

# Strategic Plan

## 2019-2022



**Miami County  
Public Health**

Prevent. Promote. Protect.

Miami County Public Health  
510 W. Water St., Suite 130  
Troy, OH 45373-2985  
P: 937-573-3500  
F: 937-573-3501  
[www.miamicountyhealth.net](http://www.miamicountyhealth.net)

Adopted:

12/20/2018

Revised: December 2018

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 improving Public Health for those who live, work, and visit Miami County.

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 December 20, 2018.

Sincerely,

Ruthann Cron,  
President, Board of Health

# Thank you from MCPH

Miami County Public Health would like to thank all those who were a part of the Strategic Planning process. The support that was given and collaboration demonstrate the importance of partnerships in moving the agency forward.

The level of enthusiasm and commitment throughout this process is a great indicator of the continued support needed to ensure a successful outcome in this endeavor. It is with this great alliance we will develop this shared vision and plan for our future.



# Definition of Terms

**CHA:** Community Health Assessment

**CHIP:** Community Health Improvement Plan

**Mission:** A mission statement is a short (~15 words) statement or tag line that describes the reason for the organization's existence.

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

**Values:** These are 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. They are the primary focus of the organization's resources and guide decision making.

**Purpose:** A statement that answers *"why does the priority exist?"*

**Goal (Result):** A statement that answers *"what are our desired results?"*

**Action (Strategy):** A statement that answers *"what do we want to do?"*

**Measure:** How the action will be completed. Must be in SMART format

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

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# INTRODUCTION

## ABOUT THIS DOCUMENT

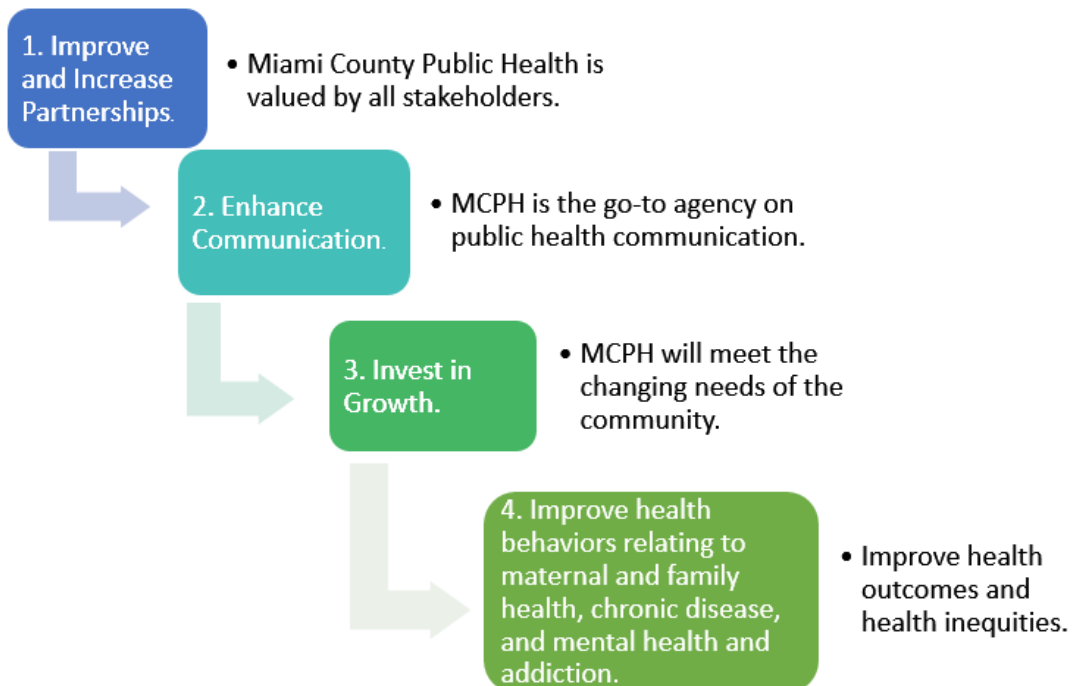
Nationwide, public health is being challenged to improve performance, accountability, credibility, and service. Here at Miami County Public Health (MCPH), we are stepping up to meet that challenge through the development of our 2019-2022 Strategic Plan. By focusing on the health of our community and the specific issues identified by local inputs, MCPH has established goals and actions to guide its decision-making over the next four years.

