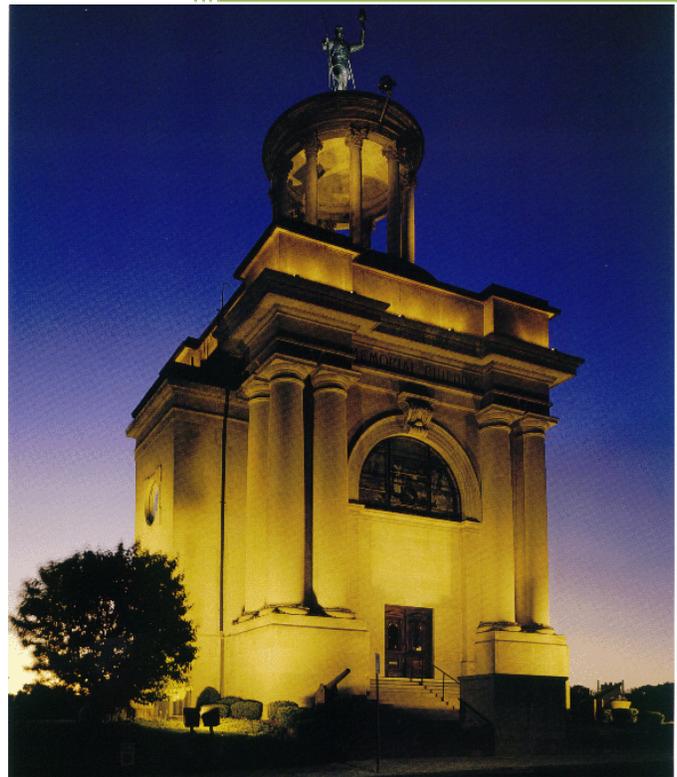


2018 -
2020

City of Hamilton Health Department Strategic Plan



Mission

Working to promote a healthy community and environment for all.

Vision

Working to protect, educate, and improve the health and well being of all Hamiltonians and all those who visit our city.

Values

Dedicated: We are dedicated to improving the quality of life for our citizens.

Respect: We respect the diversity of those we serve in the community.

Compassionate: We treat everyone with caring, understanding, and value.

Integrity: Demonstrating the highest ethical and professional standards using honest communications and actions.

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Letter from the Health Commissioner

I am pleased to introduce the City of Hamilton Health Department's 2018 – 2020 Strategic Plan. This plan details the goals, objectives, tasks and strategic direction for the City of Hamilton Health Department over the next three years. The strategic plan was developed by a team of staff members meeting with guidance from The Ohio State University Center for Public Health Practice.

This agreed upon plan provides an outlined course of action that the Board of Health members and staff are looking forward to implementing and completing. It is the desire to attain the goals set forth in the plan. By doing so, the City of Hamilton Health Department will move forward into the future with certainty and purpose, while promoting and protecting the health and wellbeing of all citizens of Hamilton City.

Sincerely,

A handwritten signature in blue ink that reads "Kay L. Farrar".

Kay Farrar

Health Commissioner

From the Board of Health

The City of Hamilton Health Department Board of Health supports this strategic plan for the period 2018 – 2020.

This plan has been approved and adopted by the Board of Health on April 23, 2018.

Board of Health Members

Dr. Gregory Savage, President

Ms. Rebeckah Williams, Secretary

Ms. Donna Shaw

Ms. Patti Harding

Ms. Cathe Jarvis

Strategic Planning Team

Kay Farrar, Health Commissioner

Cindy Hogg, Public Health Environmental
Administrator

Amy Ellis, Public Health Nurse

Jonnica Creech, Registered Sanitarian

Angie Getz, Administrative Specialist

Alicia Ritchie, Vital Statistics Registrar

Agency Overview

The City of Hamilton Health Department is a local health department located in Butler County, Ohio. The health department has served the Hamilton City community since 1857 as an on call for the purpose of quarantine of serious contagious diseases such as smallpox, typhoid and cholera. The Health Department became a formal department in 1912. The current population of Hamilton is 62,259. Currently, the health department has 13 full-time employees, 1 part-time employee, and 1 part-time contractual nurse for the Butler County Mental Health program.

The City of Hamilton Health Department provides the following programs and services:

- Vital Statistics
- Public Health Nursing
 - Communicable Disease Control
 - Immunization Action Plan Grant Activities (IAP)
 - Immunization Clinics
 - Health Education
 - Bureau for Children with Developmental and Special Health Needs
 - Public Health Home Visitation or Assistance
 - Coordination with Community Agencies
 - Public Health Emergency Preparedness (PHEP)
 - Cities Readiness Initiative (CRI)
- Environmental Health
 - Plan Review for retail food establishments, food service operations, mobile food operations and residential sewage treatment systems, wells and private water systems, and tattoo and body art establishments
 - Licensing and inspections for:**
 - Food Service Operations
 - Mobile Food Service Operations
 - Temporary Food Service Operations
 - Vending Food Service Operations
 - Retail Food Establishment Operations
 - Public Swimming Pools
 - Tattoo and Body Art Facilities
 - Solid Waste
 - Inspections :**
 - Sewage treatment systems
 - Wells and private water systems
 - Smoke-free workplace
 - Animal bites / rabies

- Spent tire program
- Solid and Infectious Waste producers
- Residential Maintenance of Housing`
- Commercial Maintenance
- Animal Nuisance complaints

About this Document

The City of Hamilton Health Department is pleased to present its 2018-2020 Strategic Plan. Keeping the focus on public health and specific issues identified by department staff and board members, the City of Hamilton Health Department has established priorities, goals, and objectives to guide the department over the next three years.

