Clermont County Public Health

Strategic Plan

2022-2025

Clermont County Public Health

Prevent. Promote. Protect.

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Questions about this plan can be addressed to:

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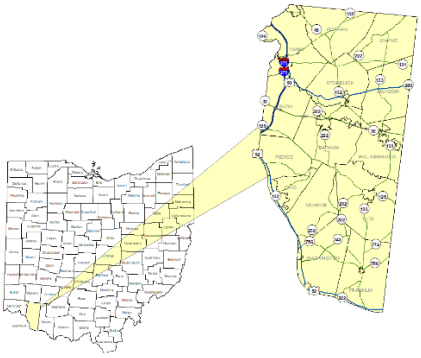
Introduction

Clermont County is located in southwest Ohio along the Ohio River. The county is a suburban county but is also the western-most designated Appalachian County in Ohio. The US Census Bureau estimates the population of Clermont County to be 208,601, with a racial distribution of 95% White, 1.7% Black or African American, 1.4% Asian, and 1.9% other. Individuals reporting Hispanic or Latino ethnicity make up 2.1% of the total population. The most densely populated areas of the county, which are mainly suburban neighborhoods, are on the western side of the county bordering Hamilton County, which contains the City of Cincinnati. Agricultural and small residential areas are located in the eastern and southern portions of the county.



Clermont County Public Health (CCPH) is a nationally accredited local government agency that provides environmental regulatory compliance, community health services, and education/training to Clermont County residents and the City of Milford. CCPH has a staff of 52 public health professionals and support staff. The agency is comprised of three sections: Administration, Environmental Health Services, and Community Health Services. Administration is housed at the main office with Environmental Health Services, which includes the Plumbing, Water and Waste, Environmental Health, and Emergency Planning. Community Health Services is housed in a separate location and includes Nursing services, WIC, Injury Prevention, and Harm Reduction. A five-member Board of Health governs CCPH. Board members are appointed by the District Advisory Council, which is comprised of a representative from each of the fourteen townships, nine villages, and one County Commissioner. The Board of Health contracts with a Health Commissioner to carry out the agency's day-to-day operations and a Medical Director who oversees medical-related services.

CCPH has had a strategic plan in place since 1993, and this is the 6th plan the agency has implemented. The Clermont County Board of Health and CCPH administration fully supports the collaborative process used in developing this plan and is dedicated to implementing the plan. The priorities in the plan will be taken into consideration when making resource and programming decisions.

Mission, Vision, Values

CCPH has historically formulated and utilized mission, vision, and value statements to guide the agency's overall work. Each staff member, program, and division strives to incorporate these statements to serve the people of Clermont County.

Mission

Striving to improve Clermont County by preventing disease, promoting health, and protecting the environment.

Vision

Healthy People. Healthy Communities. Healthy Clermont.

Values

Service – We believe in providing accessible and comprehensive services of exceptional quality.

Credibility – We believe in high standards of performance and adhering to evidence-based practices.

Integrity – We believe in being honest, fair, and reliable in our intentions and actions.

Responsibility – We believe in being accountable for our decisions and actions and taking ownership of our duties.

Equity – We believe all people have equal value and opportunity regardless of race, ethnicity, gender, sexual orientation, religion, zip code, health, or any other consideration, and we treat everyone with the same level of compassion and respect.

Strategic Priorities

The CCPH strategic priorities were developed utilizing the culmination of the assessments and analysis discussed later in the document. The priorities were defined as the most important areas to focus on over the strategic plan period; however, the priorities are not inclusive of all initiatives by CCPH to improve the agency and the health of the community. The broadly defined strategic priority areas are:

- Collaboration
- Organizational Capacity and Infrastructure
- Information Management
- Health and Equity

Formulation of these priority areas also considered the PHAB standards, which state that the strategic plan must incorporate information management, workforce development, communication, and financial sustainability elements. The priorities also demonstrate linkage with the agency Quality Improvement Plan, Workforce Development Plan, and the Community Health Improvement Plan.

Overall themes and trends were noted and categorized into overarching priorities using a virtual whiteboard. A Strategic Implementation Plan (Appendix A) was developed to include strategies and activities to accomplish objectives and meet established performance measures. The Strategic Implementation Plan is tracked through the Clear Impact Performance Management System. The Strategic Planning Committee will review and update the Implementation Plan annually. Linkages to the Quality Improvement Plan, Community Health Improvement Plan, and Workforce Development Plan are noted in the Implementation Plan to indicate coordination among these plans as part of the overall performance management system for CCPH.

Planning Team

CCPH leadership believes in including all staff members in the strategic planning process. Thank you to the staff of CCPH for participation and input into the Strategic Plan:

Cheryl Adams
Jennifer Bauer
Charlie Benjamin
Desiree Bertenshaw
Becky Bilby
Tyler Braasch**
Scott Bradley
Carrie Brown
Brent Callahan
Kevin Cooper
Megan Cox
JD Crowe
Doug Disbennett*
David Dumford
Betty Fitzpatrick
Ariel Fronsoe
Linda Fultz
Kara Hoerth
Orion Holden
Tara Jimison**
Claudia Kadon
Tim Kelly**
Carol Kisner
Kim Kretzer*
Angela Lipps*
John Mentzel
Amanda Myers
Julianne Nesbit**
Melissa Owens
Mark Owens
Ryan Peltier*
Tom Racke
Marcella Ranieri*
Susan Reutman*
Keith Robinson*
Paul Sanders
Tyra Scherer**
Katherine Schneider
Marie Shirkey
Shelby Simmons
Katrina Stapleton*
Lisa Streuer
Amanda Sweet
Mary Ann Swing
Meranda Tripp
Maalinii Vijayan**
Robert Wildey
Kimmy Williams
Brian Williamson*
Laura Witterstaetter
Megan Young*

CCPH Board of Health Members

Dr. Janet Rickabaugh, President
Andrew Crum, Vice President
Dr. Joseph Khan, Member
Steve Meadors, Member
Dennis Brown, Member*

CCPH Medical Director

Dr. James Kaya

* Denotes member of Strategic Planning Committee
** Denotes member of Strategic Planning Executive Committee

Strategic Planning Process and Timeline

A process and timeline were established to guide strategic planning efforts at CCPH. The graphic below defines the strategic planning process phases, organized activities within each phase, and documents outcomes.

