



Strategic Plan



A Sign of the Times

2022-2025

A Letter from the Administrator

It is with great pleasure that I present the Vinton County Health Department's Strategic Plan for 2022-2025. This plan is the result of several months of engagement with public health staff. We have utilized the input from key community leaders and public health partners with the Community Health Assessment and Community Health Improvement Plan to provide the necessary direction for this plan.

Much has changed in the landscape of public health since the last strategic plan was developed. The current COVID-19 pandemic demonstrated the vulnerability of public health and other systems across the country. When combined with other ongoing challenges in the county, the pandemic has further tested leadership and workforce capacity at all levels. During this time, we have reinforced our partnerships with community organizations that further strengthened our response.

Strategic Planning for our department is based upon the results of our Community Health Improvement Plan. We have taken the community identified priorities and reviewed them with all staff. This allows us to create a clear strategy that aligns with community needs and priorities. We continue to factor in social determinants of health to ensure equitable access to public health.

This document is designed to serve as a functional, working document that gives purpose for all Vinton County Health Department employees. It ties our mission and vision to our strengths and weaknesses, creating a clear path for continuous quality improvement. Working together and with our partners, we will continue to increase our positive impact on the health and well-being of Vinton County communities.

Janelle McManis

Vinton County Health Department

Administrator

The First Five Years

Vinton County Health Department's first strategic plan was adopted in 2017. This 5-year plan was created through the efforts of health department staff, supervisors and Board of Health Members. Each Health Department division adopted performance measures that would move the health department toward their strategic goals. These performance measures were implemented and monitored to show the progress being achieved. The strategic plan was revised in 2018.

In April of 2020, Vinton County reported their first case of Covid-19. The Health Department was tasked with an unprecedented challenge to protect the health and well-being of every resident of Vinton County. Mandatory pandemic shut downs by the Governor of Ohio in collaboration with the Ohio Department of Health impacted the ability to implement certain performance measures as they were originally written. The strategic plan was revised in 2021 in response to those restrictions.

The last 5 years have none-the-less seen continued public health assessment and goal setting. The Vinton County Community Health Assessment was updated in 2019. The health department received National Accreditation by the Public Health Accreditation Board in May of 2021. Vinton County Health Department began using the Clear Impact Performance Management System in 2021 and the Vinton County Community Health Improvement Plan was updated in November of 2021. It is based on this progress that we now update and revise the health department strategic plan.

Revising the Strategic Plan

Revision Process

Following the completion of the 2021-2023 Community Health Improvement Plan, work began on the strategic plan revision. All staff were asked to review the health department Mission, Vision and Values. Staff completed a survey and either accepted the Mission and Vision statements as written or offered suggestions for revision. 97.4% of employees accepted the Mission statement as written. 94.9% of health department employees accepted the Vision statement as written. (page 6) Staff were then asked to identify 6 Values; principles that guide us as individuals and as an organization; that they felt were important to the work of the Health Department. The responses were tallied and the top 6 Values were adopted.

Next, all staff and Board of Health Members were asked to complete a Strengths, Opportunities, Aspirations, Results, Challenges, otherwise known as a SOAR/C survey. Responses for each category were grouped by theme. The frequency of a given response was also indicated. Staff and Board of Health members reviewed the results for accuracy of the intent of their responses, and possible alternate groupings or group titles. (page 9)

The supervision team met and used the results of the SOAR/C survey to brainstorm goals for the health department for the next 3 years. Goals for the next strategic plan cycle are:

Goal 1: Vinton County Health Department will work to expand the services available to Vinton County residents.

Goal 2: Vinton County Health Department will work to improve and increase access to care for Vinton County residents.

Goal 3: Vinton County Health department will broaden methods of outreach to inform residents of who we are and what services we provide.

