthdistricts/Futures/Quality%20Indicators.aspx)
3. Home Health and Hospice staff completed a quality improvement project focused on charting to improve communication between aides and nurses.
4. Staff across several program areas utilized quality improvement methods to implement a new health department website and streamline the approval process for content.

**“Good job! Keep treating patients and clients with respect just as you would want to be treated, as a good neighbor and a member of the community! 100 A+!”**  
*-Client Survey Comment*



Public Health Nurse Julie Saputo giving a flu shot



Hogate student and parent making a healthy recipe during a family night event coordinated by Health Department Staff

# QUALITY

To provide  
safe,  
effective,  
timely,  
efficient,  
and  
equitable  
client-  
centered  
public  
health  
services

# GROWTH

To  
implement  
effective  
public  
health  
interventions  
that  
improve the  
lives of  
local  
residents

The **GROWTH Pillar** focuses on proactively addressing our community's health problems to improve the quality of life for Henry County residents. To achieve this, we pursue diverse partnerships and opportunities to strengthen our capacity to serve the community. By working together, we can best identify innovative ways to deliver services and solve local public health problems.

## Our 2015 Goals:

1. Implement at least 8 strategies outlined in the Henry County Community Health Improvement Plan.
2. Implement final year of the Health Department Strategic Plan.
3. Submit all required documentation and complete public health accreditation site visit in 2015.

## Our 2015 Strategies:

- ☑ Continue implementation of Henry County Community Health Improvement Plan.
- ☑ Update Community Health Improvement Plan with additional priorities identified during 2013-2014 Community Health Assessment process.
- ☑ Continue implementation of Health Department Strategic Plan and prepare new Strategic Plan for 2016-2018.
- ☑ Prepare for 2015 accreditation site visit by educating and preparing Board of Health, staff, and community partners for site visit.

## Our 2015 Accomplishments:

1. We and our many local partners completed 10 strategies in 2015 to reduce childhood and adult obesity as outlined in the 2012-2015 Community Health Improvement Plan (CHIP).
2. Based on results of the 2013-2014 Community Health Assessment process, partners identified 3 health priorities for 2015-2018: Risk Factors of Obesity, Healthcare Access and Cost, and Behavioral Health Issues. A new CHIP was launched in October 2015 to address these priorities over the next 3 years.
3. All required documentation was submitted to the Public Health Accreditation Board (PHAB) in February 2015. PHAB conducted a site visit in October 2015. A decision on accreditation status will be made by PHAB in March 2016.
4. At the end of the 2012-2015 Strategic Plan, 66% of action steps had been completed, 17% were still underway, and 17% were not completed. The Board of Health, management, and staff began the process to create the 2016-2018 Strategic Plan.



Students and parents exercising during a family night event during a family night event coordinated by Health Department Staff



Community member learning self-defense during a Women's Health Week Seminar coordinated by Health Department Staff

The **FINANCE Pillar** ensures that adequate resources are maintained to provide the public health services that are mandated, expected, and needed by our community. To achieve this, we pursue diverse types of funding, including federal, state, and local grants, local levy dollars, contracts, fees, insurance payments, and donations. These diverse funding sources ensure we can continue fulfilling local needs.

**Our 2015 Goals:**

1. Achieve and maintain a minimum General Fund balance of at least \$511,800 (equal to 4 months of operating expenses).
2. Achieve and maintain a minimum fund balances equal to 4 months of operating expenses in the Dental Clinic Fund.
3. Achieve revenues within 2% of budgeted revenue in the Home Health fund.
4. Reduce days in accounts receivable by 10% for dental, immunizations, reproductive health, home health, and hospice accounts in 2015.
5. Maintain expenditures within 2% of budgeted expenses in all funds.

**Our 2015 Strategies:**

- Create Standard Operating Procedures for Accounts Receivable.
- Implement strategies to increase effectiveness and efficiency of Health Department billing operations.

**Our 2015 Accomplishments:**

1. The minimum fund balance goal for the General Fund was achieved all 12 months of 2015 (maintained 6.7-10.3 months of operating expenses).
2. The Dental Fund balance did not achieve the minimum fund balance goal, ending at 81% of the goal when the Clinic closed in October 2015.
3. Revenues were 8% below budget and expenses 3% over budget for the Home Health fund.
4. Days in accounts receivable were reduced by 26% in Dental, 57% in Immunizations, 61% in Reproductive Health, 42% in Home Health, and 73% in Hospice.
5. Revenues were 11% under budget and expenses 13% under budget for all health department funds combined.