Getting Set Up For Success	Defining Our Challenge		Setting Our Course		Keeping the Plan Relevant	
Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7
Get Ready	Articulating Mission, Vision, and Values	Assess Our Situation	Agree on Priorities	Write the Plan	Implement the Plan	Evaluate and Monitor the Plan
						
Pre-Virtual SP Sessions	Staff Survey	Staff Virtual Strategic Planning Sessions	Post SP Sessions, Committee work, evaluate data	Executive Committee, Develop Priorities and Objectives	Develop Operational Plan in Clear Impact	Annual Evaluation and Update

(Source: Adapted from Allison and Kaye, 2005)

The timeline of strategic planning activities was driven by this phased approach, which served to keep the strategic planning committee on task and keep the project moving forward. Phase 1 activities began in late 2021. Over the next several months, the strategic planning committee met multiple times to work on various plan components, including discussion, review, and refinement of work generated from staff virtual strategic planning sessions and the surveys conducted with staff and stakeholders.

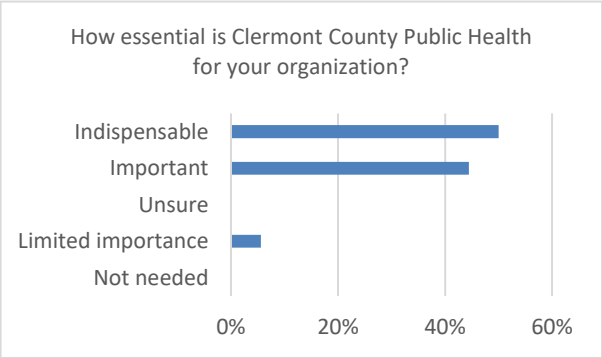
Timeline	Phase	Activity
12/01/2021 – 01/31/2022		Plan for the plan, establish Strategic Planning Committee and Strategic Planning Executive Committee, research plans and processes, and evaluate the past process and data collection process.
02/10/2022		Hold SP Committee meeting, review process, review draft surveys, and discuss expectations.
02/17/2022 – 02/27/2022		Administer Staff Survey
02/15/2022 – 02/25/2022		Administer Partner Survey
02/16/2022 – 02/17/2022		Staff Virtual Strategic Planning Sessions (Review of Prior Plan, CHA, and CHIP, SWOT Analysis, Legislative Impacts, Organizational Mandates, Emerging and Current Issues)
03/09/2022-03/18/2022		Administer staff equity and cultural and linguistic competency survey
03/04/2022		SP Committee Meeting to review data, perform dual bottom line matrix
03/23/2022		SP Executive Committee Meeting, Develop Priorities, Objectives, Performance Measures, Strategies, and Activities
05/04/2022		SP Executive Committee Meeting, Finalize Objectives, Performance Measures, Strategies, and Activities Work on Clear Impact Framework, draft report
05/17/2022		Send draft to SP Committee for Review
06/01/2022		Refine Plan and Provide to Board of Health for Review
06/08/2022		Obtain Board of Health Approval of Plan
06/08/2022		Complete Clear Impact framework for Strategic Operational/Implementation Plan
06/15/2022		Start working with divisions/programs on specific objectives, strategies, and quality improvement projects
Annually		Conduct ongoing annual monitoring of the plan through review with the SP Committee and update plans as needed

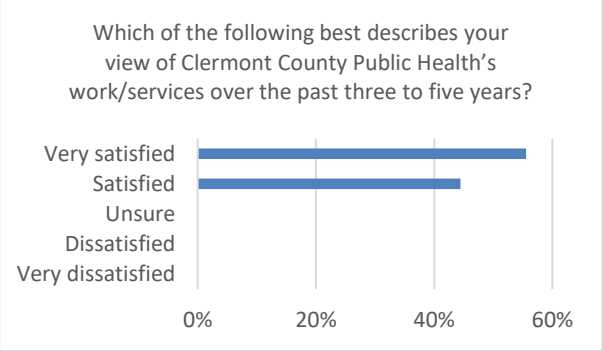
Stakeholder Survey Tool and Results

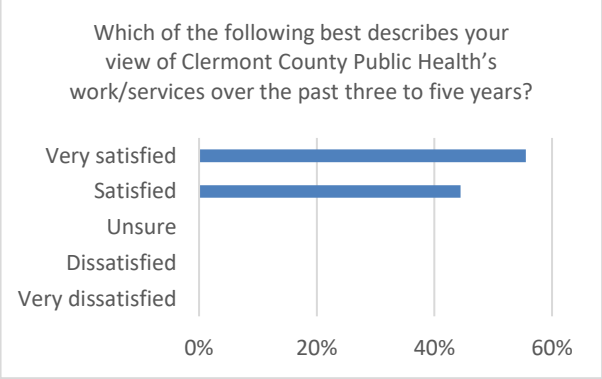
An essential element of the strategic planning process is engagement and input from Clermont County community stakeholders. Collaboration with stakeholders and coordination of services to meet the community's needs are key considerations for current and future activities of CCPH; therefore, seeking feedback from the stakeholders in Clermont County who had participated in the Community Health Assessment and Community Health Improvement Plan processes was essential.

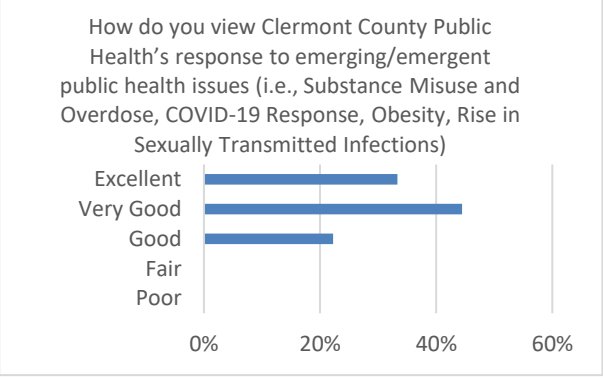
To efficiently reach out to the stakeholder entities, a nine-question stakeholder survey queried participants about their knowledge of CCPH services, their perception of CCPH's work and responsiveness to public health concerns, the agency's ability to effectively communicate with the public, and its overall value within the community. Additionally, stakeholders were given the opportunity to recommend any additional services they would like to see CCPH provide. A response rate of 47% (18 of 38 stakeholders) was obtained.

