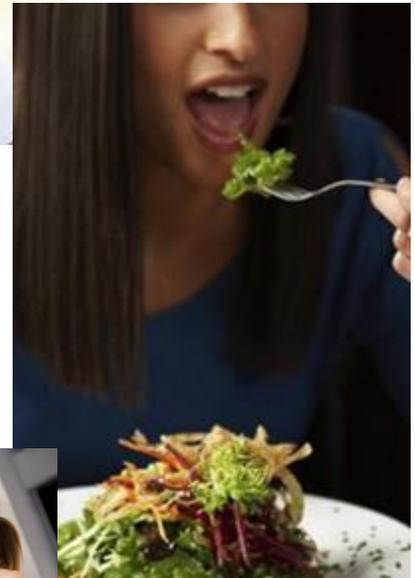


Canton City Health Department Strategic Plan 2014 - 2016

Meeting Public Health Accreditation Board Standards and Measures 5.31 and 5.32



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Public Health
Prevent. Promote. Protect.

Inside Front Cover

Message from the Health Commissioner

August 2014

To the Canton City Board of Health and to the Citizens of Canton City:

Over the past several years, we have experienced many changes as a community and as a Health Department. With the dedication of our public health workforce, we have made the health department a stronger organization.

The Health Department has many new opportunities on the horizon. Whether working towards national public health accreditation, exploring new programs to address pressing public health issues or working towards reducing the infant mortality rate, there will be a lot of changes over the next three years.

The Strategic Planning Committee of the Canton City Health Department (CCHD) developed a 2014-2016 Strategic Plan. This Strategic Plan outlines a set of priorities and strategies to address a number of issues in the health department. It ranges from community health, staff training, technology improvement, fiscal management, public health workforce and collaborative leadership. It follows the basic outline of the 10 essential public health services and the National Public Health Performance Standards. Underlying all the strategic priorities is the mission to prevent, promote and protect the health of our community.

It is my pleasure to present the Canton City Health Department's 2014-2016 Strategic Plan.

In good health,

A handwritten signature in blue ink that reads "James M. Adams, RS, MPH". The signature is written in a cursive style.

James M. Adams, RS, MPH
Health Commissioner

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Approved this 25th day of August, 2014 by the Canton City Board of Health.

// Stephen Hickman, DVM //

President of the Board of Health



Health Commissioner

Planning Process

- 🛡️ This departmental strategic plan covers the period January 1, 2014 to December 31, 2016.
- 🛡️ The scope of this plan is for internal departmental programming and is not intended to be a generalized community health improvement plan. This is not a specific action plan. Divisions are encouraged to use this strategic plan as they develop annual work plans. The goal of this plan is to meet the Public Health Accreditation Board Standards and Measures 5.31 and 5.32 only. It is not a fully complete strategic plan for accreditation purposes.
- 🛡️ This plan was developed using a series of internal planning meetings with the Strategic Planning Committee of the Canton City Health Department. The complete department staff was consulted throughout the planning process. The meeting minutes as well as additional planning background information are documented in the project folder.
- 🛡️ This strategic plan was approved by the Board of Health of the Canton City Health Department by informal resolution on August 25, 2014.
- 🛡️ This strategic plan will be reviewed on an annual basis by January 1 of each year by the Strategic Planning Committee and the Board of Health. Contact James M. Adams, RS, MPH, Health Commissioner at (330) 489-3231 for questions and additional information regarding this plan.

Vision, Mission and Values

Vision:

Working together for a healthier community

Mission:

The Canton City Health Department works to improve the health of the local community by providing comprehensive services utilizing a well trained and qualified staff.

Values:

- We value empowering our community with the knowledge needed to make healthier choices.
- We strive for excellence in everything we do.
- We are accountable to the community to which we serve.

Strengths, Weaknesses, Opportunities and Challenges

A process was undertaken by the strategic planning team to identify current strengths, weaknesses, opportunities and challenges for the department. Ideas were gathered from a general staff survey, reviewed by the strategic planning team and listed in this section for consideration. The ideas were not ranked or ordered by importance. The ideas and comments were transcribed from the staff survey and were not edited by the strategic planning committee.