The supervisors worked with their divisions to develop SMART (specific, measurable attainable, relevant, and time-bound) objectives, the action steps to

be taken to meet the objectives and performance measures that would be used to monitor progress and measure success. This information was put into a workplan. (attachment A). Performance measures were then entered in the Clear Impact performance management system for monitoring on a monthly, quarterly or annual basis. (pages 10-15)

Implementation

Each health department division will implement their action steps and track their metrics. Division supervisors will report performance measure metrics to the accreditation coordinator monthly, quarterly or annually depending on the performance measure. The accreditation coordinator will record metrics in Clear Impact. Status of performance measures will be sent to division supervisors at least semi-annually for review of progress and updating of action steps. The Clear Impact system allows for a visual representation of progress using data charts. A “Turn-the-curve” exercise can be used to analyze the data when objectives are not being met.

The strategic plan itself will be reviewed annually and revised as objectives are met and new objectives are identified. Areas for improvement will be identified and used within the quality improvement plan.

Vinton County Health Department

Mission, Vision & Values

Mission

To promote the health, safety and well-being of Vinton County through education, community outreach, quality service and community partnerships.

Vision

To expand and improve Public Health services that meet the changing needs of the community.

Values

The principles that guide us as individuals and as an organization.

Compassion *Providing caring and supportive actions for all of our clients.*

Communication *Conveying ideas, thoughts, and information in a clear and concise manner to clients, partners and coworkers.*

Integrity *Conducting all business (internal and external) transparently and truthfully, remaining accountable to our clients, partners and staff.*

Flexibility *Accommodating the ever-changing needs of our clients.*

Accuracy *Providing quality service that is timely and accurate.*

Collaboration *Working together with respect and cooperation.*

Linkages to the Vinton County Community Health Improvement Plan

The 2021 -2023 Vinton County Community Health Improvement Plan (CHIP) identified the following priority health issues are: Health Promotion, Mental Health and Substance Use and Family and Kinship Support. The following illustrates how this Health Department Strategic Plan specifically links with CHIP workplan goals and objectives.

Strategic Plan Goal 2: VCHD will work to improve and increase access to care for VC residents.



CHIP Family and Kinship Support Work Plan

CHIP Goal 2.1: Increase access to family support services

CHIP Objective 2.1.2: By December 31, 2023 create plan to increase access to Social Services/Wrap Around Family Support Services.

Strategic Plan Performance Measures:

Help-Me-Grow: Increase the number of families served in Vinton County.

WIC: Use Facebook posts and quarterly phone or mail outreach campaigns to promote enrollment.

Help-Me-Grow and WIC provide information and referrals to additional social service programs such as Medicaid enrollment and Early Intervention. Data from Help-Me-Grow and WIC and be used to contribute to an overall plan to increase access to Social Services/Wrap Around Family Support Services.

Strategic Plan Goal 3: VCHD will broaden methods of outreach to inform residents of who we are and what services we provide.

Alignment



CHIP Health Promotion Work Plan

CHIP Goal 1.3: Increase awareness of healthy eating and active living services.

CHIP Objective 1.3.1: By December 31, 2023, implement one education campaign to increase the awareness of services in Vinton County.

Strategic Plan Performance Measures:

Environmental Health: distribute brochures on Environmental Health Services at businesses throughout the county and monitor the number of brochures consumed.

Home Health: Set-up Blood Pressure clinics throughout the county to educate residents on services available and provide brochures that outline Home Health services.

Public Health: Increase number of Facebook posts to promote an education campaign, services provided by the public health division, Creating Healthy Communities grant or other services being provided by community partners.

Help-Me-Grow: Distribute promotional pamphlets and use the Help-Me-Grow Facebook page to promote available services.

Vital Statistics: include information on Health Department services and their costs in home birth packets.

Administration: Increase dollars spent on Outreach.

All health department divisions participate in educational campaigns and use a variety of methods to promote health department and other community services available in Vinton County.

