

2023-2026

# Miami County Public Health Strategic Plan

Adopted: 4/27/2023



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**Miami County  
Public Health**

Prevent. Promote. Protect.



# MIAMI COUNTY Public Health

Prevent. Promote. Protect.

April 27, 2023

The Miami County Board of Health is pleased to share with you our agency's strategic plan which outlines what Miami County Public Health plans to achieve, how we will do it, and how we will measure our progress over the next four years. As board members, we support this plan and commit ourselves, employees, and any necessary resources needed to implement and achieve the outcomes.

Included in the plan are our organization's mission, vision, and value statements that define our purpose, direction, and guiding principles. These will help guide the agency in carrying out our roles and responsibilities and is aimed at preventing illness, promoting healthy lifestyles, and protecting every person who spends time in our community.

As board members, we commit to building a culture of quality within the organization. This document is one part of our comprehensive efforts to advance both performance and quality within our agency.

This plan has been approved and adopted by the Miami County Board of Health on April 27, 2023.

Sincerely,

Ann Baird  
President, Board of Health

Dennis R. Propes, RS, MPA  
Health Commissioner

James S. Burkhardt, DO  
Medical Director



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# Terms Defined

**CHA:** Community Health Assessment

**CHIP:** Community Health Improvement Plan

**Mission:** A short (~15 word) statement or tag line that describes the reason for the organization's existence

**Vision:** A statement that describes what the organization wants to be, or wants to create in the future

**Values:** The core philosophies describing how an organization conducts itself in carrying out its mission

**Priority:** The highest level of thinking about what needs to be accomplished within the agency. Priorities are the primary focus of the organization's resources and guide decision making

**Goal (result):** A statement that answers "What are the desired results?"

**Action:** A statement that answers "What do you want to do?"

**Measure:** How the action will be completed, must be in SMART format

**SMART:** Specific, Measurable, Attainable, Relevant, and Time-based

**Indicator:** Quantifies the achievement of a result (% , ratio, #)

**Baseline:** The current state or starting point (% , ratio, #)

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# Introduction

In 2019, Miami County Public Health (MCPH) published its 2019-2022 Strategic Plan outlining the agency's priorities for those four years. During this period, MCPH was faced with many challenges. Our region was hit by devastating tornados requiring staff to assist with emergency response efforts. Also, during this timeframe, COVID-19 was introduced into all our lives and became a focus for the agency for several years. As COVID-19 became an issue, MCPH had to quickly adapt to new information and guidance related to the pandemic. Staff began focusing on case investigations, contact tracing, and enforcement efforts. Once the COVID vaccine became available, staff quickly switched to planning vaccination clinics both on and off-site and administering vaccine.

Although we were faced with many challenges, we were still able to accomplish many things. MCPH celebrated its 100th anniversary and became the 44th Ohio health department to become nationally accredited through the Public Health Accreditation Board. The community showed its trust in us by approving a continuation of our tax levy for an additional 10 years. MCPH went through a reorganization and added a Community Services Division. There was also a merger of health departments within the county. Piqua City Health Department merged into MCPH which allowed Miami County to have one health district providing all public health services throughout the county.

Due to the many challenges faced during the 2019-2022 Strategic Plan years, annual reviews of the plan were put on hold. Although a formal process of documenting the accomplishments was not done, many of the measures identified in the plan were completed. These accomplishments include:

- Creation of a speaker bureau
- Meetings were attended both in person and virtually
- Through the pandemic, positive relationships with the hospitals were built
- Contracts were put in place to increase MCPH's social media presence
- An Instagram page was implemented

- Facebook live events were completed
- SharePoint page was rolled out
- Programs were/are being promoted through local radio
- Employee wants/needs survey was completed through a training needs assessment
- Community perception survey was completed
- MCPH passed its levy
- Succession Plan was created
- New grants were secured
- Health Education promoted agency walking challenge
- Continued efforts with Miami County Drug Free Coalition to address issues relating to mental health and addiction

This 2023 Strategic Plan builds off of the progress made in the previous years while identifying new needs of the agency.

## **Priorities**

### **1. Invest in Growth**

### **2. Improve Health Behaviors**

### **3. Ensure Sustainability**

### **4. Increase Public Health Awareness**

Miami County Public Health's strategic priorities and accompanying goal statements support the mission, vision, and values of MCPH and contribute to providing exceptional public health services in Miami County.





