

Canton City Public Health  
Strategic Plan 2021 to 2023



**Public Health**  
Prevent. Promote. Protect.

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**Canton City Public Health**

APPROVED BY THE BOARD OF HEALTH ON November 23, 2020

## Planning Process

This departmental strategic plan covers the period January 1, 2021 to December 31, 2023.

This plan is intended to guide our programs and to supplement and align with the state and community health improvement plans. The operating divisions will use this strategic plan as they develop their own work plans. This plan is intended to meet the Public Health Accreditation Board Standards and Measures 5.3 (PHAB Standards version 1.5).

This plan was developed using a series of internal planning meetings with the Strategic Planning Committee of the Canton City Health Department. Department staff and community partners were consulted during the planning process. Meeting minutes as well as additional planning background information and notes are documented in the project folder.

This strategic plan was approved by the Board of Health of the Canton City Health Department by Resolution 2020-10 on November 23, 2020.

This strategic plan will be reviewed at least annually, by July 1 of each year by the Strategic Planning Committee and the Board of Health. During these reviews, the goals and objectives may be changed depending on the needs of the department. Contact James M. Adams, RS, MPH, Health Commissioner at (330) 489-3231 for questions and additional information regarding this plan.

## Mission, Vision and Values

The Department's Mission is:

**Working together to prevent the spread of disease, promote health, and protect the public from harm.**

This mission is a continuation of the past mission statement. This was decided based on input from our community, stakeholders, partners, staff, the planning committee, and review with the Board of Health.

The Department's Vision is:

**Healthy neighborhoods, healthy neighbors, healthy families.**

This vision statement identifies the department's role in advancing the community's health to an ideal future state. It reflects the department's goal of ensuring a future of improved and equitable health outcomes for everyone.

The Department's Values are:

- Quality – Efficiency and effectiveness in our programs.
- Equity – Focusing resources where they are needed most.
- Service – Ask, listen, and respond to the needs of the community.
- Trust – Inclusive, accountable, and transparent in all we do.

The department identified these values to help guide its work in the community in the previous plan and refined them in this plan.

## Risk Analysis

A Strengths, Weakness, Opportunities, and Threats (SWOT) analysis was completed by the planning team on September 10, 2020. The results of that analysis are listed below.

### Strengths

- Dedicated staff who are invested in the community.
- Accredited, delivering programs in accordance with nationally recognized standards
- Wide reach with programs that reach outside Canton City and Stark County
- Strong community partnerships that increase our reach and quality of our services
- Good use of technology
- Strong relationship with the community and community leadership
- Community outreach programs that enable our neighbors to participate in programs
- A dedicated Board of Health who is committed to improving health and equity

### Weaknesses

- Staff are retiring and we are losing institutional knowledge
- Budget uncertainty, especially due to the COVID-19 pandemic
- The department is monolingual, with no staff trained to interpret
- Cultural competency in the department is perceived as low
- The department has a low presence in local school career programs
- No term-limits for the Board of Health
- Lack of interest from qualified candidates for many positions
- Lack of promotion opportunities for staff
- Department pay is perceived as low compared to other departments of health
- The building is old, in disrepair and too small for our needs
- There is a lack of awareness of training opportunities available to staff

### Opportunities

- Offer job shadowing to applicants for open positions
- Better marketing of job availability
- Develop a buddy system for new hires
- Promotion of public health as a career in community cultural centers
- Partner with local universities to improve public health programs
- Offer an expanded internship program and identify specific opportunities for interns
- Proactively seek increased input from the community and our partners
- Offer more health education and injury prevention programs

## Threats

- Distrust of government and programs
- Increased political polarization
- Efforts to undermine public health services
- People leaving public health as a career
- Racial disparities in the community
- Lack affordable housing and home ownership
- Increasing number of food deserts
- Decreasing city population
- Fear and distrust of current policing policies
- COVID-19
  - Taking resources away from other programs
  - Increased isolation and threat to mental health
  - Threat of mass staff illness

## External Factors

- The COVID-19 pandemic caused by the SARS-CoV-2 virus continues to dominate the conversation in public health. While the pandemic has increased the public's awareness of public health and its importance, prevention and control of the disease continues to be a drain on department resources and a burden on the community.