This Strategic Plan and MCPH's comprehensive work plan serve as tools to monitor the direction of the health department, as well as provide measurements of progress. A performance management dashboard will be utilized to ensure MCPH is efficient and effective in reaching its goals, while also meeting the public health needs of Miami County.

## OUR STRATEGIC PRIORITIES

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.

### Miami County Public Health Strategic Priorities:



# ABOUT US



## FROM THE BOARD OF HEALTH

The following pages outline Miami County Public Health’s continual path on improving community health through partnerships, communication, and education.

The Miami County Board of Health upholds this strategic plan and obligates itself, staff, and necessary resources to put this document into practice and meet our goals.

This plan has been approved and adopted by the Board of Health on December 20, 2018.

### BOARD OF HEALTH

Ruthann Cron, President  
Joanna Pittinger, first Vice President  
Peter Nims, M.D., second Vice President  
Randy Mott  
Ted Ristoff  
Jim Sarver  
Heather Davis

### STRATEGIC PLANNING COMMITTEE

- Dennis Propes, RS, MPA, Health Commissioner
- Michele Bowman, RS, Accreditation Coordinator
- Deb French, BSN, RN, Director of Nursing

- Jane Tomcisin, RS, Director of Environmental Health
- Vicky Knisley-Henry, Health Educator
- Jordan Phillips, RS, MPH, Injury Prevention Coordinator
- Randy Mott, Board of Health
- Joanna Pittenger, Board of Health
- Pam Ramey, RD, LD, WIC Director
- Ryan Snapp, IT Administrator
- Gerry Tipton, RS, Public Health Sanitarian
- Jessica Underwood, RN, Public Health Nurse

### AGENCY OVERVIEW

Miami County Public Health (MCPH) is a combined health district located in the county seat of Troy, Ohio. Miami County is located in the southwestern part of the State of Ohio, just north of Montgomery County and in 2015, was estimated to be home to 103,517 residents.

Currently, thirty-six full-time and five part-time staff serve Miami County, providing over sixty essential public health programs and services in the following areas:

- Vital Statistics
- Environmental Health
- Emergency Preparedness
- Women, Infants, & Children (WIC) supplemental nutrition
- Nursing

# ABOUT US

## OUR MISSION

Miami County Public Health is a proactive partner within the community that works to prevent illness, promote health, and protect those who live, work and visit Miami County.

## OUR VISION

Miami County Public Health will lead the community in reaching their full health potential.



## OUR VALUES

**Public Awareness:** We provide public health education for the betterment of Miami County.

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

**Compassion:** We believe in fostering a more empathetic community.



# ABOUT US

## MIAMI COUNTY PUBLIC HEALTH FIVE CORE COMMITMENTS



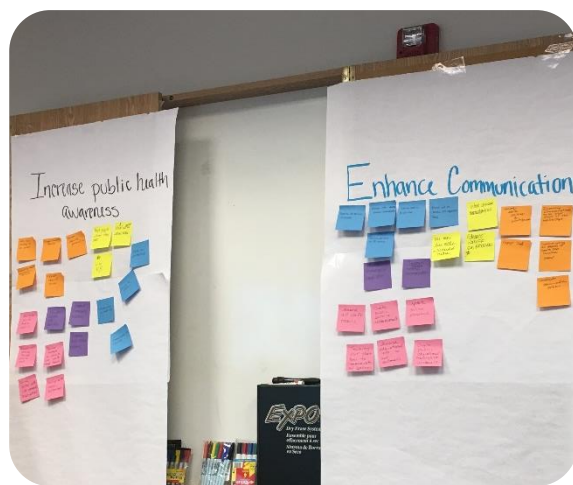
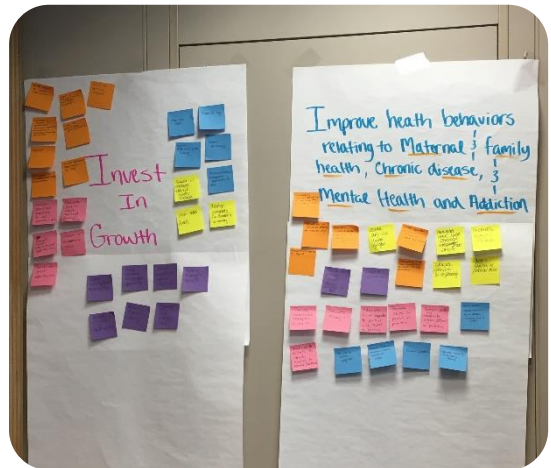
# THE STRATEGIC PLANNING PROCESS