# About MCPH

## Strategic Planning Committee

- Dennis Propes, REHS, MPA, Health Commissioner
- Melette Bailey, BS, RN, Clinic Coordinator
- Ann Baird, Board of Health President
- Kristi Barnhart, Vital Statistics Registrar
- Nate Bednar, REHS, Director of Community Services
- Michele Bowman, REHS, Director of Administration
- Angie Cotrell, Financial Accountant
- Michelle Cox, BSN, RN, Director of Nursing
- Shelley Jackson, BSN, RN, Nursing Supervisor
- Erin Ogden, Help Me Grow Supervisor
- Pamela Ramey, RD, LD, Director of Family and Child Development
- Ryan Snapp, IT Manager
- Shane Snapp, Environmental Health Supervisor
- Mary Solomon-Ames, Health Professional
- Aliya Stine, Injury Prevention Coordinator
- Carol Sutherly, Board of Health Member
- Jane Tomcisin, REHS, Director of Environmental Health
- Hannah Zaciewski, REHS, Accreditation Coordinator

## Board of Health (BOH)

Ann Baird, President  
Dr. Robert Malarkey  
Joanna Pittinger  
Patricia Quillen  
Ted Ristoff  
Jim Sarver  
Carol Sutherly  
Amy Welker

## Agency Overview

Miami County is in the Southwestern region of Ohio and is home to more than 110,247 people according to the US Census Bureau as of July 2022.

MCPH currently has 44 full-time and 5 part-time employees split over the following five divisions:

- Administration
- Community Services
- Environmental Health
- Family and Child Development
- Nursing

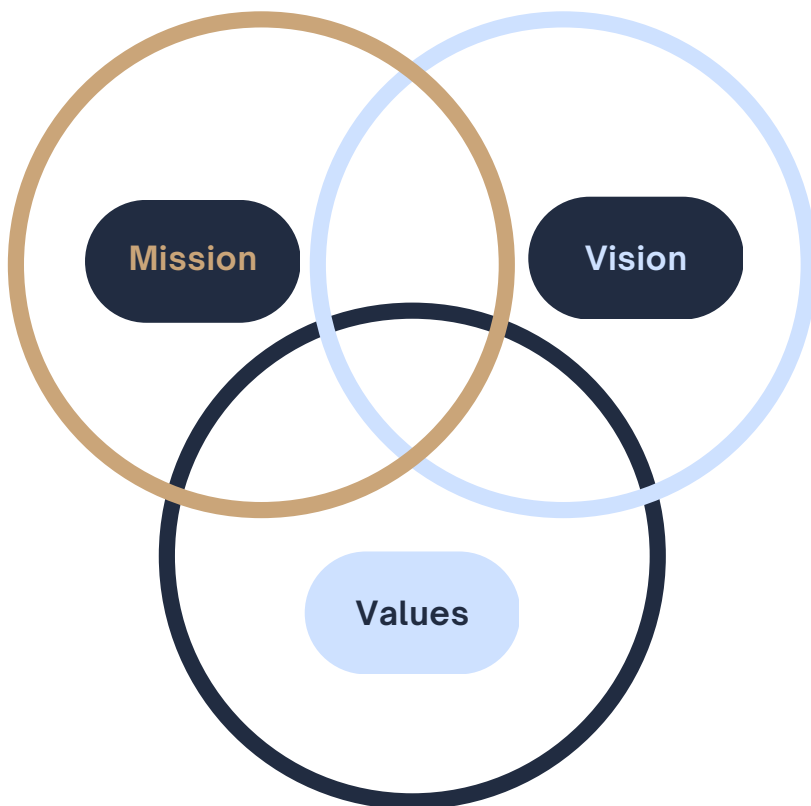
# About MCPH

## Mission

The Miami County Public Health team works to prevent illness, promote healthy lifestyles, and protect every person who spends time in our community.

## Vision

Miami County Public Health is a leader and a partner in public health that engages, educates, and empowers community members to reach their full potential. We strive to make Miami County a healthy and safe place to be.



## Values

**Compassion:** We believe in fostering a more empathetic community that focuses on health equity.

**Dedication:** We believe in providing a high standard of performance and being accountable for decisions and actions based on best practices.

**Transparency:** The agency operates and communicates openly in an ethical manner to ensure efficiency and accountability.

