



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

**Greene County**



## **ABSTRACT**

The strategic plan defines what the health district plans to achieve in the next three years, how it will achieve it and how to know it has been achieved.

# **STRATEGIC PLAN 2022-2024**

Greene County Public Health  
360 Wilson Drive • Xenia, Ohio 45385 • (937) 374-5600  
www.gcph.info • toll free (866) 858-3588 • fax (937) 374-5675  
email: general@gcph.info

# Greene County Public Health Strategic Plan 2022-2024

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# **Greene County Public Health Strategic Plan 2022-2024**

## **Message from the Health Commissioner**

Dear Greene County Residents,

I am pleased to present the Strategic Plan for Greene County Public Health for 2022-2024. This is the perfect time to imagine our future, find ways to grow, become a stronger organization, and enhance the public health infrastructure that makes us a unique entity.

From the outset our aim has been to develop a Strategic Plan that is impactful and successful. Our assessment process identified priority issues for the health district to focus on during the next three years. Priorities were developed after we reviewed results and information from health assessments, standards, quality indicators, organizational performance, workforce development needs, job satisfaction, community/stakeholder surveys and current trends in public health. Our implementation of the plan over the next three years intentionally uses health promotion and prevention strategies to reduce health disparity, address contributing factors for obesity and other chronic diseases, elevate awareness of maternal, child and infant health needs, utilize data for new insights into contributing factors of poor health outcomes, invests in the development, communication and succession needs of the workforce thereby reinforcing Greene County as a great place to be born, live, work and age.

I extend my gratitude to the many community partners, employees and members of the Greene County Board of Health who have spent numerous hours over the past several months to develop this plan. We will communicate progress on the plan through our website, reports and at community meetings.

Thank you,

Melissa Howell, MS, MBA, MPH, RN, RS

Greene County Health Commissioner

# Greene County Public Health Strategic Plan 2022-2024

## Executive Summary

The health district implemented a strategic planning process to define what the future state of the organization will be and practical ways to effect change between 2022-2024. The planning process clarifies our mission and vision and builds consensus among participants for what will need to be accomplished. The strategic plan is the comprehensive tool that the organization will use to set priorities and plan resource use. The strategic plan has five priorities defined from input received through a series of surveys of stakeholders. The goals of each priority are:

1. Community Health: Support the development of community focused, evidenced-based programs that improve the quality of life for residents of Greene County through 2024.
2. Community Preparedness: Enhance Greene County's ability to prepare for, withstand, and recover from public health incidents in the short and long term through 2024.
3. Health Equity: Enhance the proficiency of the workforce to deliver programs and services that support the attainment of full health potential of all Greene County residents.
4. Achieve re-accreditation from the Public Health Accreditation Board by 2024.
5. Workforce Development: All employees are offered opportunities to engage in learning sessions, training, conferences, and workshops that support personal and professional development.

## Purpose

Greene County Public Health's Strategic Plan provides a planned approach and clear picture of what the organization plans to achieve over the next three years. The plan outlines the organization's role, priorities, and direction for 2022-2024. This plan will be updated annually to reflect progress towards goals.

*“A strategic plan results from a deliberate decision-making process and defines where an organization is going. The plan sets the direction for the organization and, through common understanding of the mission, vision, goals and objectives, provides a template for all employees and stakeholders to make decisions that move the organization forward.”*

- PHAB Glossary of Terms Version 1.5 (Swayne, Duncan, and Ginter, Strategic Management of Health Care Organizations, 2013)

Public Health Accreditation Standard 5.3 requires the health district to develop and implement an organizational strategic plan. A health district strategic plan provides the guide for making decisions, allocating resources, and acting to pursue priorities. This document was prepared with input from our stakeholders which includes health district employees, community members, community partners and the Greene County Board of Health.