The Miami County Public Health (MCPH) Strategic Plan is the result of planning efforts initiated in September 2018 through December 2018. The agency's existing Strategic Plan was effective through 2018. 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 12 total members. Ten 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 our first planning meeting, the General Strategic Planning Committee was sent an online survey requesting mission, vision and value information and included questions regarding strengths, weaknesses, opportunities and threats (SWOT). The Strategic Planning Committee then met on two separate occasions. During the first meeting, the committee reviewed our customers, mission, vision and value statements from our previous strategic plan and made changes.



Next, the committee reviewed both internal and external data as part of the environmental scan. These data sources included: current strategic plan priorities and goals, community health assessment (CHA) indicators, community health improvement plan priorities (CHIP), county health rankings, leading causes of death for Miami County, Miami County trends matrix (pg. 157 of CHA), local public health system assessment priorities, current financial information, mandated programs list, Cultural and Linguistically Appropriate Services (CLAS) self-assessment results and the online SWOT survey results. During the SWOT survey review, the committee considered the capacity for enhancement of information management, workforce development, communication, branding and financial sustainability

# THE STRATEGIC PLANNING PROCESS

by focusing on highlighted areas identified on the SWOT analysis summary. This data was used to inform the strategic plan and select the strategic priorities. After much discussion, four strategic priorities were chosen unanimously. Once chosen the Facilitation Committee began preparing for our second meeting.

Prior to the second planning meeting, all MCPH employees and the remaining board of health members were asked for their input in updating the agency's mission, vision and value statement. 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 November 2018, 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 and final meeting. During this meeting, the group was presented the final version of MCPH's mission, vision and value statements. The group then established goals, actions and measures for each priority. Goals were broadly stated, and measures were written in SMART (Specific, Measurable, Attainable, Relevant and Time-based) format.

The 2019-2022 strategic plan was sent to the Board of Health for review in December 2018 and was approved on December 20, 2018. Once approved, the plan is considered a living document and may be revised should the need arise.

# ENVIRONMENTAL SCAN

## THE SWOT ANALYSIS – Strengths, Weaknesses, Opportunities, Threats

A summary of themes from the SWOT analysis are shown in the table below:

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Services/Program variety</li> <li>2. Staff knowledge/service oriented/caring staff</li> <li>3. Financially stable</li> <li>4. Existing community partnerships</li> <li>5. Leadership/reliability</li> <li>6. Location</li> <li>7. Scheduling</li> <li>8. Willingness to collaborate</li> </ol>	<ol style="list-style-type: none"> <li>1. Coverage lacking throughout county</li> <li>2. Services unknown to residents</li> <li>3. Staff morale, excessive workloads</li> <li>4. Lack of communication, projects overlapping</li> <li>5. Lack of management follow up on plans, SOG's to ensure staff is following</li> <li>6. Agency culture-“way it’s always been done”</li> <li>7. Time card system, databases, personnel policies need updating</li> <li>8. Departments seen as unfavorable due to code enforcements</li> <li>9. Staff recruitment/retention, retirements</li> <li>10. Marketing/Promoting MCPH services</li> <li>11. Time to mentor/employee development</li> <li>12. Lack of time to build community partners</li> <li>13. Innovation with new government regulations</li> <li>14. Clinic staffing low at times</li> </ol>
OPPORTUNITES	THREATS
<ol style="list-style-type: none"> <li>1. Healthy families/communities</li> <li>2. School readiness HMG home visiting</li> <li>3. Grants/funding</li> <li>4. Public image</li> <li>5. Collaboration with outside agencies on services/programs</li> <li>6. New hospital partnership</li> <li>7. Student interns</li> <li>8. More education in community on programs like Smoking Cessation, diabetes edu./domestic violence/vaccines in schools/care for uninsured peds/work physicals</li> <li>9. One Wellness Place</li> <li>10. Being a leader in the community</li> <li>11. Local media (radio/TV)</li> </ol>	<ol style="list-style-type: none"> <li>1. Funding/2020 levy/increasing HC costs</li> <li>2. No evening hours for working families</li> <li>3. Lack of community awareness</li> <li>4. Ability to meet demands of community</li> <li>5. Increase drug use/addiction (adults &amp; children born to mothers who use)/communicable diseases/outbreaks</li> <li>6. Staff retirements/certifications</li> <li>7. How State Dept. of Health &amp; legislation view future of local public health. Push to regionalize LHD.</li> <li>8. Community view point about “what MCPH does/should do.”</li> <li>9. Five Rivers FQHC coming to Piqua</li> <li>10. Creating and implementing practical action plans that support mission/vision/values</li> <li>11. Unable to collaborate with schools</li> <li>12. Protection and management of information/data</li> <li>13. KPN vs PHP</li> </ol>

\*\*Highlighted areas should be viewed for consideration for the capacity of key support functions needed for efficiency and effectiveness\*\*

# ENVIRONMENTAL SCAN

The SWOT analysis along with other inputs provided the basis for identifying MCPH’s strategic priorities and goals. Other inputs that informed MCPH and will continue guiding implementation include:

- 2017 Community Health Assessment
- 2017 Community Health Improvement Plan (CHIP) priorities
- Local Public Health System Assessment Priorities
- 2018 County Health Rankings
- Leading causes of death
- Miami County Trends Matrix

## MIAMI COUNTY INPUT SUMMARY SHEET

2017 CHA Indicators*		2018 County Health Rankings (n=88)		2017 CHIP Priorities	2017 Local Public Health System Assessment Priorities
+	-				
Tobacco use	Chronic disease	<b>Health Outcomes</b>	<b>26</b>	<b>1. Maternal and family health</b>	1. Participate and lead collaborative process for CHA. 2. EH division investigates environmental public health problems by conducting timely investigations/enforcing regs. 6. MCPH enforces laws and regulations by conducting regular inspections in EH. 8. Maintain a competent workforce by hosting interns and students to provide experience and promote public health. 9. MCPH will evaluate both internal and external services to ensure services are delivered effectively and efficiently. 10. Research for new insights and innovations: EH staff attends the OEHA conference for updated experiences and solutions to public health problems.
Poverty/inequity	Access to care	Length of life	34	No health insurance	
	Mental health	Quality of life	19	Cost of care	
	Built environment	<b>Health Factors</b>	<b>18</b>	<b>2. Chronic disease</b>	
		Health behaviors	21	High cholesterol/BP	
		Clinical care	31	Diabetes	
		Social economical factors	15	Heart disease	
				<b>3. Mental health (MH) and addiction</b>	
				Increase awareness about mental health	
				Increase MH services	

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

### 2017 Financial Summary

<b>Revenue: \$4,105,303.59</b>	
State	13.9%
Local	9%
Inside Mileage	22.4%
Service Fees	16.04%
Grants	20.80%
Licenses/Permits	1.85%
<b>Unencumbered balance: \$2,161,602</b>	
<b>Contingency balance: \$800,000</b>	
<b>Total: 2,961,602</b>	

<b>Expenditures: \$3,612,782.52</b>	
Equipment	1%
Education & Training	1%
Wages & Benefits	65%
Contracts	8%
Refunds to State	3%
Supplies	4%
Building	2%