Internal Strengths

- ★ Computers are available for all staff
- ★ Use of department Facebook page
- ★ Have knowledgeable fiscal officer
- ★ Staff works well together
- ★ Stable funding from general tax base
- ★ Use fiscal analysis to make decisions
- ★ Good multiple communication pathways with the public
- ★ Staff demonstrates unity of purpose
- ★ Staff is driven to do good
- ★ Department exhibits good leadership
- ★ Many opportunities for training and continuing education

Internal Weaknesses

- ★ Time and Effort Reporting
- ★ Over reliance on ODH based grant pass through
- ★ Fiscal reporting to staff
- ★ Paper base leave requests
- ★ Lack of communication between departments
- ★ Knowledge of other department/division activities
- ★ Every staff should know all services provided by department
- ★ Staff needs identified training plan
- ★ New staff training plan
- ★ Staff fit for the job
- ★ Very slow Internet and computer network
- ★ Software versions are varied and out of date
- ★ Not able to connect to data network from outside of office
- ★ Poor physical plant

External Opportunities

- ★ Billing for Nursing services
- ★ Use of alternate methods of staff communication rather than email
- ★ Rapid advancement of technology
- ★ Use of portable devices in the field
- ★ Use of devices for field inspections
- ★ Use of the cloud storage
- ★ See Click Fix – A web tool that allows citizens to report non-emergency neighborhood issues.
- ★ Bring our own device to work

External Challenges

- ★ BANNER Accounting System
- ★ Changing workforce
- ★ Need to have Practice Management/EMR for nursing
- ★ Heath District Information System (HDIS) will be phased out
- ★ Public Health Accreditation Board accreditation

Strategic Priorities

Through the strategic planning process, the health department identified seven strategic priorities.

- 1. Effective fiscal management system**
- 2. Maintain a competent public health workforce**
- 3. Effective collaborative leadership**
- 4. Provide a comprehensive and robust technology infrastructure**
- 5. Evaluate and improve health department processes, progress and interventions**
- 6. Provide adequate facilities for operations**
- 7. Improve community health**

On the following pages, the strategic priorities are listed with their accompanying strategies, goals and outcome objectives. Key strategies were proposed by the Strategic Planning Committee and other health department employees.

Effective Fiscal Management System

Have an effective system to manage resources wisely, to analyze present and future needs, to sustain operations, and to demonstrate accountability

GOAL 1: Implement New Accounting System

Objectives

1. Increase efficiency and effectiveness of financial operations.
 - By January 2015, have new program in place to improve financial forecasting system.
 - Implement new fiscal accounting program, in cooperation with the City of Canton, to replace the existing BANNER system.
 - Implement a time and effort reporting system that effectively accounts for staff time in all areas and in specific program areas.
 - Implement an electronic time and attendance system, including leave requests and approvals.

GOAL 2: Improve communications with staff and city departments responsible for financial operations

Objectives

1. Have programs in place to allow division leaders to have access to internal fiscal management system to, at a minimum, review relevant fiscal information for their division and programs.
2. Provide regular fiscal reports and summary information for all health department staff.

GOAL 3: Increase diversity of revenue generation within the department.

Objectives

1. Decrease the overall proportion of departmental income coming through the Ohio Department of Health (ODH) pass through grants by diversifying income sources.
2. Improve efficiency of billing process for clinical nursing services.
3. Implement a clinical practice management system for nursing division to include electronic medical records.

Maintain a Competent Public Health Workforce
Promote the benefits of advanced education, work-group participation,
team-building, and professional credentialing to staff

GOAL 1: Educate Staff on Department Duties and Responsibilities

Objectives

1. Develop a comprehensive guide that explains what each division does at the Health Department.
 - Write outline of programs and duties in each division.
 - Publish guide and post on department employee intranet.
 - Develop PowerPoint on department services for staff.
2. Develop and implement a new hire training program.
 - Document *New Hire Training Guide*.
 - Document training as part of employee file.