## Vision

*Our vision is to be the trusted and recognized lead in public health emergencies, advocate for health equity, and provider of programs and services that uphold standards of public health practice.*

# Greene County Public Health Strategic Plan 2022-2024

## **Mission Statement**

*Our mission is to prevent and control communicable disease, promote the health and wellness of Greene County residents, and protect the quality of our environment.*

## **Scope of Service**

*Our employees accomplish our mission through integrated community collaboration, assessment, health education, the provision of quality programs and services, and emergency preparedness coordination.*

## **Values**

*We put these values into practice with our individual and organizational behavior:*

- *Service*
- *Dependability*
- *Dedication*
- *Collaboration*
- *Quality*

## **Strategic Plan Responsibility**

The Greene County Board of Health has responsibility to adopt policy that supports improved health for the community, evaluate performance of the local public health agency, and assure adequate resources for the district. The health commissioner has overall responsibility for the development, implementation, and progress of the strategic plan. As the organizational lead, the health commissioner will focus on planning, prioritizing, positioning, and performance monitoring throughout the organization. Leadership responsibilities include overall agency tone, efficiency, collaboration, communication, and accountability. Employees have a responsibility to understand and articulate their role in execution and communication of strategic goals, information sharing and acting in accordance with agency vision, mission, values, and goals.

## **Strategic Planning Process Overview**

The strategic planning process occurred between February 2021 and August 2021 during response to the COVID-19 pandemic. A Strategic Planning Committee was formed to include representatives from Administration, Community Health Services, Environmental Health Services, and input from the board of health. Documentation for the strategic planning meetings included sign in sheets for each meeting. The meeting materials were provided to employees who were not available to attend. The committee collaborated to develop a work plan and timeline for gathering of data, receiving input, and identifying strategic priorities. The work of the Strategic Planning Committee culminated in the development of the strategic plan.

Assessments were conducted through surveys. The internal assessments were job satisfaction, workforce development, and strengths, opportunities, aspirations, results, and challenges (SOAR-C). External survey of customer satisfaction was included. An organizational assessment was also completed which included a review of programs and services, and of the organization's financial position. Additionally, a review and analysis of external trends, issues, and laws was conducted for consideration during the planning process. Survey results were provided to the committee prior to consideration of strategic priorities.

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Strategic priorities emerged from a scoring process (high, medium, low) and selected priorities were incorporated into the strategic plan. To achieve the goals of each priority, the health commissioner proposed objectives and metrics for consideration by the committee and assigned an agency leader to refine objectives and metrics. The health commissioner wrote the plan, developed a presentation for the plan and developed associated tools to help communicate the plan. The deputy health commissioner and accreditation coordinator incorporated the goals, objectives, and measures into the performance management system. The Health and Human Equity Committee and the Quality Improvement Council will review the plan to provide additional input prior to adoption.

Planning process participants were provided a draft copy of the plan on 07/15/2021 for review, refinement, and comment. The board of health provided input on strategic priorities and goals on 06/05/2021. The board of health and all employees were provided a draft copy of the plan on 08/05/2021. Adoption of the plan was 09/02/2021.



## Steps of Strategic Planning Process

This is an outline of the steps taken to complete the strategic planning process. A summary of activities related to the phases of our process follows.

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**Phase 1 -- Laying the groundwork:** Employees from all areas of the agency were identified and invited to form a strategic planning committee. This committee previously received training on strategic planning and developed a full outline for the planning process under the facilitation of The Ohio State University’s Center for Public Health Practice. It was determined that the health commissioner would be responsible to write the plan, an accreditation coordinator would facilitate the process, and that all employees, board of health, and community partners would have opportunity to participate in the process. The National Association of County & City Officials (NACCHO) guidance, “Developing a Local Health Department Strategic Plan: A How-To Guide” was utilized.

**Phase 2 – Defining who we are:** Mission, vision and values statements developed during the 2019 strategic planning cycle were updated. Employees were asked a series of questions via the SOAR-C to assess existing statements as a part of the environmental scan. The survey results were reviewed, and minor changes were made in the vision, mission statement, and scope of service to clearly define the health district’s role in public health emergency response.

**Phase 3- Compiling relevant information/environmental scan:** Existing data was reviewed to assure the captured of all pressing health issues needing to be addressed. External data sources were reviewed for current trends in public health. Major trends include Public Health 3.0, proposed and recent legislative changes and PHAB Version 2.0.

**Phase 4 – Analyzing results and selecting strategic priorities:** The results of the environmental scan, assessments and surveys were compiled and shared with the Strategic Planning Committee. The results are detailed in the next section of this plan called [Assessment Results and Findings](#). The Strategic Planning Committee selected and ranked priorities on 06/05/2021 using a results-based analysis.