**Public Awareness:** Miami County Public Health is a role model providing education within the community.



# About MCPH

## Miami County Public Health Five Core Commitments



# Strategic Planning Process

The Miami County Public Health (MCPH) Strategic Plan is the result of planning efforts initiated in January 2023 through March 2023. The agency's existing strategic plan was effective through 2022. To continue moving the agency forward, an updated agency strategic plan was needed.

During the planning process, the agency utilized a seven phased approach to strategic planning. This preferred method was a result of a three-day training course provided through The Center for Public Health Practice (CPHP) at The Ohio State University College of Public Health.

The planning process began with the establishment of a project timeline and formation of three committees. The first committee, the Facilitation Committee, comprised of three MCPH staff members who planned the meetings and facilitated the process. The Strategic Planning Committee was the second committee consisting of fifteen total members. Thirteen of those were staff, including leadership, representing all divisions and programs. This committee also included two Board of Health members. The third committee, the General Strategic Planning Committee, included the remaining six Board of Health members and various community partners.

Prior to the first planning meeting, the General Strategic Planning Committee was sent an online survey requesting mission, vision, and value information. The survey included questions regarding strengths, weaknesses, opportunities, and threats (SWOT). The Strategic Planning Committee then met on three separate occasions. During the first meeting, the committee reviewed our customers, mission, vision, and value statements from our previous strategic plan and made changes.

## Opportunities

- collaboration w/ community partners
- grants
- CHIP resources/partnerships

## Weaknesses

- retirements (passing on of knowledge)
- reduction in clients/enrollment

# Strategic Planning Process

## Continued

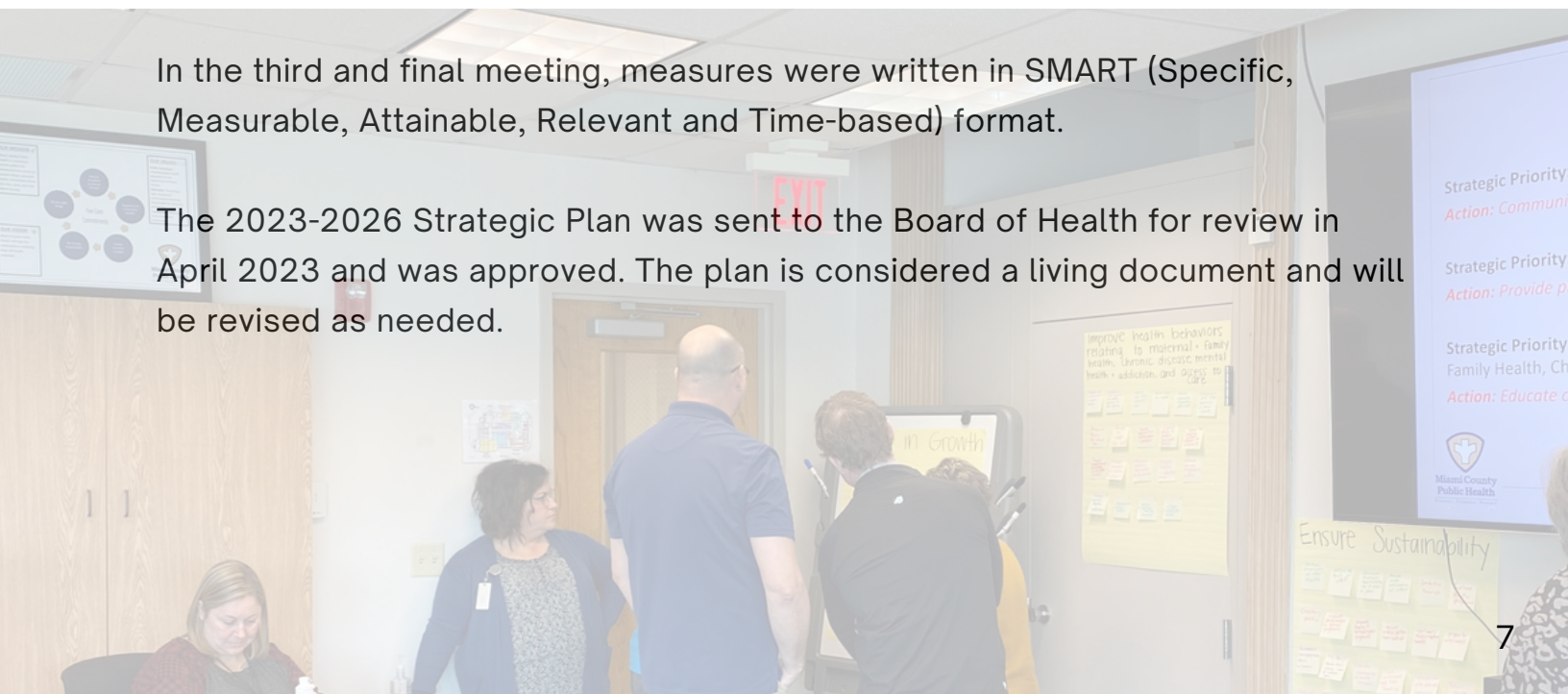
Next, the committee reviewed both internal and external data as a part of the environmental scan. These data sources included: current strategic plan priorities and goals, Community Health Assessment (CHA) indicators, 2021 Miami County leading causes of death, 2022 County Health Rankings, 2023 Community Health Improvement Plan (CHIP) focus areas, infant mortality rates, MCPH's 2023 Cultural and Linguistic Assessment findings, diaper bank numbers, and MCPH's Budget Executive Summary. In addition to these items, the Strategic Planning Committee was given the results of the online survey sent to the General Strategic Planning Committee. After much discussion, strategic priorities were chosen. Once the priorities were chosen, the Facilitation Committee began preparing for the second meeting.