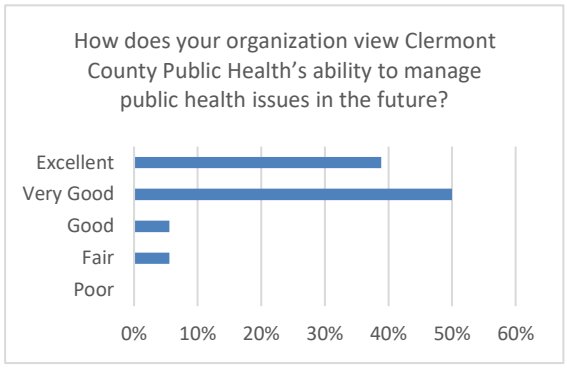
The survey results revealed the top five CCPH services most frequently identified by stakeholders were immunizations, the Women, Infants, and Children (WIC) program, Coalition for Activity and Nutrition (CAN), communicable disease and epidemiology, and emergency preparedness. Additional survey results were as follows:

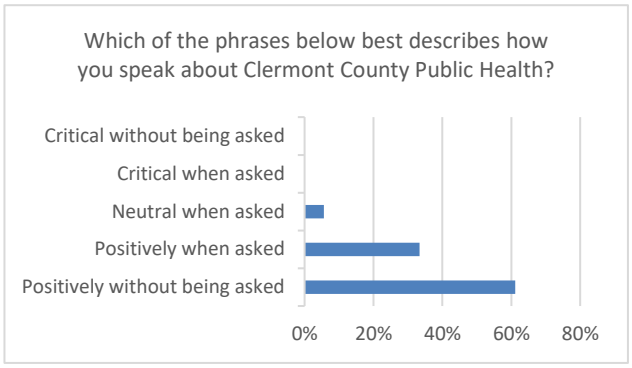


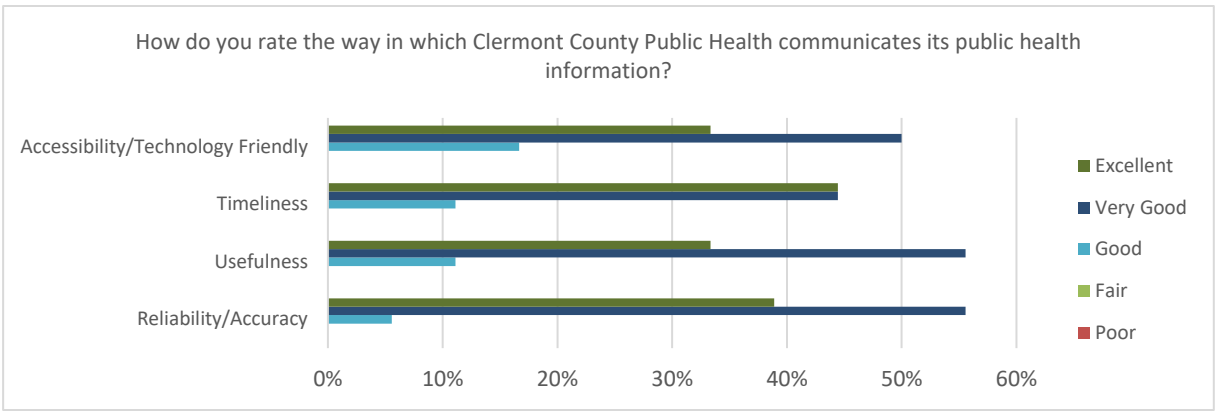










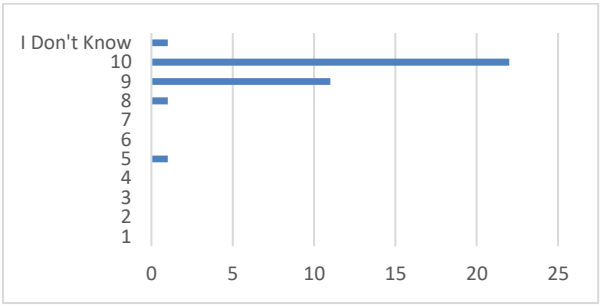


When asked what they valued most about CCPH, stakeholders noted collaboration, leadership, and staff as highlights of the agency. When asked what services/areas of focus partners would like CCPH to focus on in the future, prevention and education were themes.

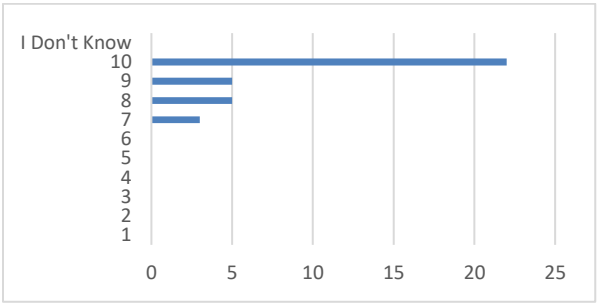
Staff Survey Tool and Results

The CCPH environmental scan included results from a survey completed by agency staff. All staff was encouraged to participate in the survey to provide their voice in strategic planning for the agency. The survey response rate was 72% (36 of 50 staff). Results of the survey are included below.

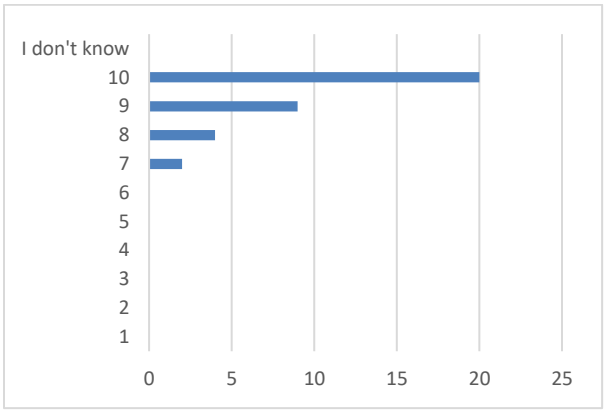
During the last strategic planning cycle, CCPH updated our mission statement to align with accreditation requirements and be inclusive of all programs. Please rate the relevance of Clermont County Public Health's mission statement, which is "Striving to improve Clermont County by preventing disease, promoting health, and protecting the environment". A response of "10" indicates CCPH's mission statement is relevant and accurately reflects the organization. A response of "1" indicates CCPH's mission statement is outdated and no longer reflects the organization.



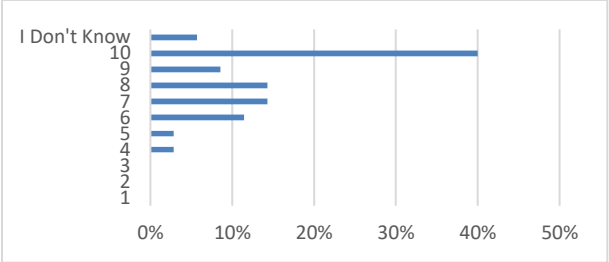
CCPH incorporated a vision statement into our previous Strategic Plan to align with accreditation standards and strive for what we want to see in Clermont County. Please rate the relevance of Clermont County Public Health's vision statement, which is "Healthy People. Healthy Communities. Healthy Clermont." A response of "10" indicates CCPH's vision statement is relevant and accurately reflects the organization. A response of "1" indicates CCPH's vision statement is outdated and no longer reflects the organization.