**Phase 5 – Developing the plan:** The plan was written using the summary input received from surveys, data trends and plans. The plan received feedback from Strategic Planning Committee members.

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Members reviewed the document for adherence to existing standards and to assure all elements regarding how and why priorities were selected were captured in the plan. We have forged significant relationships with stakeholders throughout the pandemic. We acknowledge that employees and community members experienced significant stress during the pandemic. The overall customer satisfaction scores were 84% satisfied and the unbiased passage rate for the levy was 67%. Feedback on the strategic plan was sought from the Strategic Planning Committee, employees, the board of health and stakeholders.

## **Communicating the Strategic Plan**

The strategic plan is accessible via SharePoint to all employees. It will be posted on the agency website for accessibility to community stakeholders. The plan and progress over the next three years will be communicated at employee meetings, leadership meetings, and board of health meetings.

**Phase 6 – Implementation of the plan:** Goals, objectives and measures are submitted to VMSG for monitoring and evaluation by health district leadership and the board of health.

Each priority will be implemented by identified health district employees according to the activities and timelines delineated in the Vision, Mission, Services, and Goals (VMSG) performance management system. Progress towards goals is reported at leadership and board of health meetings. These meetings offer the opportunity for questions and discussion of successes and barriers experienced by employees. These discussions will guide any changes or updates needed for strategies.

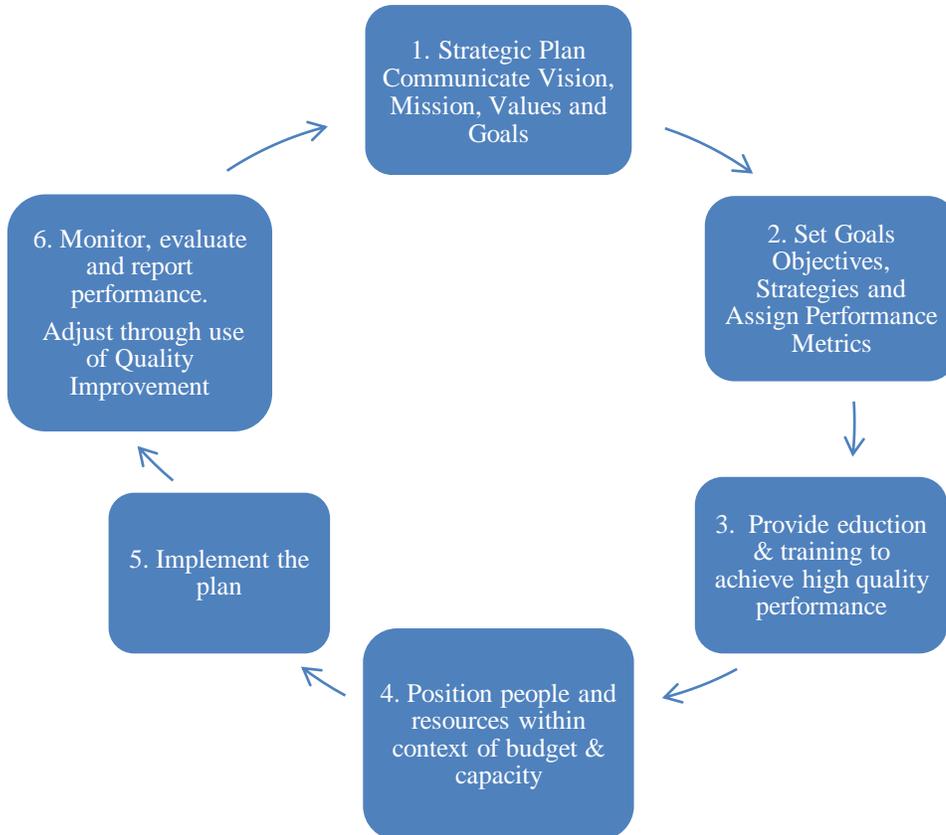
**Phase 7 -- Monitoring and Revising:** Each goal is designed to deliver expected organizational results through organized tasks and activities. VMSG is to be updated quarterly to document progress, successes, and barriers. The health commissioner, leadership and the accreditation coordinator will evaluate progress towards goals in VMSG. The accreditation coordinator will update the performance management key measure dashboard.