INCOME		EXPENSES	
	2015		2015
Contracts	117,065	Contract Services	394,033
County Health Levy	653,974	Equipment	32,767
Fees & Patient Charges	434,722	Fringe Benefits	526,614
Grants	269,907	Office Space Costs (Utilities)	23,795
Insurance Payments*	1,714,804	Medical Supplies	85,991
Other Local Funds	201,284	Other Expenses#	641,098
Other Receipts <sup>∨</sup>	552,417	Personnel Salaries	2,049,368
Other State Programs <sup>^</sup>	207,689	Supplies & Office Expenses	209,669
State Subsidy	7,561	Travel & Conferences	100,695
<b>Total Income</b>	<b>\$ 4,159,423</b>	<b>Total Expenses</b>	<b>\$ 4,064,030</b>

\* Medicare, Medicaid, and private insurance payments for services provided to clients.

<sup>∨</sup> Other Receipts include hospice, car seat, and diaper donations; cash advance paybacks; reimbursements for supplies, mileage, copies, postage; other miscellaneous expenses.

<sup>^</sup> Other State Programs include BCMH, Medicaid Administrative Claiming, home health aide services.

<sup>#</sup> Other expenses include postage, copying, advertising, fund transfers, tax settlement fees, hospice Medicaid beds, durable medical equipment costs.

# FINANCE



To  
 maintain  
 adequate  
 funding  
 to support  
 the  
 provision  
 of all  
 essential  
 public  
 services

**The Pillars of Excellence are the foundation for Henry County Health Department.  
We improve the quality of life and achieve excellence for residents of Henry County by  
focusing on People, Service, Quality, Growth, and Finance.**

### **Immunizations**

#### ***Providing immunizations for residents***

3,818 Total immunizations  
569 Influenza vaccinations  
1,122 Children received vaccinations  
590 Adults received vaccinations  
67 Travelers vaccinations

### **Reproductive Health and Wellness**

#### ***Confidential care for both men and women***

555 Clients received services  
559 Clinical appointments

### **Bureau for Children with Medical Handicaps**

#### ***Serving Children with complex medical needs***

1,017 Contacts with families  
177 Children received services

### **Communicable Disease Investigation**

#### ***Investigating and controlling disease outbreaks***

1 Outbreak investigated

#### ***Most common communicable diseases reported:***

1. Chlamydia (92)
2. Hepatitis C (21)
3. Influenza-Associated Hospitalization (9)
4. Campylobacteriosis (7)

### **School Nursing**

#### ***Providing services at parochial schools***

284 Hearing screenings  
317 Vision screenings  
49 School visits

### **Help Me Grow**

#### ***Helping children ages 0-3 meet developmental milestones***

1,504 Home Visits  
135 Children and Families Served

### **Ohio Buckles Buckeyes**

#### ***Providing car seats and safety training to eligible parents***

75 Car seats distributed with  
safety trainings

### **Northwest Ohio Dental Clinic**

#### ***Providing a full range of dental services for uninsured and Medicaid clients***

1,341 New clients received services  
3,001 Dental appointments

### **Health Education Presentations**

#### ***Providing health information to the community***

73 Presentations to schools, community  
organizations, and residents

### **Environmental Health**

#### ***Inspecting and licensing to keep our food and environment safe***

782 Inspections:  
– Food service operations  
– Retail food establishments  
– Private sewage and water systems  
– Campgrounds, pools & spas  
935 Investigations  
375 Permits and licenses issued

### **Hospice**

#### ***A special way of caring for the terminally ill***

77 Admissions  
3,022 Total Hospice visits

### **Home Health**

#### ***Providing in-home services to homebound residents***

184 Admissions  
7,836 Total Home Health visits

### **Home Health Aide Program**

#### ***Supporting activities of daily living***

40 Clients served  
1,540 Total Home Health Aide visits

### **Emergency Preparedness**

#### ***Preparing Henry County in the event of a health emergency***

40 Medical Reserve Corps volunteers  
Completed functional emergency  
exercise for continuing health  
department operations during an  
emergency

### **Vital Statistics**

#### ***Providing certified birth and death records***

112 Registered Births  
227 Registered Deaths  
714 Birth Certificates Issued  
862 Death Certificates Issued  
934 Clients served

## **BOARD OF HEALTH**

The Board of Health meets on the second or third Wednesday of each month at 12:30 p.m.  
at the Henry County Health Department. All meetings are open to the public.

**Roger Richard, President**

**Joel Miller, President Pro-Tempore**

**Doug Lindsey, MD, FACS**

**Sharon Miller**

**Alice Schwiebert, RN**

**Char Weber**

**Al Wiederwohl**