



**HENRY
COUNTY
HEALTH
DEPARTMENT**

Strategic Plan

2019-2021



A Message from the Health Commissioner



Hello Henry County Health Department staff, board members, and friends. The following pages outline Henry County Health Department's continued path on improving community health through innovation, education and inclusion. You will find while reading through this new strategic plan, we focus on our motivated and trained staff, on filling in gaps in health care, and ensuring everyone within earshot knows what the Henry County Health Department can offer them, their family, friends, and coworkers.

Thank you for lending us your time and caring about our community.

Mark H. Adams RS, MPH
Henry County Health Commissioner

Board of Health



Bottom row left to right: Sharon Miller, Char Weber, Marilyn Bremer
Top row left to right: Joel Miller (President Pro Tempore), Ryan Zachrich,
Roger Richard (President), Dr. Melinda Fritz

The Process

A cornerstone of almost any organization is a strategic plan, which sets the course for the organization's future for the next 3-5 years. During 2018, our organization underwent the strategic planning process for 2019-2021. Through facilitation by Steve Long from the Mid-east Ohio Regional Council (MEORC), the department embarked on developing the strategic plan to guide the agency towards future goals.

The first part of the process was to complete an evaluation of the previous strategic plan. Through conversations, the health department's management team identified several lessons learned from the last process including a need to focus on gathering more internal and external feedback about the department, gaining more buy-in from all levels of staff, and focusing on fewer objectives.

To inform the new strategic plan, the department sought information from customers, key stakeholders, staff, and Board. An electronic survey was sent to key stakeholders throughout the community and provided to the public through social media. The questions focused on the department's strengths, areas of improvement, other programs and services the health department should provide, and what areas the agency should be concerned. Respondents of the survey included the general public, schools, healthcare organizations, local government, the Henry County Board of Health, and members of social services organizations.

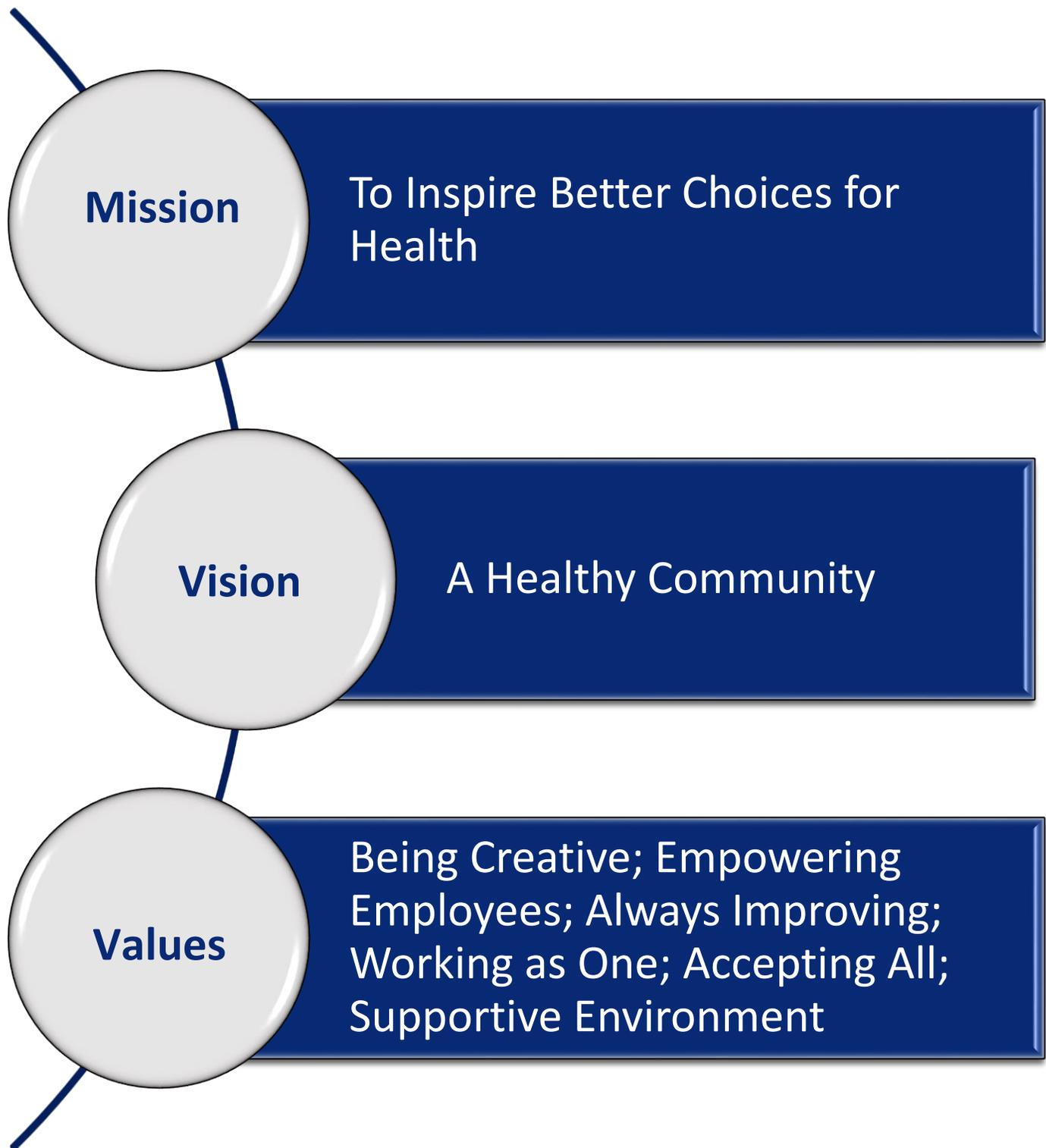
Staff completed a similar exercise during a quarterly all staff meeting. Small groups were formed and staff were asked to identify the organization's strengths, weaknesses, opportunities, and threats. These data along with the external survey were compiled to inform the department's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. In addition to the SWOT analysis other key data sources, such as the Public Health Accreditation Board (PHAB) accreditation report and client satisfaction surveys, were used for additional feedback about the agency.