## **Strategic Plan Progress Reporting**

The health district must provide reports developed since the plan's adoption. The health district will document that it has reviewed the strategic plan and monitored progress towards reaching the goals and objectives in annual reports to the Public Health Accreditation Board.

Semi-annually the deputy health commissioner will summarize progress towards goals with a report from VMSG to the Greene County Board of Health Planning and Finance committee. The summary document is also made available to employees and stakeholders. The strategic plan is considered a living document and will be reviewed and updated annually. Updates or changes will be documented in the plan. Updates on our progress will be shared via social media, annual reports, and other mechanisms as appropriate. The plan will be reviewed and updated annually in accordance with PHAB Standards and Measures 5.3.3. The full cycle for the strategic plan is:

# Greene County Public Health Strategic Plan 2022-2024



## Assessment Results and Findings

### Organizational Assessment and Aspirations

It was determined that the organization is in a favorable position in many aspects. The most recent levy, promising customer satisfaction results were received, and employee satisfaction was achieved due to improved working conditions. The financial health of the organization is strong.

In 2020 we modernized the website and used Hyper-Reach and SurveyMonkey to collect data for communicable disease. In 2021, as part of succession planning the health district invested in a human resource generalist to develop a more robust workforce training component and see that agency wide training is tracked in the OHIO TRAIN system or other similar training database.

Home Visiting is expected to expand to include Child Welfare Protocols and Nurse Family Partnership. The health district anticipates having the resources available to pay off the building in 2023. The health district wants to provide education to the community to increase awareness of the signs of binge drinking among youth. The focus for this strategic planning period will be on improving community health and preparedness with a focus on improving conditions in our community so that all people have equal opportunity to achieve health and well-being. Workforce development needs are a priority again during this planning period to allow time for training, and a commitment to continually develop and support a workforce that can meet the current public health needs of the community. These efforts will be reflected in the re-accreditation application.

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## Strengths, Opportunities, Aspirations, Results and Challenges Assessment

A strength, opportunities, aspirations, results, and challenges (SOAR-C) analysis is a strategic planning tool that focuses an organization on its current strengths and vision of the future for developing its strategic goals. Challenges were included in the analysis. All employees had the opportunity to participate.

The SOAR-C identified that the knowledge and experience of our employees is our strength. Challenges to that strength is that many employees are at or near retirement therefore succession planning for key positions, training and experience will provide continuity in this planning period. Respondents imagined how our work might be different in the future and determined teleworking, virtual visits/meetings and flexibility of the workforce experienced during the pandemic may be needed in the future. There will be a need to go out into the community to inform and educate residents to reduce morbidity and mortality; especially those at greatest risk for poor health outcomes. There will be evolving community needs, emerging infectious disease, a need to form multi-sector partnerships, and challenges to funding. We will assume a broader scope to include policy development.

There were forty-five respondents and here are the summarized results:

Strength: employees

Opportunity: community/customer focused

Aspiration/Results: reducing morbidity and mortality, healthier Greene County

Challenges: employee retirement and retention (internal), community perception, support, and needs (external)

## Review Existing Data

2020 Community Health Assessment	Forces of Change	Local Public Health System Assessment Opportunities	2020 CHIP Priorities
Obesity 30% (State 34%; National 31%)  Binge Drinking 22% (State 16%; National 16%)  Syphilis, Gonorrhea, and Chlamydia increased between 2011& 2015	COVID 19 (Socioeconomic Impact & Pandemic Resurgence)  Opportunity for Collaboration  Funding changes impact community  Policies can benefit community and business  Policies can harm community and vulnerable populations  Changing policies is up to the government, and agencies	Essential Service 5: Develop policies and plans that support individual and community health efforts	Obesity (Physical activity, fruit & vegetable consumption)  Substance Use Disorders (Binge drinking, tobacco use)  Preventative Health Services (Lack access to healthcare because of cost, Service availability and accessibility)

# Greene County Public Health Strategic Plan 2022-2024

## External Trends, Events and Factors in Public Health

Social	Political	Economic	Technological	Health
Health Equity	New and pending legislation	Sustainable funding for local public health	Real-time data sources from improved data systems	Emerging communicable & other diseases
Farmer's Markets	Public Health 3.0	2025 Levy	Training	Healthcare associated infections
Parks and Trails		Cost of health services and basic necessities	Cybersecurity	Vector-Borne diseases
Community Preparedness and Resilience		Building pay-off		Food safety
Collective Impact				Physical activity & nutrition

## Job Satisfaction

Employees reporting being satisfied.