Strengths, Opportunities, Aspirations, Results and Challenges

Strengths *What makes us unique? *What makes us good at what we do? *What do we do well?	Opportunities *What external forces impact how we meet the needs of our stakeholders? *What skills do we need to move forward?	Aspirations *What do we care deeply about? *What represent our preferred future? *What do we need to implement to be the best?	Results *How do you know we have achieved the preferred future?	Challenges *What factors do you need to control to impact your results? *What impacts our strengths the most?
<p>Employees: <i>Compassion, Knowledge, Reliable and dedicated</i></p> <p>Relationship to Community: <i>Available to the community and involved in the community.</i></p> <p>Services Provided: <i>Quality, resources, information, education, outreach</i></p> <p>Agency Culture: <i>Flexibility</i></p> <p>Other: <i>Communication, unique</i></p>	<p>Intra-agency: <i>Training and retention</i></p> <p>Relationship with the Community: <i>Outreach beyond McArthur</i></p> <p>Services and Programs: <i>adding new and building on existing programs</i></p> <p>Equity: <i>Food, Health, transportation</i></p> <p>Growth: <i>Marketing, space, innovation</i></p> <p>Target Populations: <i>Disparate populations</i></p>	<p>Workforce: <i>increase staff, work satisfaction</i></p> <p>Community Relationships: <i>support and awareness</i></p> <p>Programs and Services: <i>addition and expansion of services</i></p> <p>Health Promotion: <i>Healthy behaviors, chronic disease prevention</i></p> <p>Access to Care: <i>location availability and transportation</i></p> <p>Health Department Performance: <i>customer satisfaction, quality service and patient care</i></p>	<p>Workforce: <i>Hiring to meet program expansions</i></p> <p>Community Relationships: <i>awareness, involvement understanding, Programs and Services: addition of services and increased utilization of existing services</i></p> <p>Health Promotion: <i>Improvement of disease rates, health behaviors and rankings.</i></p> <p>Access to Care: <i>mobile services, urgent care</i></p>	<p>Workforce: <i>shortage of available workers</i></p> <p>Community Relationships: <i>Maintaining trust</i></p> <p>Access to Care: <i>Transportation and reaching people who don't use social media</i></p> <p>Health and Disease: <i>Drug overdoses, chronic disease</i></p> <p>Health Department: <i>Funding, Space</i></p>

Goal 1: Vinton County Health Department will work to expand the services available to Vinton County Residents

Program

Home Health

Indicator

patient census

Performance Measure

total nursing aide hours

Performance Measure

RN visits

Performance Measure

hours worked by part-time/prn staff

Performance Measure

declined referrals

Program

Environmental Health

Performance Measure

education programs provided

Performance Measure

community events attended

Performance Measure

of brochures picked up by county residents

Program

WIC

Performance Measure

of events where educational presentations were provided

Goal 1: Vinton County Health Department will work to expand the services available to Vinton County Residents

Program

Help Me Grow

Performance Measure

of staff

Performance Measure

of supervisors

Program

Public Health

Performance Measure

of covid vaccine clinics outside of McArthur

Performance Measure

vaccines given

Program

Administration

Performance Measure

% employees retained 3 years or longer

Performance Measure

Employee satisfaction survey results >85%

Program

Vital Statistics

Performance Measure

Facebook posts on how to obtain birth/death certificates

Performance Measure

Information posted on Health Department webpage and updated quarterly

Goal 2: Vinton County Health Department will work to Improve and Increase Access to Care for Vinton County Residents

Program

Home Health

Performance Measure

patients assisted with transportation having Medicaid

Performance Measure

patients assisted with transportation having Medicare

Indicator

% successful scheduling attempts

Program

Environmental Health

Performance Measure

of mosquito traps place May – September

Performance Measure

townships where mosquito traps placed

Performance Measure

mosquito education brochures distributed May – Sept

Performance Measure

mosquito repellant distributed

Program

WIC

Performance Measure

Facebook posts

Performance Measure

#Phone/mail outreach campaign

Indicator

#Monthly caseload

Goal 2: Vinton County Health Department will work to Improve and Increase Access to Care for Vinton County Residents

Program **Help Me Grow**

Performance Measure

families served in Vinton County

Performance Measure

families served in Jackson County

Program

Public Health

Performance Measure

Public Health flyers distributed

Performance Measure

locations where flyers distributed

Program

Administration

Performance Measure

% staff having completed Health Equity Training

Performance Measure

Record of staff trained with date of completion

Program

Vital Statistics

Performance Measure

times notary services utilized

Goal 3: Vinton County Health Department will Broaden Methods of Outreach to inform county residents of who we are and what Services we Provide.