## Equity

During the data and risk analysis, equity was identified as an overarching theme. Social determinants of health were explored, and problems were identified in each of the five determinant areas. Secondary data shows that for our community:

- African American household income is nearly half that of Caucasians ([link](#))
- In Canton's poorest neighborhoods over 70% of households live in poverty ([link](#))
- Over 6% of families are working poor, exceeding the national average by 33% ([link](#))
- African American incarceration rates are five times the overall ([link](#))
- Vacant homes account for 14% of properties while 40% of residents are rent burdened ([link](#))
- African American secondary education achievement is nearly half that of Caucasians ([link](#))
- Nearly 14% of Canton's families experience food insecurity ([link](#))
- The number of SNAP and WIC authorized grocery stores has declined by 10% and access to fast food choices has increased by the same amount ([link](#))
- SNAP redemptions have decreased by 41%, benefits have decreased by 40% and program participation has decreased by 3% ([link](#))
- The number of recreation and fitness facilities available has decreased by 13% ([link](#))

Because inequities were pervasive in all areas, the committee decided that all strategic priorities must consider equity as a primary factor.

## Strategic Priorities

Using information from 1) the State of Ohio Health Improvement Plan ([SHIP](#)), the 2) Stark County Community Health Needs Assessment ([link here](#)), the 3) Stark County Community Health Improvement Plan ([link here](#)), as well as input from our community, partners and staff, the following strategic priorities were identified. Within each strategic priority, several goals and objectives were developed. Every attempt was to make the objectives specific, measurable, achievable, relevant, and time based. Where possible, benchmarks for performance were identified as well as performance measurement recommendations. Goals identified with a \* were also identified in the SHIP. Goals identified with a + were identified in the Stark County Health Improvement Plan.

A more detailed Action Plan is included as part of the plan as Appendix A. The action plan further identifies specific actions (steps) and responsibilities for the implementation of this strategic plan.

### Healthy Neighborhoods

1. Increase the cleanliness of neighborhoods \*
2. Increase access to healthy food choices \*+
3. Increase access to safe, affordable, and quality housing \*

### Healthy Neighbors

1. Increase utilization of department services by community members who do not speak English as their primary language.
2. Increase the number of people who report regular participation in physical activity \*+
3. Decrease the rate of STI spread in Canton City

### Healthy Families

1. Decrease the rate of infant mortality and disparities in birth outcomes. \*+
2. Increase the rate of childhood vaccinations
3. Develop a health education program at CCPH

The strategic plan will be used to guide specific division work plans. Work plans will incorporate the specific objectives and goals as delineated in the Action Plan (see Appendix A). Copies of the strategic plan will be posted on the department website and made available to distribution to staff, Board of Health members, and the public as requested.

The objectives and goals in this strategic plan will be incorporated into the department's performance management system. The performance management system is described in policy 800-999. See that document for further information on tracking, reporting, and updating of the strategic plan and associated action plan.

## Appendix A – Action Plan

The most recent [action plan can be found here](#).

## Appendix B – Strategic Planning Workgroup Members and Meeting Schedule

The following is a list of the Strategic Planning Workgroup Members.

<b>Member</b>	<b>Job Title</b>	<b>Division</b>
Jim Adams	Health Commissioner	Vital Stats/Administration
Amanda Archer	Director/Epidemiologist II	OPHII
Annie Butusov	Director	Environmental Health
Danielle Grimm	Executive Assistant	THRIVE
Linda Morckel	Monitoring & Inspections Supervisor	Air Pollution Control
Amanda Morningstar	Nurse Practitioner/Nursing Supervisor	Nursing
Dea Most	WIC Dietitian	WIC
Robert Knight	Performance Improvement and Accreditation Coordinator	OPHII

The workgroup conducted meetings on 9/11/2019, 10/2/2019, 11/5/2019, 12/13/2019, 2/19/2020, 7/16/2020, 8/18/2020, 9/3/2020, 9/10/2020, 9/17/2020, 9/24/2020, 10/1/2020, 10/8/2020, 10/15/2020, 10/22/2020, 10/28/2020 and 11/5/2020. The meeting minutes as well as additional planning background information are documented in the project folder.