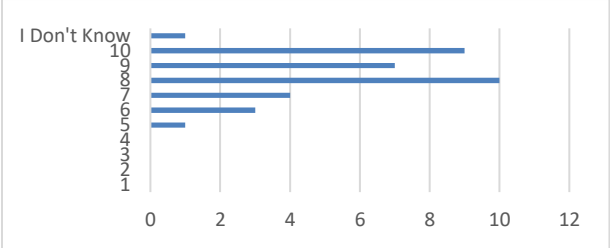
CCPH added values to the 2015-2020 strategic plan. Values were determined by surveying staff on 33 values, narrowing them down, and further defining them at a strategic Planning staff retreat. CCPH's current values are: Service – we believe in providing accessible and comprehensive services of exceptional quality. Credibility – we believe in high standards of performance and adhering to principles. Dependability – we believe in being honest, fair, and reliable in our intentions and actions. Responsibility – we believe in being accountable for our decisions and actions and taking ownership of our duties. A response of "10" indicates CCPH's values are relevant and accurately reflect the organization. A response of "1" indicates CCPH's values no longer reflect the organization.



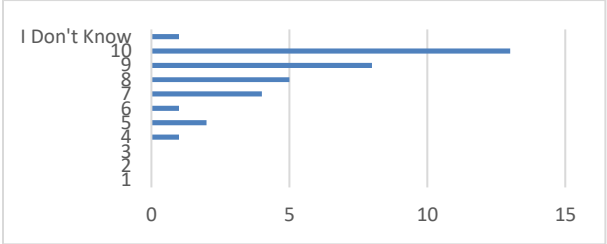
Service Versus Compliance A response of "10" indicates that in our daily activities we are guided by CCPH's mission and vision. A response of "1" indicates that in our daily activities we are oriented toward day-to-day compliance with policies and procedures.



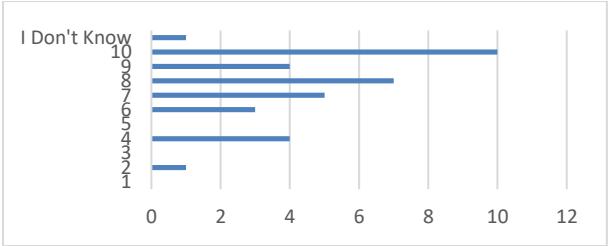
Response to Community Needs and Issues A response of "10" indicates that we work to define our future within the context of changing factors in community; we respond proactively to our community needs and issues. A response of "1" indicates that we address changing factors in the community only when they begin to be felt; we respond reactively to our community needs and issues.



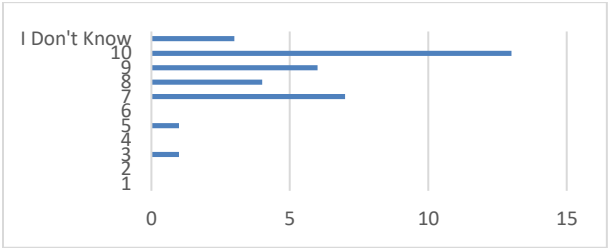
Attitude Toward Change A response of "10" indicates that, overall, we respond to change by seeing opportunities. A response of "1" indicates that, overall, we tend to avoid change or to view it as high risk.



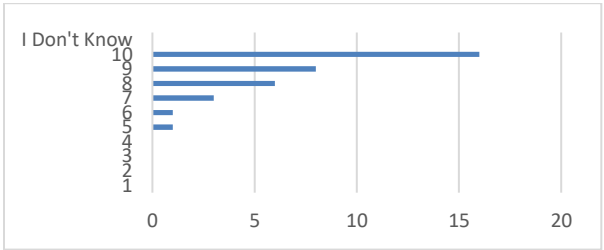
Information Technology A response of "10" indicates that we use technology effectively in managing CCPH's resources and pursuing its mission. A response of "1" indicates that we make ineffective use of information technology in managing CCPH's resources and pursuing its mission.



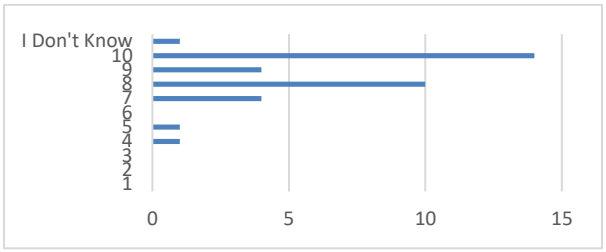
Performance Measures A response of "10" indicates clear performance measures exist that link my work to CCPH's mission and goals. A response of "1" indicates clear performance measures that link my work to CCPH's mission and goals do not exist.



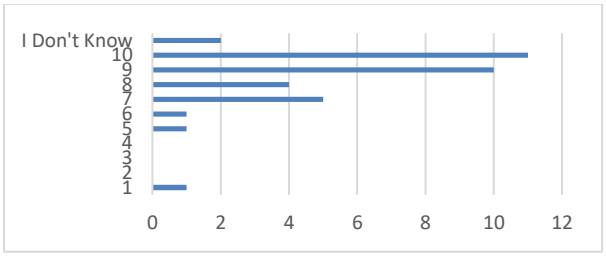
External Communications A response of "10" indicates that our communications to customers are carefully targeted and provide clear and consistent messages. A response of "1" indicates that our communications to our customers are random and provide confused or inconsistent messages.



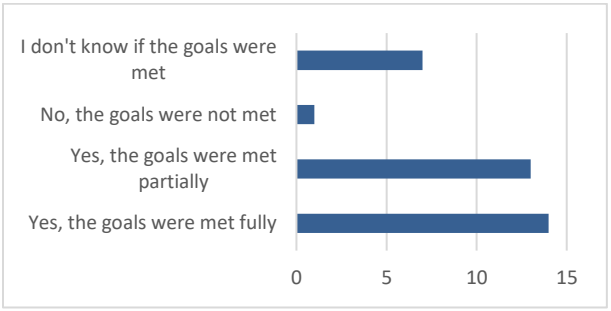
Recognition A response of "10" indicates that we consistently acknowledge actions that support our priorities, strategies, and measurable outcomes. A response of "1" indicates that we do not consistently acknowledge actions that support priorities, strategies, and measurable outcomes.



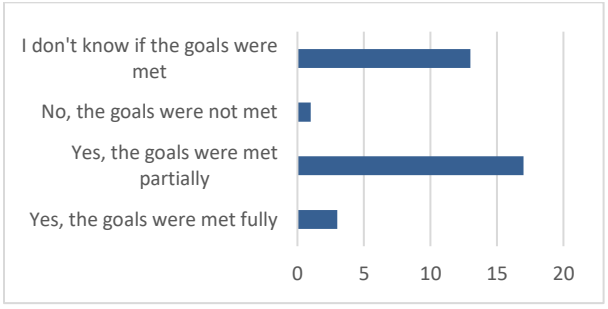
Professional Development A response of "10" indicates that CCPH is committed to professional development at all levels. A response of "1" indicates that professional development opportunities are limited, or individuals are frequently constrained from taking advantage of them.