Program

Home Health

Performance Measure

of BP clinics provided

Performance Measure

of HH brochures distributed at BP clinics

Environmental Health

Performance Measure

businesses where brochures left

Performance Measure

nearest village where businesses are located

Performance Measure

brochures picked up by county residents

Program

WIC

Performance Measure

WIC outreach materials delivered to businesses and agencies

Performance Measure

of WIC outreach materials picked up

Performance Measure

businesses/agencies where outreach materials placed

Program

Help Me Grow

Performance Measure

HMG promotional pamphlets distributed

Performance Measure

posts to HMG Facebook page

Goal 3: Vinton County Health Department will Broaden Methods of Outreach to inform county residents of who we are and what Services we Provide.

Program
Public Health

Performance Measure
of Facebook posts promoting Public Health Services

Program
Administration

Performance Measure
\$ spent on Outreach

Program
Vital Statistics

Performance Measure
home birth packets with information on health department services and fees

**Vinton County Health Department
Strategic Plan Workplan
August 2022-July 2025**

Long-term Goal: The goals of this 2022-2025 workplan are to designed to bring us closer to the Vinton County Health Department Mission and Vision; to promote the health, safety and well-being of Vinton County through education, community outreach, quality service and community partnerships and to expand and improve Public Health services that meet the changing needs of the community.

Short-term goals outlined in the following workplan are those that will address the immediate need of the health department and residents of Vinton County.

Goal 1: Vinton County Health Department will work to expand the services available to Vinton County Residents.

Objectives	Action Steps	Division/Individual(s) Responsible	Target	Performance Measures
1. By December 31, 2025 Home Health will operate at 100% of full census by recruiting/retaining professional and nursing aide staff.	I. Track number of nursing assistant hours authorized. II. Track number of weekly RN visits III. Track RN staff available to complete visits IV. Track number of hours worked by part-time/prn staff V. Notify Administrator of need for full-time positions VI. Forward open positions to Administrative Assistant for advertisement on Facebook and Indeed.	*Sabrina *Michelle *Michelle and Sabrina *Michelle *Michelle and Sabrina	90% of full census 90% Staffing	# Nursing aide hours # RN visits # Hours worked by part-time/prn staff #Patient census # Declined referrals
2. By December 31, 2025, Environmental	I. Apply for 2023 Ohio Recycling and Litter Grant II. Prepare and provide education programs III. Track number of programs provided	*Mackenzie *EH staff	5 events annually	# Educational programs provided

Attachment A

<p>Health will provide or participate in at least 5 educational programs or community events annually to increase community education on recycling and litter services.</p>	<p>IV. Track number of community events where EH brochures were distributed V. Track number of EH brochures distributed</p>	<p>*EH staff *EH staff *EH staff</p>	<p>10 brochures per month</p>	<p>#Community events attended # EH brochures distributed</p>
<p>3. By December 31, 2022, WIC will provide nutrition and breastfeeding education and resources at least 2 times annually.</p>	<p>I. Schedule with agency or event to provide education and resources II. Prepare nutrition and breastfeeding educational and resource materials III. Track number of events where WIC nutrition and breastfeeding education and resources are provided.</p>	<p>*WIC staff</p>	<p>2 events annually</p>	<p>#Events attended</p>
<p>4. By December 31, 2022 HMG will by fully staffed with 5-5 home visitors and 2.5 supervisors.</p>	<p>I. Post openings on Indeed. II. Repost open positions every 30 days III. Actively search resumes on indeed for qualified applicants IV. Schedule and interview qualified applicants</p>	<p>*Margaret</p>	<p>Target: 5.5 Home Visitors 2.5 Supervisors</p>	<p>#Home visitors #Supervisors</p>
<p>5. By December 31, 2025, Public Health will increase covid-19 vaccine clinics</p>	<p>I. Schedule date, time and location of clinic. II. Promote clinic with flyers, poster, newspaper and/or Facebook III. Schedule vaccine appointments IV. Hold clinic</p>	<p>*Dava *PH staff</p>	<p>Baseline: 0 Target: 10 vaccine clinics</p>	<p># Clinics # Vaccines given</p>
<p>6. By December 31, 2025 VCHD Administration will implement programs to</p>	<p>I. Quarterly attendance bonuses II. Facilitate job specific continuing education III. Continue monthly Blues Busters</p>	<p>*Janelle and Emily</p>		<p>% employees retained 3 years or longer. Employee satisfaction survey results >85%</p>