Prior to the second meeting, all MCPH employees and remaining BOH members were asked for their input in updating the agency's mission, vision, and values. Compiled draft statements from the first planning meeting were sent via an online survey. These results formed the final version of the agency's mission, vision, and values. In February 2023, during the regularly scheduled board of health meeting, the four strategic priorities were presented and approved.

The Strategic Planning Committee then reconvened for their second meeting. The group was presented with the final version of MCPH's mission, vision, and values. Then, goals, actions, and measures were established by the group.

In the third and final meeting, measures were written in SMART (Specific, Measurable, Attainable, Relevant and Time-based) format.

The 2023-2026 Strategic Plan was sent to the Board of Health for review in April 2023 and was approved. The plan is considered a living document and will be revised as needed.



# Environmental Scan

## SWOT Analysis - Strengths, Weaknesses, Opportunities, and Threats

A summary of themes of the SWOT analysis are shown below:

MCPH SWOT Analysis			
Strengths		Weaknesses	
<ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Staff knowledge</li> <li>3. Teamwork</li> <li>4. Agency accountability</li> <li>5. Transparency</li> <li>6. High public visibility</li> <li>7. Respected agency</li> <li>8. Experienced staff</li> <li>9. Staff empathy and compassion</li> <li>10. Adaptability</li> <li>11. Organization</li> <li>12. Passionate employees</li> <li>13. Innovation/support for innovation</li> <li>14. Fiscally responsible</li> <li>15. Creativity</li> <li>16. Support from entire organization</li> </ol>		<ol style="list-style-type: none"> <li>1. Staff turnover</li> <li>2. Workload</li> <li>3. Training period for new staff</li> <li>4. Retirement (passing on of knowledge)</li> <li>5. Remembering what was done pre-COVID</li> <li>6. Old technology</li> <li>7. Internal/employee mental health</li> <li>8. Cross training/succession planning</li> <li>9. Policies and procedures documented</li> </ol>	
		Internal	
Opportunities		Threats	
<ol style="list-style-type: none"> <li>1. Grants</li> <li>2. Lessons from pandemic</li> <li>3. Interagency partnerships</li> <li>4. Gaining the City of Piqua</li> <li>5. Partnerships with schools</li> <li>6. Information sharing</li> <li>7. Free and/or new trainings</li> <li>8. Sharing image/increasing visibility in community</li> <li>9. Expansion of services and programs</li> <li>10. Data driven decisions/outreach</li> </ol>		<ol style="list-style-type: none"> <li>1. Negative public opinions</li> <li>2. Workforce shortages</li> <li>3. State and federal laws</li> <li>4. False information in the public</li> <li>5. Outdated state systems</li> <li>6. Limited state funding</li> <li>7. Limited autonomy (from county, MUNIS)</li> <li>8. Public's awareness of public health</li> <li>9. Lack of providers/access to care</li> <li>10. Cost of healthcare (employees)</li> <li>11. Cost of employees (wages, benefits)</li> <li>12. Job market/worker shortage</li> </ol>	
		External	



# Environmental Scan

The SWOT analysis along with other inputs provided the basis for identifying MCPH's strategic priorities and goals.