### MCPH Cultural and Linguistic Assessment

Current Activities	Future Strategies
Spanish Birth/Death certificates	Look for new updated training
Vocalink	Collaborate with individuals from different cultures to provide staff education.
New/current staff required to complete Cultural Diversity training.	Divisional customer satisfaction surveys & complaint form in Spanish
MCPH collaborative partnership with various community agencies.	Need signs on right to interpreter
All dept have I-Speak cards	Divisional writeup in annual report
Materials written at 6-8 grade level	Network of Care & CMIST options
EH & Nursing-fact sheets in all languages online	Partners to reach target populations

# ENVIRONMENTAL SCAN

Miami County Trends Matrix

Trends, Factors, and Events	Local Public Health System Competencies and Capabilities	Threats	Opportunities
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**Political**

<b>Funding Issues</b>	Health Department accreditation will ensure continued state subsidy funding to the County.	Decrease/loss of federal and state funds to support public health programs as well as other local programs.	Look into grant funding opportunities.
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**Economic**

<b>Employment/Joblessness; Workforce competency</b>	<ul style="list-style-type: none"> <li>· Provide training and professional development opportunities along with supportive work environments.</li> <li>· Host interns and students to provide experience and promote public health as a profession.</li> </ul>	Increasing costs of education. Debt from college.	<ul style="list-style-type: none"> <li>· Increase ability to have students achieve postsecondary education.</li> <li>· Well educated, well rounded students will become competent workforce.</li> </ul>
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2017 Miami County Leading Causes of Death	
1. Heart Disease	5. Pneumonia
2. Respiratory	6. Drug Overdose
3. Cancer	
4. Cerebral	

Mission	Vision	Values
Public Care	PH Service for all	Public awareness, community health
Education	Community education	Collaboration/Communication
Safe community	Healthy community	Dedicated, accountable, compassion
Prevention	Visible presence	Progressive
Health & Wellness	Champion of health	Fiscally responsible
Proactive partner	Dedicated staff	Transparent, respect, quality

23-Oct-18

# OUR PRIORITIES

## PRIORITY #1: 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 both engage the community and enhance partnerships. This collaboration allows for a shared use of resources and is a necessary component to achieving optimal health.*

**Goal Statement:** MCPH is valued by all community stakeholders.

### Actions and Measures:

**Action 1:** Improve and increase partnerships.

1. Create a speaker bureau by March 1, 2019.
2. Educate staff on role with speaker bureau by May 1, 2019.
3. Twice per quarter, participate in local meetings.
4. Reach out to hospital leadership quarterly to improve relationships.

**Action 2:** Increase social media presence.

1. Each division will post one social media post per month.
2. Investigate the cost of social media promotion by April 1, 2019.
3. Investigate use of Instagram by April 1, 2019.

**Action 3:** Promote/create services.

1. Annually host open house at MCPH facility.
2. Annually go on Facebook Live during five health department events.



# OUR PRIORITIES

## PRIORITY #2: Enhance Communication

*The staff at MCPH understand the importance of communication. Whether it is internal to the organization or communicating with community members, it is the joint responsibility of management and staff to exhibit leadership in creating a positive communication environment. In order for information and decision making to be effective, regular two way communication between management and staff is key.*

**Goal Statement:** MCPH is the go-to agency on public health communication.

### Actions and Measures:

#### Action 1: Improve IT

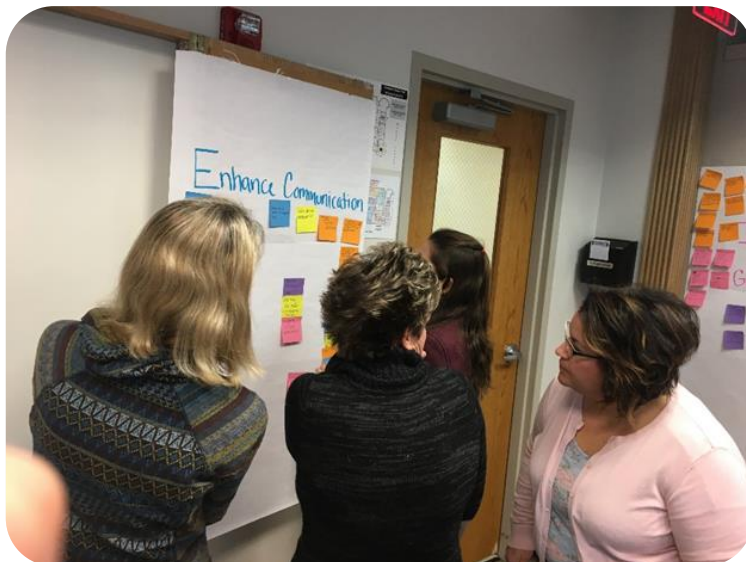
1. Investigate cost of internal share point (ISP) page by February 1, 2019.
2. Create ISP page by January 1, 2020.