facilitate employee retention.				
<p>7. By December 31, 2025, Vital Statistics will post on Facebook comprehensive information on the methods of obtaining Birth and Death certificates at least 5 times/year.</p>	<p>I. Create post with comprehensive information on methods of obtaining Birth and Death certificates. II. Post information on VCHD Facebook page. III. Post information on VCHD web page.</p>	<p>*Birth Registrars *Emily</p>	<p>Target: 5 posts /year</p>	<p># Facebook posts Information posted on Health Department webpage and updated quarterly.</p>
<p>Goal 2: Vinton County Health Department will work to improve and increase access to care for Vinton County residents.</p>				
Objectives	Action Steps	Division/Individuals Responsible	Target	
<p>1. By December 31, 2025 100% of home health patients requiring medical transportation will be successfully scheduled for transportation.</p>	<p>I. provide patients with information on transportation companies and their phone numbers. II. Create log sheet to track patients who were scheduled for transportation III. Log name of patient, whether or not they were scheduled, and if not scheduled reason why IV. Identify gaps and barriers</p>	<p>*Home Health Nurses *Michelle *Home Health Nurses and Sabrina</p>	<p>80% successful scheduling</p>	<p># patients having transportation scheduled (Medicaid) #Patients having transportation scheduled (Medicare) # Patients not having transportation scheduled</p>
<p>2. By December 31, 2025, EH will place mosquito traps in at least 3 townships in Vinton County annually.</p>	<p>I. Apply for mosquito technician through the Mosquito Control Grant. II. Conduct mosquito surveillance and education between May and September annually. III. Provide brochures on mosquito borne disease and prevention</p>	<p>*Mackenzie *Mosquito technician *EH staff *EH staff</p>	<p>1 mosquito trap monthly May-Sept 1 mosquito brochure monthly May-Sept.</p>	<p># Mosquito traps placed #Townships where mosquito traps placed # Mosquito education brochures distributed</p>

	<p>IV. Provide mosquito repellent</p>		<p>1 mosquito repellent monthly May-Sept.</p>	<p># Mosquito repellent distributed</p>
<p>3. By December 31, 2025, WIC will increase the number of clients served by 5 participants annually.</p>	<p>I. Work with key agencies that serve the target population for WIC eligibility. II. Work with Job and Family Services and cross-enrolled initiative. III. Conduct targeted phone and/or mail outreach campaigns quarterly IV. Promote WIC services on WIC Facebook page monthly. V. Monitor monthly caseload numbers</p>	<p>*WIC staff</p>	<p>3 Facebook posts/month 1 outreach campaign/quarter</p>	<p># Participants enrolled each month # Facebook posts each month # phone/mail outreach campaigns quarterly</p>
<p>4. By December 31, 2025, HMG will increase the number of families served in Vinton and Jackson counties by 10 families each.</p>	<p>I. Participate in Teams Meetings with Central Coordination II. Place yard signs in prominent locations in both counties III. Participate in community outreach events IV. Reach out to families who were previously enrolled, but with whom communication was lost.</p>	<p>*Margaret *HMG staff</p>	<p>Jackson County Baseline 40; Target 50 Vinton County Baseline 30; Target 40</p>	<p># of Jackson County families enrolled # Vinton County families enrolled</p>
<p>5. By December 31, 2025, Public Health will distribute 1000 flyers describing services available from Public Health throughout Vinton County</p>	<p>I. Create flyer describing services available through the Public Health Division II. Distribute flyers throughout the county III. Track number of flyers distributed</p>	<p>*Public Health Staff</p>	<p>Baseline: 0 Target: 100/mo</p>	<p># Flyers distributed # Locations where flyers distributed</p>
<p>6. By December 31, 2025 VCHD staff will complete Health Equity Training.</p>	<p>I. Identify Health Equity Training program. II. Provide link to supervisors/staff III. Retain documentation of staff completing training.</p>	<p>*Susan *Susan/Emily *Emily</p>	<p>Target: %85 of staff trained</p>	<p>Record of Staff trained with date of completion. % Staff completing training</p>