Other inputs considered:

- 2021 CHA Indicators
- 2021 Miami County Leading Causes of Death
- 2022 County Health Rankings
- 2023 CHIP Focus Areas
- Miami County Sexually Transmitted Infections numbers 2001-2021
- Infant Mortality Rate
- Overdose Deaths by Age Group, 2022
- Drug Overdose Deaths for Miami County Residents 2016-2022
- 2022 Diaper Bank numbers May-December
- 2023 MCPH Cultural and Linguistic Assessment Findings
- MCPH's 2022 BOH Budget Executive Summary



## 2023 MCPH Strategic Planning Inputs

2021 CHA Indicators	
+	-
Poverty	Chronic disease Access to care Tobacco use

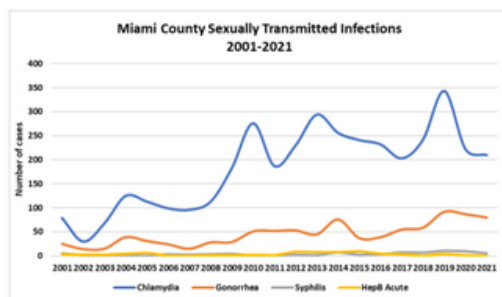
This summary list includes reported indicators where Miami Co. rates/averages are better (+) and worse (-) as compared to Ohio

2021 Miami County Leading Causes of Death*
1. Heart
2. COVID-19
3. Cancer
4. Cerebrovascular diseases
5. Accidents (unintentional injuries, can be drug related overdoses)

\*Preliminary data, Ohio Public Data Warehouse

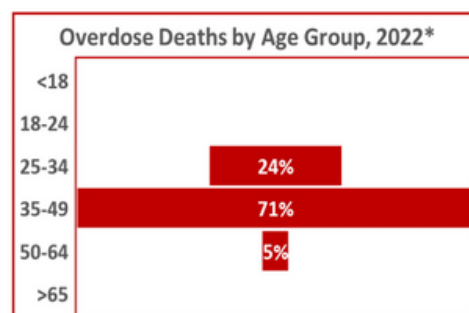
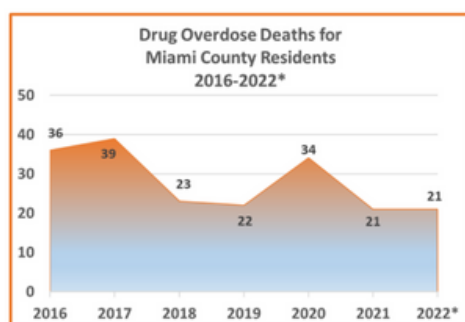
2022 County Health Rankings
Health Outcomes: #13 of 88
- Length of life
- Quality of life
Health Factors: #18 of 88
- Health behaviors
- Clinical care
- Social and economical
- Physical environment

2022 CHIP Focus Areas
Maternal and Child Health
Mental Health and Addiction
Chronic Disease and Mortality
Access to Care



Infant mortality per 1000 live births. Healthy People 2020 target: 6.0, Healthy People 2030 target: 5.0

Miami County	Five Year Overview 2007-2011	Five Year Overview 2012-2016	Five Year Overview 2017-2021
Number of infant deaths	38	20	40
Infant Mortality per 1000 Live Births	6.3	3.4	6.8



**2022 Diaper Bank: May - December**

Families served:	215
Diapers distributed:	35,375
Wipes distributed:	109,700 (1097 packs)

**2023 MCPH Cultural and Linguistic Assessment**

Current activities	Future strategies
<ul style="list-style-type: none"> <li>- Current Propio interpretation/translation contract</li> <li>- New hires required to take a Cultural Diversity training, on New Employee Checklist</li> <li>- SMOG testing of MCPH created documents</li> <li>- I Speak cards in each department</li> </ul>	<ul style="list-style-type: none"> <li>- Inform staff of available services/how to use them</li> <li>- Continue training throughout employment at MCPH</li> <li>- Reintroduce SMOG testing procedure to staff</li> </ul>