2016 (42 respondents)

2018 (54 respondents)

2021 (45 respondents)

Facet	Mean	Std. Deviation	Status	Facet	Mean	Standard Deviation	Status	Facet	Mean	Std. Deviation	Status
Nature of Work	20.40	3.22	Satisfied	Nature of Work	20.67	5.17	Satisfied	Nature of Work	20.81	2.84	Satisfied
Supervision	20.17	4.34	Satisfied	Supervision	19.30	4.82	Satisfied	Supervision	21.16	2.88	Satisfied
Coworkers	17.60	3.03	Satisfied	Coworkers	18.24	4.56	Satisfied	Coworkers	19.71	2.70	Satisfied
Fringe Benefits	16.24	3.32	Satisfied	Fringe Benefits	15.89	3.97	Ambivalent	Fringe Benefits	14.86	2.09	Ambivalent
Communication	15.05	4.34	Ambivalent	Communication	15.63	3.91	Ambivalent	Communication	14.70	2.07	Ambivalent
Contingent Rewards	14.98	4.79	Ambivalent	Contingent Rewards	14.33	3.58	Ambivalent	Contingent Rewards	14.47	2.04	Ambivalent
Pay	14.67	4.53	Ambivalent	Pay	12.57	3.14	Ambivalent	Pay	12.07	1.74	Ambivalent
Operating Conditions	12.60	3.57	Ambivalent	Operation Conditions	13.96	3.49	Ambivalent	<b>Operating Conditions</b>	<b>17.32</b>	<b>2.40</b>	<b>Satisfied</b>
Promotion	10.76	4.34	Dissatisfied	Promotion	10.46	2.62	Dissatisfied	Promotion	10.79	1.58	Dissatisfied
<b>Total</b>	<b>142.45</b>	<b>22.54</b>	<b>Ambivalent</b>	<b>Total Score</b>	<b>141.06</b>	<b>35.26</b>	<b>Ambivalent</b>	<b>Total</b>	<b>145.89</b>	<b>20.35</b>	<b>Satisfied</b>

Facet Scores:

Mean	Status
4-12	Dissatisfied
12-16	Ambivalent
16-24	Satisfied

Global Scores (totals):

Mean	Status
36-108	Dissatisfied
108-144	Ambivalent
144-216	Satisfied

# Greene County Public Health Strategic Plan 2022-2024

## Strategic Plan Link to the Community Health Improvement Plan (CHIP)

The strategic plan includes steps to implement and support strategies identified in the CHIP.

### Summary of Strategic Priorities

The strategic priorities for the health district will guide the overall planning, prioritizing, positioning, and performance of the health district for the next three years. Each priority is carefully considered when operating existing programs, expanding existing programs, and evaluating the performance of the health district. The outcomes we hope to achieve are:



### Strategic Plan link to Quality Improvement (QI) Plan

Monitoring progress is a continuous process. A coordinating body consisting of the health commissioner, deputy health commissioner, director of Community Health Services, director of Environmental Health will meet monthly to monitor progress toward strategic priorities. Our leaders are committed to performance management and quality improvement. Employees will continue to be trained in quality improvement and using the plan, do, check, act model to improve performance, efficiencies, effectiveness, accountability, and outcomes.

# **Greene County Public Health Strategic Plan 2022-2024**

## **Summary**

Our strategic planning efforts began in the February of 2020. Our process was outlined, and several surveys were implemented to gain a complete picture of the organization. Priorities were selected based on a scoring tool. Goals, performance indicators, objectives, and activities were developed. The plan will be implemented by employees and monitored using VMSG. A process to monitor the plan was developed and a plan to communicate this plan to stakeholders was developed. Finally, progress is reported to leadership and stakeholders through 2024. We anticipate challenges along the way and look forward to celebrating success in three years.

# Greene County Public Health Strategic Plan 2022-2024

## Participant List

### *THANK YOU PLAN PARTICIPANTS!*

Greene County Public Health would like to thank the employees, members of the board of health, individuals and organizations who donated their time to make the strategic planning initiative a success, one which will benefit the health and well-being of residents in Greene County.