Attachment A

<p>7. By December 31, 2025, VS will provide notary services at least 2 times/month.</p>	<p>I. Have staff trained to provide notary services II. Advertise availability of notary services for Health Department business on Facebook. III. Track # time notary services used per month</p>		<p>Target: notary services used 2 times/month</p>	<p># Times notary services used</p>
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Goal 3: Vinton County Health Department will broaden methods of outreach to inform county residents of who we are and what services we provide.

Objectives	Action Steps	Division/Individual(s) Responsible	Target	Metrics
<p>1. By December 31, 2025, Home Health will hold at 12 blood pressure clinics per year to educate residents on services provided and referral information.</p>	<p>I. Set up monthly BP clinic in Vinton or Surrounding Counties II. Schedule clinic III. Post flyers to advertise clinic IV. Take BP of client, provide education and HH service brochure</p>	<p>*Assigned Home Health Nurse *Michelle and assigned nurse</p>	<p>9 BP clinics per year 5 HH brochures per month</p>	<p># BP clinics held # HH brochures distributed</p>
<p>2. By December 31, 2025, EH will distribute EH service brochures in at least 3 county businesses annually.</p>	<p>I. Distribute brochures to county businesses II. Check businesses at end of month to see how many brochures were taken.</p>	<p>*EH staff *EH staff</p>	<p>5 EH brochures/month</p>	<p># of businesses where brochures were left #Nearest village where businesses are located #of brochures picked up</p>
<p>3. By December 31, 2025, WIC will provide outreach materials to at least 3 businesses</p>	<p>I. Distribute WIC outreach materials (pamphlets, business cards, flyers and placemats) to businesses and agencies in Vinton County each month. III. Monitor uptake of outreach materials monthly.</p>	<p>*WIC Outreach Coordinator</p>	<p>10 outreach materials distributed/month</p>	<p># of pamphlets, business cards, flyers and placemats distributed # of pamphlets, business cards, flyers</p>

Attachment A

<p>or agencies throughout Vinton County annually.</p>	<p>IV. Monitor location (nearest village) where outreach materials are located.</p>		<p>3 outreach materials taken up/month</p>	<p>and placements taken up #of businesses/agencies where outreach materials placed and location (nearest village).</p>
<p>4. By December 31, 2025, HMG will create 3 outreach materials that provide information on services provided by HMG.</p>	<p>I. Create Vinton County specific pamphlet to promote local HMG services. II. Use county specific pamphlet on outreach items such as placemats and pizza boxes III. Promote HMG services on VCHMG Facebook page IV. Add link on VCHD web page to HMG with service descriptions and staff information and pictures</p>		<p>Outreach materials baseline 0: Target 3 HMG Facebook posts baseline 2: Target 5</p>	<p># outreach materials created # Facebook posts promoting HMG services</p>
<p>5. By December 31, 2025, PH will have 125 Facebook posts promoting services provided.</p>	<p>I. Create post describing service available, II. Include date(s) and time(s) and location of service</p>		<p>Baseline: 15 Target: 20/month</p>	<p>#Facebook posts/month</p>
<p>6. By December 31, 2022, VCHD will increase \$ spent on outreach by 25%.</p>	<p>I. Determine dollars spent on outreach quarterly currently II. Determine method to collect data showing \$ spent on outreach III. Track \$ spent on outreach across all funds</p>		<p>Baseline: \$16,800 Target: \$21,000</p>	<p># Dollars spent on outreach each quarter</p>
<p>7. By December 31, 2025, VS will issue 3 home birth packets/year that include a list of health department services provided and their costs.</p>	<p>I. Create comprehensive list of Health Department services and their costs. II. Add list to Home Birth packets. III. Track number of home birth packets issued annually</p>	<p>*VS staff</p>	<p>Baseline: 0 Target: 3</p>	<p>#of homebirth packets inclusive of health department services and cost list issued.</p>