Month Ending  
December 2022

**Miami County Public Health | BoH Budget Executive Summary**


Account Name	INCOME				EXPENSES				Forecasted Change	Actual Change To Date
	REFERENCE 2021 Income	Original Forecasted Income	Adjusted Forecasted Income	Received Year to Date	REFERENCE 2021 Expenses	Original Forecasted Expenses	Adjusted Forecasted Expenses	Expenses Year to Date		
General Fund	1,895,594	1,808,825	2,024,825	2,157,046	1,127,349	1,475,190	1,761,885	1,499,950	262,940	657,096
Demolition Subdept	0	1,850	1,850	0	0	1,850	1,850	0	0	0
Donation Subdept	4,682	10,000	10,000	16,030	6,122	10,000	10,000	11,624	0	4,406
Environmental Health Subdept	16,747	22,450	19,450	13,263	232,637	281,062	280,442	242,246	(260,992)	(228,983)
Nursing Subdept	798,965	621,500	505,500	285,738	576,614	816,587	692,530	553,054	(187,030)	(267,316)
Plumbing Subdept	321,229	325,000	331,400	352,768	278,372	296,912	295,887	262,095	35,513	90,672
Sewage/HSTS Fund*	291,962	303,930	312,030	451,916	250,744	367,889	377,939	394,177	(65,909)	57,739
Campground Fund	4,116	3,200	3,440	3,505	2,575	2,591	2,591	1,621	849	1,884
Food Service Fund	193,483	197,000	175,654	292,436	168,729	220,840	219,729	319,158	(44,075)	(26,722)
Infrastructure Grant Fund (PHEP)***	1,061,096	97,385	115,385	753,392	1,076,924	80,449	98,449	544,770	16,936	208,622
Help Me Grow	0	0	267,170	123,432	0	0	267,170	227,250	0	(103,818)
IAP****	32,197	43,286	43,286	51,580	6,229	48,839	42,839	63,055	447	(11,475)
Maternal & Child Health Fund (CPHS)	69,000	41,600	41,600	66,000	63,638	44,313	44,313	59,338	(2,713)	6,662
Pools Fund	9,620	10,415	11,920	11,744	7,688	8,466	8,455	5,599	3,465	6,144
Workforce-Crisis Reponse**	0	0	197,226	148,845	0	0	432,238	204,741	(235,012)	(55,896)
Reproductive Grant Fund (RHW)	171,212	110,431	175,925	138,693	121,834	113,944	167,038	184,311	8,887	(45,618)
Water Systems Fund	33,376	38,000	38,000	36,334	46,340	38,265	38,215	74,647	(215)	(38,313)
Safe Communities	75,997	42,000	42,000	46,024	59,102	42,000	42,000	59,283	0	(13,260)
WIC Fund	302,347	334,780	324,854	316,661	296,153	334,780	324,854	314,427	0	2,233
<b>Totals</b>	<b>\$5,281,623</b>	<b>\$4,011,652</b>	<b>\$4,641,515</b>	<b>\$5,265,404</b>	<b>\$4,321,050</b>	<b>\$4,183,977</b>	<b>\$5,108,424</b>	<b>\$5,021,347</b>	<b>(\$466,909)</b>	<b>\$244,057</b>

**Noteworthy:**

\*Includes the WPLC grant of \$150,000 in both revenue and expenses, \*\* includes VE, EO and WFD, \*\*\* includes PHEP, FEMA and syringe exchange\*\*\*\* Moms Quit for Two

Unencumbered Balance of Funds as of 1/1/2022	\$3,276,711	\$3,276,711
Unencumbered Contingency Reserves as of 1/1/2022	\$2,000,000	\$2,000,000
Forecasted Change to Unencumbered Balance of Funds for 2022	(\$466,909)	\$244,057
Forecasted Unencumbered Balance of Funds as of 12/31/2022	\$2,809,802	\$3,520,768
Forecasted Unencumbered Contingency Reserves as of 12/31/2022	\$2,000,000	\$1,926,334.22

Using data as of 1/24/2023



# MCPH's Priorities

## Priority #1: Invest in Growth

To remain a valuable asset to Miami County, MCPH will ensure adequate resources, appropriate technology and competent staff are in place to keep residents healthy and safe. Diversifying revenue streams and being fiscally responsible will allow MCPH to achieve our goals. Cost savings are associated with efficiency therefore keeping up with current technology is vital for the agency. MCPH values its workforce and will ensure resources are in place for employees to be successful.