The following individuals participated in the development, review, approval, or implementation of the plan:

BOARD MEMBERS
J. Andrew Root, Esq., President
David Thompson, Vice President
William O. Beeman, Board Member*
Jane Clifton, RN, Board Member
Scott Hammond, Board Member
William Harden, Board Member
Angelia Mickel, RN Board Member
Tamisha Samiec, MD, Board Member
Kathy Saunders, Board Member
Nancy Terwoord, BSN, RN, Board Member
Vacant, Board Member
Vacant, Board Member
Mark Walsh, MD
EMPLOYEES
Shadrick Adams, RS, Public Health Sanitarian*
Jennifer Barga, MS, MHSA, RN Director, Community Health Services*
Kirsten Bean, MPH, Program Manager *
Donald Brannen, PhD, Community Epidemiologist
Maria Booth, Service Coordinator
Bob Brooks, Chief Information Technology Officer
Susie Brooks, RN, Public Health Nurse
Karen Burchfield, Office Support Specialist
Kim Caudill, MPH, RN, Emergency Response Coordinator
Joleen Channels, Office Support Specialist
Scott Collins, Plumbing Inspector
Nicole Crawford, Office Support Specialist
Juanita Davis, Account Clerk*
Carla DeBrosse, Administrative Professional
Jillian Drew, Health Educator
Kristianna Durham, Health Educator
Tisha Faler, Public Health Nutritionist
Laurie Fox, Public Information Officer
Jackie Gruza, RS, Public Health Sanitarian
Julie Hahn, Service Coordinator
Pam Hamer, LSW, Program Manager*

## Greene County Public Health Strategic Plan 2022-2024

Brenda Hamilton, Service Coordinator
Melissa Howell, MS, MBA, MPH, RN, RS, Health Commissioner*
Mark Isaacson, RS, Program Manager
Nancy Kessinger RN, Program Manager Help Me Grow Home Visiting
Melody Kingsley, Health Educator
Leslie Koszycki, Service Coordinator
Tonja Lively, Program Manager Women, Infants and Children
Bonnie Magato, Home Visitor
Susan Martin, Executive Assistant
Matthew McCullough, Home Visitor
Lisa Myers, Account Clerk
Teresa Myers, RS, Public Health Sanitarian
Molly O'Hara, Dietitian
Deirdre Owsley, MS, RN, Public Health Nurse*
Joyce Price, Office Support Specialist
Christine Propes, RS, Public Health Sanitarian
David Rasper, Plumbing Inspector
Kelly Ray, Sanitarian-in-Training
Shernaz Reporter, Health Educator
Jennifer Reynolds, Home Visitor
Tara Robertson, Service Coordinator
Mindy Saunders, Administrative Professional
Stephanie Saunders, RN, Public Health Nurse
Richard Schairbaum, RS, Program Manager
Christine Schlater, MS, RN, Public Health Nurse
Donald Shontz, RS, Public Health Sanitarian
Larry Sites, Custodial/Maintenance Worker
Patricia Spradling, Service Coordinator
Ashley Steveley, MPH, Accreditation Coordinator*
Kelli Steward, Sanitarian-in-Training
Melanie Straight, Sanitarian-in-Training
Noah Stuby, MBA, Deputy Health Commissioner*
Kim Sullivan, Service Coordinator
Elizabeth Varvel, Breastfeeding Peer Helper
Molly Vaught, Service Coordinator
Karen Ward, Registrar
Jeff Webb, MPH, RS, Director Environmental Health*
Samantha Webb, RN, Public Health Nurse
Jamee Wellman, Breastfeeding Peer Helper/Office Support Specialist
Sheryl Wynn, MPH, Accreditation Coordinator*
* Strategic Planning Committee Members

# **Greene County Public Health Strategic Plan 2022-2024**

## **References**

NACCHO Strategic Planning available: <https://www.naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/StrategicPlanningGuideFinal.pdf>

# Greene County Public Health Strategic Plan 2022-2024

## Signature

The Strategic Plan 2022-2024 Version 1.0 was adopted September 2, 2021.

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President, Greene County Board of Health

## Revisions/Updates

Revision #	Summary of updates/changes	Date	Name
1.0	Original Plan	02/07/2019	M. Howell
2.0	Update	09/02/2021	M. Howell