#### Action 2: Increase agency advertising and branding.

1. Reach out quarterly to radio/news media on current health trends.
2. Quarterly program updates will be provided by division directors to health education dept. for online updates.

#### Action 3: Improve internal/external communication and education.

1. By July 1, 2019, conduct employee wants/needs survey.





# OUR PRIORITIES

## **PRIORITY #3: Invest in Growth**

*To meet the ever changing needs of the community, MCPH understands the importance of growth. MCPH will identify opportunities for growth, to promote positive social change, through existing and new collaborative partnerships with outside agencies. Continued growth will come through building new partnerships, securing current and new funding opportunities, and enlisting community feedback.*

**Goal Statement:** MCPH will meet the changing needs of the community.

### **Actions and Measures:**

#### **Action 1:** Audit services.

1. Conduct a community perception survey in 2019.
2. Align MCPH services/programs based on perception survey results by December 31, 2020.

#### **Action 2:** Improve IT

1. Divisional leads meet with IT and Health Commissioner twice a year to identify needs.

#### **Action 3:** Secure funding.

1. Establish a 2020 levy committee by March 1, 2019.
2. Develop an action plan to place levy on ballot by January 1, 2020.

#### **Action 4:** Invest in workforce.

1. Create a succession plan by March 1, 2019.
2. Establish a cross-training/mentor program by January 1, 2020.

# OUR PRIORITIES

## **PRIORITY #4: Improve health behaviors relating to maternal and family health, chronic disease, 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.*

**Goal Statement:** Improve health outcomes and reduce health inequities.

### **Actions and Measures**

**Action 1:** Provide public health education.

1. Quarterly health education reviews public health trends.
2. Provide public health education relating to identified trends quarterly.
3. Provide three youth mental health first aid trainings per year.

**Action 2:** Utilize data to drive public health programs.

1. Annually investigate grant opportunities related to community health assessment (CHA) data.

**Action 3:** Enhance collaboration with partners.

1. Collaborate with community partners to conduct walking challenge by April 1, 2019.
2. Collaborate with Miami County Drug Free Coalition to identify opportunities to improve health behaviors relating to mental health and addiction by 2020.

# 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 from our organization and included community feedback. The 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 linkages to the State Health Improvement Plan (SHIP) and Miami County's Community Health Improvement Plan (CHIP). Priority four of this plan links to Miami County's CHIP by identifying the CHIP priorities of improving health behaviors relating to maternal and family health, chronic disease, and mental health and addiction as a priority. This priority also directly aligns with the state's priorities identified in the SHIP.

Quality improvement is an element of performance management that focuses on raising the quality of a product or service. The purpose of the MCPH's QI Plan is to provide context and framework for QI activities at MCPH. The 2019-2022 Strategic Plan aligns with the agency's QI Plan by monitoring and analyzing agency specific goals outlined in the Strategic Plan through our internal Performance Management Tracking System. This same data will be used to guide future QI projects needed to move the agency toward the desired culture of quality for all stakeholders.

As part of Miami County Public Health'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. The agency has a fully functioning Performance Management System. Progress towards achieving our 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 that may arise as new issues and opportunities are identified. Strategies and action steps identified during the quarterly review will be documented on our Performance Management Tracking Dashboard.

The plan will be reviewed, analyzed and updated on an annual and as-needed basis with a full plan update being completed 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 December of 2018, the strategic plan will be published and shared with both internal and external stakeholders. The plan will be made available on line to employees and on the agency website for our community partners and the public.

The Health Commissioner will oversee the implementation of the plan.