**Goal Statement:** MCPH has procured the resources to advance public health.

### Actions & Measures:

**Action 1:** Replace outdated software systems.

1. By September 2023, MCPH will replace the plumbing/backflow Access database.

**Action 2:** Explore technology options.

1. By January 2024, MCPH will explore options for finance databases.

**Action 3:** Apply for relevant grants.

1. By May 2026, MCPH will have multiple staff members trained in writing grants.

**Action 4:** Evaluate existing revenue streams.

1. By May 2024, MCPH will create a contract tracking system.

**Action 5:** Plan for succession.

1. By October 1, 2023, MCPH will create a program plan template.
2. By October 1, 2025, each division will have one program plan in place.

# MCPH's Priorities

## **Priority #2: Improve health behaviors relating to maternal and child health, chronic disease, access to care, and mental health and addiction**

At Miami County Public Health, our job is to make it easier for all residents in Miami County to make healthy choices so they can enjoy life. Numerous studies have examined the relationship between health behaviors and health outcomes and have demonstrated their role in morbidity and mortality. MCPH has taken an interest in health behaviors that have significant impacts on the health and well-being of the community. Addressing unhealthy behaviors in these areas will lead to improved health outcomes, while reducing health inequities for Miami County residents.

### **Links to CHIP**

**Goal Statement:** The community is empowered to make healthy choices.

### **Actions & Measures:**

**Action 1:** Improve chronic disease.

1. By April 1, 2024, create a chronic disease podcast.

**Action 2:** Improve maternal and child health.

1. By June 1, 2024, and annually thereafter, MCPH will hold a maternal and child health coalition meeting.

**Action 3:** Collaborate with other agencies.

1. By January 1, 2025, MCPH will reach out to all Miami County Schools to promote public health information.

# MCPH's Priorities

## Priority #3: Ensure Sustainability

To meet the ever-changing needs of the community, MCPH must be prepared for the future. MCPH will identify opportunities to promote positive change through, existing and new collaborative partnerships with outside agencies. Viability will come through building new partnerships, staff retention, and investing in our workforce.

**Goal Statement:** MCPH is a long-term, viable public health agency prepared for the future.

### Actions & Measures:

#### **Action 1:** Crosstrain positions

1. By May 1, 2025, MCPH will develop a formal process for internal job shadowing.

#### **Action 2:** Provide training for staff and leadership..

1. By October 1, 2023, and annually thereafter, the training resource library will be updated and posted to the internal SharePoint.

#### **Action 3:** Educate the community on MCPH services.

1. Beginning in January 2024, MCPH will develop a quarterly report to share with partners and community members.

#### **Action 4:** Retain staff.

1. Beginning in 2023, and annually thereafter, MCPH will host an employee appreciation event.

#### **Action 5:** Reassess employee benefits.

1. Beginning in 2023, and annually thereafter, prior to insurance renewals, benefits are reviewed and presented to the BOH.

# MCPH's Priorities

## Priority #4: Increase Public Health Awareness

Increased visibility and awareness of Miami County Public Health's services within the community is crucial to remaining viable. It is important that residents, partners, stakeholders, and community organizations understand and value our role in the community and look to us as a primary source for public health-related information and services. As an agency, we strive to engage the community as well as foster and enhance both public and private partnerships. This collaboration and communication allows for a shared use of resources and is a necessary component to achieving optimal health.

**Goal Statement:** MCPH is valued by the community and broadens the reach of public health to all.

### Actions & Measures:

**Action 1:** Increase social media presence.

1. By January 1, 2024, the Communication Plan will be updated with new social media guidelines.
2. By June 1, 2023, the SharePoint calendar will include social media reminders.

**Action 2:** Participate and increase presence at community events.

1. By January 1, 2024, a community event workgroup will be developed.
2. By April 1, 2024, processes will be put in place for attending community events.

**Action 3:** Promote MCPH and its services.

1. By May 1, 2026, explore branding/signage options with county commissioners.

# Conclusion

Miami County Public Health has always been focused on improving the health and well-being of the community. This plan was formulated with all levels of influence and with community feedback included. This strategic plan is intended to provide focus for the health department staff and Board of Health over the next four years.

The chosen strategic priorities have direct links to the State Health Improvement Plan (SHIP) and Miami County's Community Health Improvement Plan (CHIP). Priority two of this plan aligns with the areas covered by the CHIP and SHIP.

Quality Improvement (QI) is an element of performance management that focuses on raising the quality of a product or service. The purpose of MCPH's QI Plan is to provide context and the framework for QI activities at MCPH. The 2023-2026 Strategic Plan aligns with the agency QI Plan by monitoring and analyzing agency specific goals outlined in the Strategic Plan through our performance management tracking system. The same performance management worksheets used to set goals throughout the agency were used to create this strategic plan. This data will be used to guide future QI projects needed to progress the agency toward the desired culture of quality for all stakeholders.