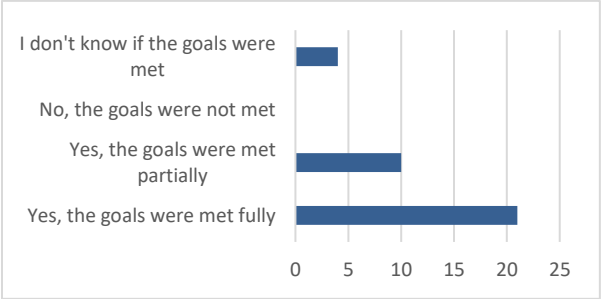
Priority #1 from the 2015 - 2020 CCPH Strategic Plan. Please review the goals and indicate if you believe CCPH has reached the goals. **Priority #1 Organizational Excellence:** Achieve organizational excellence through highly skilled staff, improved processes, and efficient and effective systems.
Goal 1: Become an accredited public health agency.
Goal 2: Develop and implement ideas for programs/service improvements and technological advances that have the potential to improve agency operations.
Goal 3: Strengthen workforce competency and capacity, and promote a culture of excellence.
Goal 4: Enhance communication and collaboration within CCPH, and improve employee job satisfaction.
Goal 5: Secure funding to achieve strategic planning priorities and fulfill CCPH's mission.



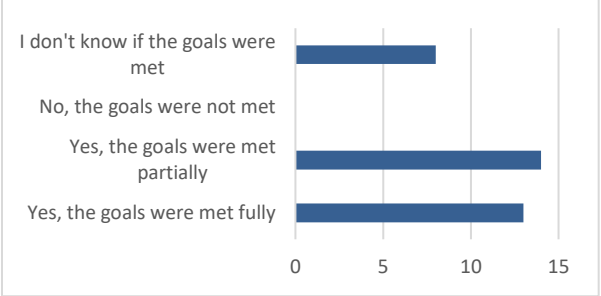
Priority #2 from the 2015 - 2020 CCPH Strategic Plan. Please review the goals and indicate if you believe CCPH has reached the goals. **Priority #2 Healthy Behaviors:** Promote health behaviors related to obesity/physical activity/nutrition, tobacco use, and drug addiction among Clermont County residents.
Goal 1: Improve health, fitness, and quality of life through daily physical activity.
Goal 2: Promote health and reduce chronic disease risk through the consumption of healthful diets and achievement and maintenance of healthy body weights.
Goal 3: Minimize/eliminate substance addiction, distribution, overdose and death in Clermont County through increased awareness, education, advocacy and treatment.
Goal 4: Increase awareness and reduce infectious disease risks of HIV, hepatitis C and hepatitis B through education, testing, vaccination and referral for care.
Goal 5: Reduce illness, disability, and death related to tobacco use and secondhand smoke.



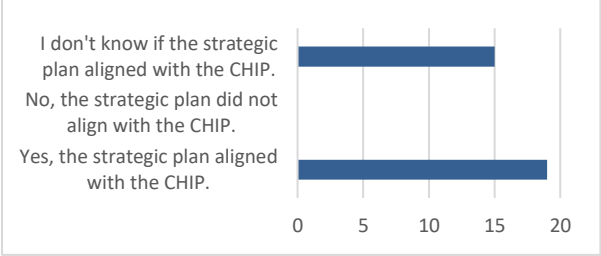
Priority #3 from the 2015 - 2020 CCPH Strategic Plan. Please review the goals and indicate if you believe CCPH has reached the goals. **Priority #3 External Communication and Marketing:** Strengthen external communication and community awareness regarding public health services, information, and initiatives.
Goal 1: Implement effective communication, outreach and marketing strategies to improve education and awareness of public health services, information and initiatives.



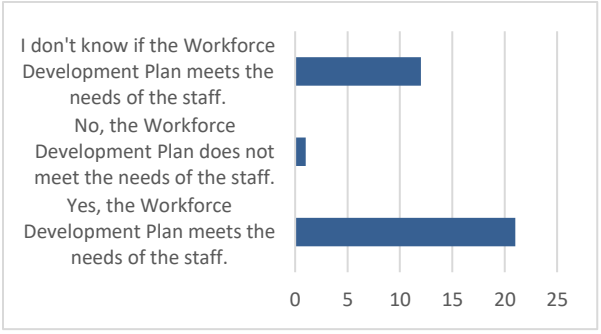
Below is priority #4 from the 2015 - 2020 CCPH Strategic Plan. Please review the goals and indicate if you believe CCPH has reached the goals. **Priority #4 Collaboration:** Foster agency, community, and statewide collaboration to further CCPH's mission.
Goal 1: Collaborate with community agencies to promote healthy behaviors among Clermont County residents and visitors.
Goal 2: Strengthen and expand collaborations related to public health emergency preparedness.
Goal 3: Participate in and support efforts with community agencies to promote access to care.



Clermont County conducts a Community Health Assessment (CHA) to inform priorities for the Community Health Improvement Plan (CHIP). CCPH must incorporate priorities and strategies in the CCPH Strategic Plan with the CHIP. **Do you feel the prior Strategic Plan aligned with the prior CHIP?**



CCPH has a comprehensive Workforce Development Plan, which identifies specific needs of Public Health staff to ensure a competent and engaged workforce by identifying training needs, providing training opportunities, supporting staff engagement in community issues, encouraging innovative, progressive, and new ideas, and providing encouragement and motivation to staff. **Do you feel the current Workforce Development Plan meets the needs of staff?**



SWOT Analysis/Dual Bottom Line Matrix

A SWOT (strengths, weaknesses, opportunities, and threats) analysis was conducted during the virtual staff strategic planning sessions to allow all staff to identify and discuss the various impacts on the agency. Staff were asked to consider mandated and non-mandated services, legislative impacts, and emerging and current issues to energize discussions leading up to the SWOT analysis.