GOAL 2: Implement Competency Based Position Descriptions

Objectives

1. Recommend new position/job position descriptions.
 - Template based on Public Health competencies.
 - Personnel Committee will be formed to develop job description template.
 - Department will adopt new job description template.
 - Revise existing position descriptions using new template.
2. Revise employee evaluation using new competencies.
 - Personnel Committee design evaluation system based on revised job descriptions/competencies.
 - Revise salary and compensation plan.
3. Adopt public health competencies.
 - Board will adopt public health competencies.

GOAL 3: Create and Implement Workforce Development Plan

Objectives

1. Assess training status of each employee.
 - Staff training needs survey.
2. Document training needs.
 - Document workforce development plan (revise every 3 years).

Effective Collaborative Leadership

Provide leadership that is visionary, responsive to the needs of the organization and community, and works together with a sense of shared responsibility to solve problems.

GOAL 1: Building a Collaborative Team Environment

Objectives

1. Implement regular informal meetings for all staff to facilitate the cross departmental exchange of information.
 - Create a schedule of informal meetings.
2. Provide opportunities to collaborate together in groups on projects.
 - Provide opportunity for every employee to participate in at least one quality improvement project or staff committee.

GOAL 2: Become Members of County and Other Community Organizations

Objectives

1. Establish Health Department Outreach Committee.
 - Establish members of the Health Department Outreach Committee from the CCHD that agree to represent the Health Department in outside organizations.
2. Increase presence at community related events.
 - Adopt a system whereby cross departmental teams are able to participate in scheduled community events to promote health department activities and programs.
 - Establish a department wide scheduling system to prioritize and document participation in community events.
3. Formalize department branding which includes logo, letterhead and other communication materials.
 - Review and adopt consistent brand identification for health department.
 - Adopt policies for consistent use of approved branding throughout the department.

Provide a Comprehensive and Robust Technology Infrastructure
Assure that adequate resources are available to support a complex organization that supports effective and rapid communication, and relies on robust data analysis and access to information resources

GOAL 1: Develop Means of Connecting to Network from Outside of Office

Objectives

1. Provide tablets or other appropriate technology to employees who complete work in the field.
 - Tablets and appropriate technology will be provided to employees who complete work in the field.
 - Allow access to department shared file/document management system from the field or other locations outside of the office.
2. Develop tutorial to train employees to use new technology to connect to the network from outside the office.
 - Tutorial will be developed.
 - Employees working outside the office will be trained.

GOAL 2: Implement an Improved E-mail System

Objectives

1. Implement improved e-mail system.
2. Train employees to use improved e-mail system.

GOAL 3: Develop and Implement a Department Intranet

Objectives

1. Develop a robust departmental Intranet for use by employees that would facilitate communication, collaboration, and the sharing of important departmental information.

GOAL 4: Robust internet and network infrastructure

Objectives

1. Provide all employees with a reliable network infrastructure, accessible from all locations, that facilitates the efficient sharing of knowledge and information.

**Evaluate and Improve Health Department Processes,
Progress and Interventions**
**Support a culture of continuous quality improvement of health
department policies and procedures**

GOAL 1: Clearly Document Department Processes and Procedures with Easy Access for all Staff

Objectives

1. Develop a policy procedure manual for the department.
 - Identify overall departmental policies and procedures.
 - Document departmental policies and procedures.
2. Publish procedure manual on department intranet.
 - Publish procedure manual on intranet, available to department employees.

GOAL 2: Effectively use Local Codes and Ordinances to Reduce Public Health Threats

Objectives

1. Comprehensive review of local public health codes.
 - The local public health codes will undergo a comprehensive review and revision.
2. Adopt change in local health codes.
 - Improvements to local public health codes will be adopted.