A final strategic planning team was formed to be a part of the two and a half day facilitated strategic planning process. This team consisted of managers, Board of Health members, and key staff.



As part of the process, the team reviewed the current mission, vision, and values for the agency. The team decided to create a new mission, vision, and values which better fit the direction the Henry County Health Department is headed.

Mission, Vision, Values



The team then reviewed the SWOT feedback from both internal and external sources. This led to completing an Environmental Scan to answer the following seven key factors that would affect the health department's mission and strategy.

1. Indications of major shifts in technology
2. Indications of major shifts in markets
3. Indications of major shifts in products or services
4. Indications of major shifts in customer preferences
5. Indications of major shifts in competition
6. Indications of major shifts in the economy
7. Indications of major shifts in the regulatory environment

Through the SWOT and Environmental Scan, the strategic planning team discussed several key themes that would influence the overall strategic plan. These themes included the need to communicate and further brand the department to increase awareness of services and public health; the desire to continue developing the agency's workforce by supporting high-quality training for current staff and recruiting skilled professionals; the necessity of keeping up with technology, analyzing data, and other aspects of information management; and the need to be fiscally stable and continue to optimize the use of public funds.

All of the information and discussions lead to identifying strategic advantages, challenges, and opportunities for the organization. These advantages, challenges, and opportunities helped identify some of the emerging or changing trends that may affect the effectiveness and strategies of the health department, including law changes, growing emphasis on data driving decision making, working collaboratively with all sectors to improve health, and rapidly changing technology.

Based on these advantages, challenges, and opportunities, the team developed a strategy map consisting of the department's strategic priorities, goals, SMART objectives, and agency strategies.

Strategic Advantages

- Having the experts that can provide services to a wide range of clients
- Providing multiple services that meet the various specialized needs in the community
- Internal and external infrastructure that allows room for growth
- Progressive and innovative health department

Strategic Challenges

- Continual changes in laws
- Threat of competitors in services
- Rapidly changing technology
- Inefficient internal practices
- Continued reliance on public funds
- Communication barriers with potential client base
- Gathering sound data to drive services

Strategic Opportunities

- Using data driven solutions and innovation to address gaps in the community that solve health and social issues
- Empowering employees through fostering creativity and innovation
- Supporting division budget streams
- Building and strengthening cooperative relationships with all levels of government, community organizations, and the public
- Engaging our community in encouraging healthy behaviors and life choices
- Striving to find sustainable funding sources
- Utilizing a marketing plan to optimally promote services both internally and externally

Strategy Map

Vision: A Healthy Community

Mission: To Inspire Better Choices for Health

Values: Being Creative, Empowering Employees, Always Improving, Working as One, Accepting All, Supportive Environment

Strategic Priorities	Goals	SMART Objectives		Strategies
Financial 	Maximize Fiscal Efficiency	Increase Billing Efficiency by 2021	Increase Revenue by 1% by 2020	<ul style="list-style-type: none"> • Institute individual program budgets • Determine service program costs • Increase MAC revenue
Customer 	An Engaged Community	Develop a comprehensive marketing plan by 2020	Conduct 10 community engagements by 2020	<ul style="list-style-type: none"> • Marketing plan • Customer service training • Customer data gathering
Internal Processes 	Fiscally Sound Programs	Develop 2 New Programs by 2021	Evaluate 3 Existing Programs by 2020	<ul style="list-style-type: none"> • New products • Evaluation of existing products • Align program initiatives with CHIP
Learning and Growth 	Develop an Engaged Workforce	Increase number of employees that celebrate 1, 3, 5 year anniversaries by 2021	Re-design current workforce development plan by 2020	<ul style="list-style-type: none"> • Employee development • Employee engagement

Community Health Improvement Plan Linkage

Through the objectives of evaluating the health department's existing programs and developing new programs, a strategy is to align program initiatives with the Community Health Improvement Plan (CHIP). Each program in the department will be evaluated to determine several factors including effectiveness, sustainability and how it fits into the larger CHIP framework of improving resident's health. By evaluating in this manner, it will ensure the department is fulfilling its role as an active member of implementing the CHIP. Also, as a lead agency in the CHIP the department may institute new programs to fulfill needs in the community as part of CHIP implementation. New program development will include a proposal process which will address if the program aligns with the Community Health Improvement Plan.

Quality Improvement Plan Linkage

During the implementation and monitoring of the strategic plan, there may be areas where quality improvement techniques should be used to improve processes and programs. When this is necessary, the framework established in the Quality Improvement (QI) Plan will be used. This includes utilizing Quality Council, Team QI, and various models of continuous improvement.

Implementation and Monitoring

Henry County Health Department will determine which strategies to focus on each year. Action plans are developed for implementation of each strategy. Action plans include targets, individuals working on the strategy, and necessary action steps with deadlines to ensure the target is met. These action plans are reviewed at least quarterly to monitor progress and make any necessary changes. Should targets, action steps, strategies, or overall strategic plan objects not be met or other issues occur during implementation, quality improvement processes will be used to determine solutions, as appropriate.

HCHD will provide residents, board members, key partners, and stakeholders periodic updates on the progress made towards meeting the identified benchmarks set forth in the strategic plan.

Review and Updates

The strategic plan along with the strategy map will be reviewed annually. This review will ensure the plan continues to move the agency forward and address any changing or emerging trends that affect the agency. If changes are deemed necessary, they will be made and the plan, strategy map, and action plans will be updated.