Clermont County Public Health 2022 Services		
Formal Mandate	**Informal Mandate**	**Not Mandated, But We Do**
Prevention of communicable disease	Coalition for Activity and Nutrition	Child Immunizations
Food program licensing & inspections	Injury Prevention – Prescription Drug Overdose	Adult Immunizations
Swimming pool licensing & inspections	Overdose Death Review	TB Skin Tests
RV Park licensing & inspections	TB Program	International Travel Disease Prevention Immunizations
Resident Camp licensing & inspections	Institution Inspections	Smoke-Free Ohio Enforcement
Solid waste licensing & inspections	Medical Reserve Corps	Children with Medical Handicaps
Septic permits & inspections		Homeowner Mound Training
Private water system permits & inspections		WIC (Supplemental Food, Breastfeeding Support and Education)
Vital Statistics		Loan Inspections
Emergency Preparedness		Sewer and Water Inspections
Epidemiology		Plumbing Permits & Inspections
Rabies		Backflow Prevention
Nuisance Complaints		Septic Rehabilitation
Subdivision and Lot Review		PIC/Serve Safe Training
Body Art Licensing & Inspections		Pool Operator Training
Child Fatality Review Board/ Sudden Unexpected Infant Death Investigation Follow-up		HIV / Hepatitis B/C Testing
		Prevent Blindness Ohio
School inspection program		Lead Follow Up
Accreditation		Sports Physicals
Community Health Assessment		Bathing Beach Sampling
Community Health Improvement Plan		Harm Reduction (Syringe Services Program)
Quality Improvement Plan		Ohio Buckles Buckeye Car Seat Program
Strategic Plan		Tobacco Cessation Services
Workforce Development Plan		Safe Sleep
		Put-a-Lid-On-It Bike Helmet Program
		Professional Organizations
		Rule Review Committees

Legislative Impacts 2022	
SB 22 Quarantine and Isolation/School Closure	Body Art Rule Review
Anti-vax initiatives	Resident Camp Rule Review
Sewage Rules 5-year review	Communicable Disease Reporting Requirements (ABC List)
Vital Statistics Case Law	Renewable energy sources and environmental impacts
Ohio Nurse Practitioners – Independent Practice	Crowding of jails related to Federal Crime Classification
Food Code Rule Review	

SWOT Analysis 2022	
Strengths (Internal)	**Weaknesses (Internal)**
• Social media • Website • Staff morale • Services • Customer service • Central location in county • Well organized • Nationally accredited agency • Training plans for onboarding • Standard operating guidelines • Good mix of staff • Adaptable • Teamwork • Compassionate • Leadership • Experience • Quality Improvement • Resilient • Funding • Staff communications • Training opportunities • Onboarding process	• Two office locations • Promoting services • Staff turnover rates • Mental health of staff • Staff surge during emergency • Technology (sharing documents) • Outlook email system • Outdated state software systems • Office social isolation
Opportunities (External)	**Threats (External)**
• Relationship with community partners • Training • Awareness of services → Funding • Internships • Services • ↑ county growth • WIC waivers (post-pandemic operations) • Communications, ↑ social media	• Emerging pathogens • Vaccine hesitancy • Misinformation/Disinformation • Resistance to public health interventions • Transportation issues • Funding • Supply chain issues • Rural Healthcare Providers/Access to Care • ↓ access to mental health providers, ↑ in need • Overseas production of medical supplies • Public health made villains in COVID • Cybersecurity • Threats to staff • Inflation

The CCPH Strategic Planning Committee utilized the SWOT analysis results to complete the Dual Bottom Line Matrix. The Dual Bottom Line Matrix is a prioritization tool designed to help balance the importance of the agency's mission with its financial viability when selecting priorities. Items for consideration in determining priorities are categorized according to their mission impact and financial viability. Mission Impact refers to the importance of an activity or program to the agency's overall mission. Financial Viability refers to whether or not an activity or program is capable of functioning or developing adequately, having a reasonable chance of success, and being financially sustainable.

CCPH Dual Bottom Line Matrix 2022

High

Mission Impact →

High Mission Impact
Low Financial Viability
Action: Keep, But Contain Costs

Expansion of STI Services
Expansion of Tobacco Treatment Services
Institution Inspections
Child Immunization Services
Ohio Buckles Buckeyes (Car seats)
Put-A-Lid-On-It (Bike Helmets)
Children with Medical Handicaps Program
Home Visiting (Immunizations)
Prevent Blindness Ohio
Lead (Children Elevated Blood Lead Levels)
Harm Reduction
HIV, Hep C Testing
Agency Collaboration

High Mission Impact
High Financial Viability
Action: Invest and Grow

International Travel
Adult Immunization Services
Smoke-Free Ohio
Plumbing Permits and Inspections
Backflow Prevention
Sports Physicals
Serve Safe
Person-In-Charge Food Safety Training
Pool Operator Training
Environmental Health and Water and Waste Mandated Programs
WIC
Injury Prevention
Potential Licensing of Retail Tobacco
Agency Collaboration
Loan Inspections (Septic/Private Water)
Mosquito Surveillance

Low Mission Impact
Low Financial Viability
Action: Close or Give Away

Not billing insurance for COVID Immunizations (after grant funding runs out)
Nuisances
- minor are they really public health nuisances
- major evaluate process and legal action

Low hanging fruit for performance measures

Low Mission Impact
High Financial Viability
Action: Water, harvest, and Increase Impact

Vital Statistics

Low **Financial Viability →** **High**

(Source: NACCHO Strategic Planning Guide, Adapted from CompassPoint 2005)

The Strategic Planning Committee evaluated all prior assessments and survey results in placing topics in the matrix. Completing the matrix allowed the committee to identify activities and programs supported by the agency's mission. The matrix also highlighted those items with financial viability, which generated discussion about future efforts to promote these services more fully. Items with low mission impact and low financial viability may continue to be monitored and maintained as appropriate.

Appendix A

Strategic Implementation Plan

Priority #1: Collaboration		
Clermont County Public Health serves as the key health strategist for Clermont County in working to fulfill our mission of preventing disease, promoting health, and protecting the environment. This mission cannot be achieved in isolation. Collaborative efforts to improve public health are essential. Working together, sharing resources, and combining talents enhance the opportunities and likelihood of achieving positive health outcomes.		
Objective 1		
Expand and strengthen community collaboration to improve community health		
Performance Measure 1.1	**Baseline (2022)**	**Target (2025)**
Number of programs with >50% of partners familiar	2 of 35	20 of 35
Featured Strategies	**Activities**	**CCPH Lead**
Increase awareness of all public health programs among partners	Identify programs and services with low awareness	Asst. Health Commissioners
	Work with Communications Coordinator to promote programs	Asst. Health Commissioners/ Communications Coordinator
	Increase promotion of CCPH services with partners within existing committees, coalitions, and collaborations	Asst. Health Commissioners/ Health Commissioner
	Develop and distribute a quarterly external newsletter	Communications Coordinator
Performance Measure 1.2	**Baseline**	**Target**
Number and percentage of community partners participating in CCPH's partner survey	18 responses (47%)	30 responses (60%)
Featured Strategies	**Activities**	**CCPH Lead**
Expand partner distribution of survey	Create a stakeholder survey distribution list in Outlook Account	Operations Manager
	Educate staff working with stakeholders to add contacts to the distribution list	CCPH Leadership Team
Objective 2		
Increase staff engagement with local, regional, and state partners		