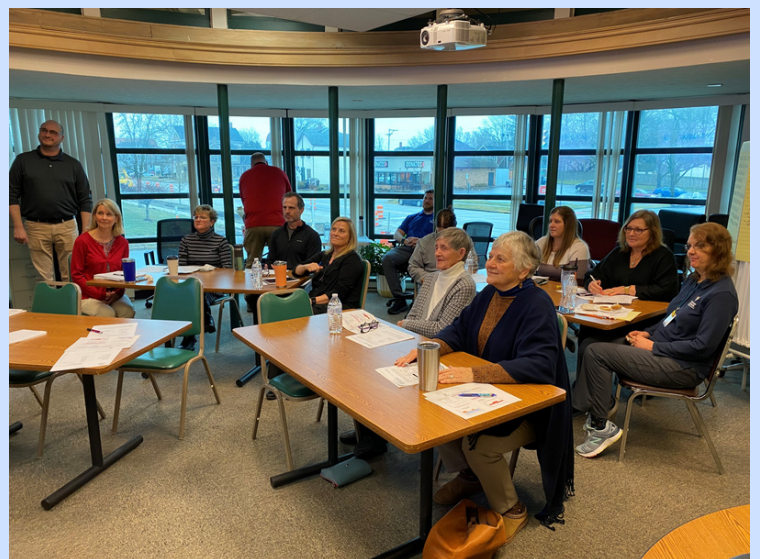
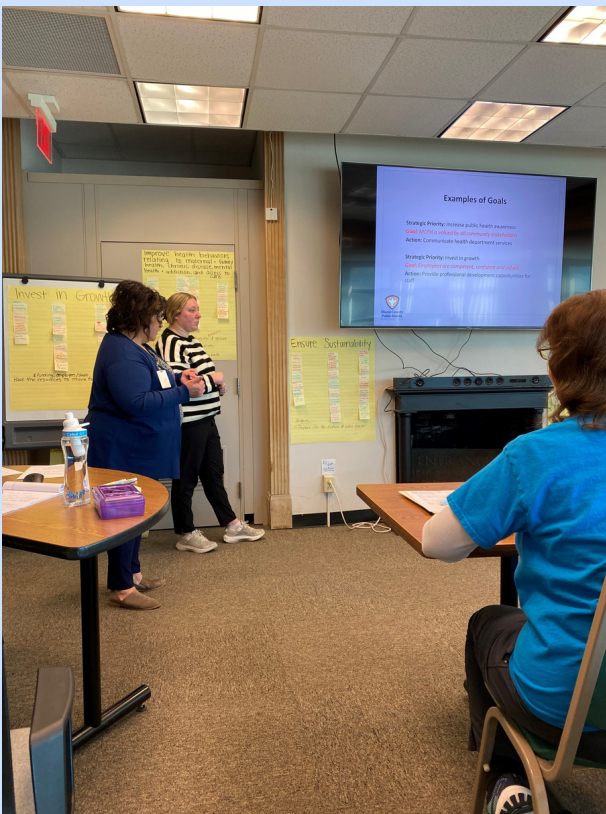
As a part of MCPH's ongoing commitment to continuous quality improvement, data collection mechanisms will be established for the action items of this plan to ensure our performance can be measured over time. Progress towards achieving the strategic measures will be monitored on a quarterly basis by the Leadership Team and will be reported at least annually to the Board of Health. These quarterly reviews will be used to identify any changing needs or resources. Strategies and action steps identified during the quarterly review will be documented on the performance management dashboard.

This plan will be reviewed, analyzed, and updated on an annual basis with a full plan update being completed at least every three years. All updates to this plan will be approved by the Board of Health before being published and will be documented on the Strategic Plan Revision Page.

As the plan is revised or updated, ongoing communication of these changes will be extremely important. Communication with the Board of Health, community partners, and staff will occur via emails, meeting discussions, and presentations.

Beginning in May of 2023, the strategic plan will be published and shared with both internal and external stakeholders. This plan will be made available to employees and the public on MCPH's website.

The Health Commissioner oversees plan implementation.





# Strategic Plan Revision

Date	Section/Page Revised	Responsible Staff