GOAL 3: Department will be Eligible to Apply for Public Health Accreditation Board (PHAB)

Objectives

1. Establish a fully functional accreditation team.
 - Assign a staff person to be the Accreditation Coordinator.
 - Establish an accreditation team consisting of recommended members from the PHAB guidance documentation.
 - The accreditation team will have met and established a regular meeting schedule.
2. Develop and implement a *Quality Improvement Policy (QIP)*.
 - The accreditation team will draft a departmental *Quality Improvement Policy (QIP)*.
 - The QIP will be adopted by the Board of Health.
 - The QIP will be implemented in the CCHD.
3. Conduct a community health assessment for the City of Canton by December 31, 2015.
 - A Community Health Assessment Coordinator will be assigned for the department.
 - The Community Health Assessment Coordinator will form a Community Health Assessment team from select department staff and community members.
 - The Community Health Assessment team will select an assessment methodology.
 - A community health assessment will have been completed and published.
4. Develop a *Community Health Improvement Plan (CHIP)* for the City of Canton.
 - Using the Community Health Assessment Team, a CHIP will have been developed and published.
5. Department will apply for PHAB accreditation.
 - Board of Health will authorize the application for PHAB accreditation.

Provide Adequate Facilities for Operations

Provide adequate facilities for the provision of quality services that are respectful to the needs of the staff and the community

GOAL 1: Renovate and expand department to provide facilities that are accessible and responsive to the needs of the community and the department in fulfilling its mission.

Objectives

1. Provide department facilities that are able to:
 - Meet the mission and goals of the department in protecting the health of the community;
 - Provide efficient and cost effective service to the community; and
 - Support the goals of improving the utility and accessibility of the downtown community.

Improve Community Health

Engage in a meaningful and purposeful way with the community that we serve to identify and address health problems.

GOAL 1: Improve Maternal and Child Health

Objectives

1. Prevent childhood disease.
 - Provide local hospitals and health care providers with immunization information for new mothers.
 - List of pediatricians in our community that provide immunizations/vaccines.
2. Decrease infant mortality rates in our community.
 - Hire Fetal and Infant Mortality Review (FIMR) Coordinator.
 - Develop partnerships with community organizations.
 - Educate pregnant mothers to prevent unhealthy behaviors.

GOAL 2: Healthier Lifestyle Choices

Objectives

1. Reduce obesity rates in Canton.
 - List healthier recipes on CCHD website.
 - Work with local gyms on possibly providing discounts to City of Canton residents for new memberships.
 - Create *Physical Exercise Activity Guide*.
2. Provide education on healthier lifestyle choices.
 - List information on website for smoking cessation and drug/alcohol abuse.
 - List on website *Physical Exercise Activity Guide*.

Appendix A: List of Participants

Strategic Planning Committee

- 🛡️ James Adams, Health Commissioner
- 🛡️ Christi Allen, Executive Assistant
- 🛡️ Julie Carman, Laboratory Technician
- 🛡️ Colton Masters, Staff Sanitarian I
- 🛡️ Debbie Mazzocca, Public Health Clerk II
- 🛡️ Linda Morckel, APC Monitoring & Inspection Technician
- 🛡️ Tammy Stolicny, Staff Nurse II

Appendix B: Strategic Planning Meeting Dates and Session Purpose

<u>Meeting Date</u>	<u>Purpose</u>
January 6, 2014	Review strategic planning process Discuss committee communication
January 13, 2014	Discuss Vision, Mission and Value Statements
February 3, 2014	Develop Vision, Mission and Value Statements
February 10, 2014	Review Draft Vision, Mission and Value Statements Develop SWOT Analysis
February 25, 2014	Review Draft Vision, Mission and Value Statements Develop SWOT Analysis
March 3, 2014	Develop Strategic Priorities
March 10, 2014	Develop Strategic Initiatives
April 7, 2014	Finalized Strategic Priorities Discussed Goals and Objectives
April 22, 2014	Discussed Goals and Objectives
May 6, 2014	Finalized Goals and Objectives Review Draft of Strategic Plan
May 15, 2014	Review final draft of Strategic Plan
June 17, 2014	Review final draft of Strategic Plan
August 25, 2014	Plan adopted by Board of Health

8/12/2014 – Final Revision by JMA for consideration by Board of Health