Performance Measure 2.1	Baseline	Target
Staff engagement in external committees, workgroups, and professional organizations	To be determined (baseline assessment conducted by 07/01/2022)	To be determined after assessment
Featured Strategies	**Activities**	**CCPH Lead**
Staff Training	Develop and offer a training course for CCPH staff to learn essential skills for leading and participating in multi-stakeholder collaborations	Assistant Health Commissioners
Facilitate staff participation in external committees, workgroups, and professional organizations	Each division will identify potential opportunities to participate in external committees, workgroups, and professional organizations	Division directors and supervisors
	Determine which opportunities would be valuable to CCPH and/or partners	Division directors and supervisors
	Identify and assign staff members to participate	Division directors and supervisors
Plan Linkages: *Indicates linkage with CCPH Community Health Improvement Plan (CHIP), ** Indicates Linkage to Quality Improvement Plan (QIP), ***Indicates Linkage to Workforce Development Plan (WDP)		

Priority #2: Organizational Capacity and Infrastructure		
Organizational Capacity and Infrastructure refers to the agency's processes, knowledge, relationships, assets, behaviors, and finances that give structure to the organization, support its essential functions, and imbed routine practice. Infrastructure includes the policies and operating procedures that guide practice and build a shared understanding of how to deliver services. Infrastructure also consists of an agency's systems for operations—from human resources, training, supervision, and ongoing communication systems to data, evaluation, continuous quality improvement (CQI), and performance management systems. Organizational capacity and infrastructure also support the agency in carrying out its mission, vision, and values.		
Objective 1		
Increase operational knowledge of fiscal processes and capacity to pursue grant opportunities		
Performance Measure 1.1	**Baseline**	**Target**
Percentage of staff responding they agree or strongly agree they have an understanding of how CCPH is doing fiscally on the Employee Satisfaction Survey	80%	95%

Featured Strategies	Activities	CCPH Lead
Increase the number of staff trained on fiscal operations annually	Have all key staff attend Finance for the Health Department Training	Leadership Staff
Increase staff knowledge of the agency's fiscal operations	Hold annual meetings between fiscal/program staff	Fiscal Officer
Performance Measure 1.2	**Baseline**	**Target**
Percentage of hours per grant spent on grant writing and grant management	90.75 Hours 4.4% FTE per grant (baseline excludes COVID grants)	73 Hours 3.5% FTE per grant
Featured Strategies	**Activities**	**CCPH Lead**
Facilitate and accelerate grant application processes	Create a grant application template containing canned details on organizational structure, budget, health equity, etc.	Assistant Health Commissioners
Staff grant training	Identify gaps and needs in the number of staff and positions needing training on grant writing and management	Assistant Health Commissioners
	Offer grant writing training	Health Commissioner
	Offer grant management training	Health Commissioner
Objective 2		
Recruit, hire, retain, and train a competent and diverse workforce***		
Performance Measure 2.1	**Baseline**	**Target**
Percentage of employees that indicate they are satisfied as an employee on the Employee Satisfaction Survey	82%	90%
Featured Strategies	**Activities**	**CCPH Lead**
Support, promote, and improve the physical and mental well-being of staff	Identify champion(s) to explore approaches to improve physical or mental well-being	CAN Coordinators
	Determine and provide wellness opportunities to improve physical or mental well-being	CAN Coordinators
	Implement at least two strategies for staff to improve their physical or mental well-being	CAN Coordinators
Develop and Implement a Mentoring Program	Develop and implement a mentoring program as part of the onboarding process for staff rapport and retention	Fiscal Officer

Performance Measure 2.2	Baseline	Target
Percentage of staff indicating the Workforce Development Plan meets their needs on the Staff Satisfaction Survey	60%	75%
Featured Strategies	**Activities**	**CCPH Lead**
Assess training needs of staff***	Conduct an annual assessment of employee training to capture workforce needs based on changing public health landscape, community needs, and public health trends	Assistant Health Commissioner (EHS)
Analyze staff training assessment***	Identify gaps and update the Workforce Development Plan	Assistant Health Commissioner (EHS)
Address the gaps in staff training and professional development***	Identify existing training resources that can be utilized to address needs	Assistant Health Commissioner (EHS)
	Identify training resources outside of the agency to address needs	Assistant Health Commissioner (EHS)
	Implement training and professional development opportunities for all staff	Assistant Health Commissioner (EHS)
Conduct training and engagement opportunities to increase staff understanding and awareness of the Workforce Development Plan***	Present at the annual in-service day	Assistant Health Commissioner (EHS)
	Provide new staff training on the Workforce Development Plan at the end of their probationary period	Assistant Health Commissioner (EHS)
Objective 3		
Enhance the culture of quality improvement (QI) and innovation **		
Performance Measure 3.1	**Baseline**	**Target**
QI Self-Assessment	Phase 4 Formal QI Activities Implemented in Specific Areas (QI Self-Assessment Tool (SAT) Leadership Version)	Phase 5: Formal Agency-Wide QI (QI Self-Assessment Tool (SAT) Leadership Version)
Featured Strategies	**Activities**	**CCPH Lead**
Design thinking workshop **	Identify design thinking workshop to support staff to be innovative in program and service development and delivery	Assistant Health Commissioner (CHS)
	Identify leadership Staff to participate in the design thinking workshop	Assistant Health Commissioner (CHS)
Advanced training on quality improvement **	Identify QI champions to participate in advanced QI training	Assistant Health Commissioner (CHS)
	Identify and offer advanced QI training to QI champions	Assistant Health Commissioner (CHS)

Objectively assess leadership quality culture, identify opportunities for improvement, and prioritize strategies for inclusion in a QI plan**	Complete QI SAT: Leadership Version annually at the QI Committee meeting.	Assistant Health Commissioner (CHS)
Objectively assess staff quality culture, identify opportunities for improvement, and prioritize strategies for inclusion in a QI plan**	Explore opportunities to implement the QI SAT: Staff Version for all CCPH Staff.	Assistant Health Commissioner (CHS)
	Identify the frequency of implementing QI SAT: Staff Version if applicable	Assistant Health Commissioner (CHS)
	Implement the QI SAT: Staff Version if applicable.	Assistant Health Commissioner (CHS)
Plan Linkages: *Indicates linkage with CCPH Community Health Improvement Plan (CHIP), ** Indicates Linkage to Quality Improvement Plan (QIP), ***Indicates Linkage to Workforce Development Plan (WDP)		

Priority #3 Information Management		
Effective use of information is the foundation of modern public health practice. Public health responses, outbreak investigations, and prevention strategies for diseases require timely and accurate information. Communication must address public health issues, build public confidence, and identify and counter misinformation. Information management includes the systematic organization of data and educational materials to achieve objectives and facilitate decision-making. Communication is a foundational component for all Clermont County Public Health efforts, internally and externally. Our ability to analyze, translate and share inclusive and transparent health information with the public and our partners is key to ensuring everyone has access to the information they need to make decisions about their health.		
Objective 1		
Increase and Improve Internal Communication		
Performance Measure 1.1	**Baseline**	**Target**
The average percentage of staff responses indicating "I Don't Know" on the Equity and Cultural and Linguistic Competency Survey and the Staff Strategic Planning Survey	Equity and Cultural and Linguistic Competency Survey = 22.44% Staff Strategic Planning Survey = 12.07%	Equity and Cultural and Linguistic Competency Survey = 12% Staff Strategic Planning Survey = 5%
Featured Strategies	**Activities**	**CCPH Lead**
Establish staff as CCPH ambassadors to the community	Conduct training on health equity, social determinants, social and physical environment issues, and cultural and linguistic competency	Health Commissioner, Asst. Health Commissioners
	Use All-hands quarterly newsletter to highlight program areas and educate staff members on other programs and services outside their respective division/program area	Communications Coordinator

	Provide routine, ongoing updates on the CHA/CHIP/Strategic Plan status to staff	Health Commissioner, Communications Coordinator, Asst. Health Commissioners, Epidemiologist, Director of Nursing
Objective 2		
Data Sharing		
Performance Measure 2.1	**Baseline**	**Target**
Number of CCPH programs producing products using dashboards, infographics, videos, and/or storytelling to bring data to the community	5	10
Featured Strategies	**Activities**	**CCPH Lead**
Develop tools to support data sharing (i.e., Tableau support)	Provide technical support to staff to increase competency in developing materials for data presentation.	Director of Nursing, Epidemiologist
Launch data-sharing platform	Prepare and develop a data-sharing platform	Director of Nursing, Epidemiologist
	Inform partners and the community of the platform	Communications Coordinator, Health Commissioner
Increase the ability to analyze data locally	Purchase statistical software	Epidemiologist
	Train multiple users on new software	Epidemiologist
	Utilize software in analyzing primary data	Epidemiologist
Produce reports and educational briefs that highlight the social and environmental causes of health inequities to inform and influence policymakers and decision-makers	Produce local reports based on local data	Epidemiologist, Director of Nursing, Asst. Health Commissioners, Health Commissioners
	Disseminate to policymakers at the local, state, and national level Epidemiologist	Health Commissioner
Objective 3		
Marketing Services		
Performance Measure 3.1	**Baseline**	**Target**
Number of marketing platforms	7 (Facebook, Twitter, LinkedIn, website, newspaper, TV, YouTube)	9
Featured Strategies	**Activities**	**CCPH Lead**
Maintain and increase the number of media platforms used to reach target	Maintain the current media platforms and research target audiences to direct communications	Communications Coordinator

audiences with culturally and linguistically appropriate media	Research platforms to expand communications based on target audiences not being reached	Communications Coordinator
Develop and distribute a quarterly newsletter	Research newsletter distribution software	Communications Coordinator
	Create a contact list for required/needed communications	Communications Coordinator
	Establish a template for the newsletter	Communications Coordinator
	Distribute newsletters quarterly	Communications Coordinator
Plan Linkages: *Indicates linkage with CCPH Community Health Improvement Plan (CHIP), ** Indicates Linkage to Quality Improvement Plan (QIP), ***Indicates Linkage to Workforce Development Plan (WDP)		

Priority #4: Health and Equity		
CCPH's mission is to improve the health of all Clermont County residents. One way this mission is achieved is through the collaborative efforts of Clermont County's Community Health Improvement Plan (CHIP) **www.ccphohio.org/chip/**. The current CHIP prioritizes Mental Health and Addiction and Health Behaviors. Indicators for Mental Health and Addiction focus on depression, suicide, youth drug use (alcohol and marijuana), and overdose deaths. Indicators for Healthy Behaviors focus on tobacco and nicotine use in adults and youth. CCPH also leads the Coalition for Activity and Nutrition which focuses on increasing physical activity and nutrition, as well as tobacco cessation. CCPH's values focus on service, credibility, integrity, responsibility, and equity in providing health services to all.		
Objective 1		
CHIP Priorities*		
Performance Measure 1.1	**Baseline**	**Target**
Number of health impact indicators trending in a positive direction in the Clermont County Community Health Improvement Plan	1 of 7	4 of 7
Featured Strategies	**Activities**	**CCPH Lead**
Access to Services*	Link STI testing and treatment services	Director of Nursing
	Utilize hybrid model to conduct telehealth services for nutrition and tobacco cessation services	WIC Director/ CTTS's
	Target CHS outstation clinics on identified disparity areas	WIC Director/ Nurse Supervisor
	Expand and formalize CHS home visiting services	Nurse Supervisor
	Increase STI Services in the county	Director of Nursing

	Provide HCV and HIV testing/ education with harm reduction services	Harm Reduction Coordinator
	Expand distribution of naloxone through service provider entities in the county	Injury Prevention Coordinator
	Provide linkage to care for SUD and medical referrals	Harm Reduction Coordinator
	Promote the Syringe Services Program, which provides a full range of Harm Reduction services	Communications Coordinator
Mental Health*	Provide depression screening for CCPH CHS clients and make referrals as needed	Asst. Health Commissioner (CHS)
Expand and Promote Tobacco/Nicotine Cessation Services*	Develop intensive tobacco/nicotine cessation services tailored for the following groups: • Pregnant women and women of childbearing age • People with behavioral health conditions • Youth (including a focus on e-cigarette cessation)	Certified Tobacco Treatment Specialists
	Conduct a media campaign against tobacco use and second-hand smoke exposure	Certified Tobacco Treatment Specialists
Policy Development/Enactment/Monitoring*	Monitor and support legislation to ban flavoring of tobacco and nicotine products	Health Commissioner
Healthy Behaviors	Provide education and promote physical activity and nutrition to the community via media and public events	CAN Coordinators
Plan Linkages: *Indicates linkage with CCPH Community Health Improvement Plan (CHIP), ** Indicates Linkage to Quality Improvement Plan (QIP), ***Indicates Linkage to Workforce Development Plan (WDP)		