The strategic planning team consisted of staff members from the Health Department including the health commissioner. This team used a systematic strategic planning process that was facilitated by the Center for Public Health Practice in the College of Public Health at The Ohio State University. This process helped the team identify the priorities, goals, and objectives identified in this plan. The strategic plan and the accompanying work plans serve as tools to inform the direction of the health department as well as provide measurements of progress. The health department will review and update the strategic plan annually.

Strategic Priorities

Our strategic priorities, and associated goal statements, support our mission and vision and contribute to promoting and educating public health to the community.

Priority #1: Communication with Community Partners

The City of Hamilton Health Department will expand communication by increasing marketing and having internal routine staff meetings.

Priority #2: Sustainability & Prosperity

The City of Hamilton Health Department will increase staff morale and strengthen community partnerships.

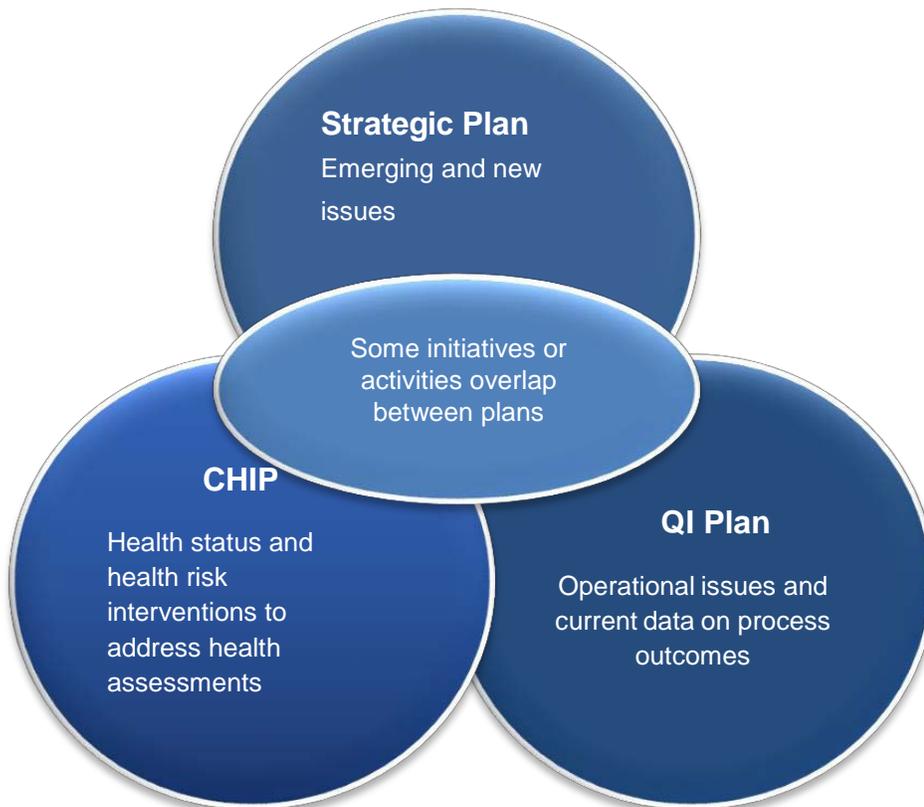
Priority #3: Health Education

The City of Hamilton Health Department will increase health education with the Community.

Alignment with Community Health Improvement Plan and Quality Improvement Plan

In an effort to improve the health of the community, various community members and stakeholders developed a Community Health Improvement Plan (CHIP). A CHIP is a long-term plan that identifies health priorities, goals, and action steps used by community organizations to guide them in the development of projects, programs, and policies aimed at improving the health of the community. The CHIP priorities that the health department will be addressing are incorporated into this Strategic Plan. This strategic plan aligns with the CHIP to provide the department with detailed guidance on how to promote health education on infant mortality, chronic disease, smoking cessation, and mental health and addiction.

The Strategic Priorities set the framework for the Quality Improvement Plan. The goals and objectives of the Quality Improvement Plan directly align with the Strategic Plan. The department’s goal of becoming a culture of quality improvement will assist with fulfilling our strategic goal of increasing staff morale by empowering employees to be involved in decision making and quality improvement projects. Quality Improvement projects will be driven from objectives and strategies within the Strategic Plan and the Community Health Improvement Plan.



The Strategic Planning Process

The City of Hamilton Health Department was awarded training on developing a strategic plan from The Ohio State University College of Public Health. Our first step in developing a Strategic Plan was to create a strategic planning team (see page 5 for the strategic planning team list).

After the strategic planning team was created, the next step was to survey the health department staff and the board of health using the SOAR/C (Strengths, Opportunities, Aspirations, Results, and Challenges) analysis. The purpose of the survey was to collect feedback regarding the health department's mission, vision, values, strengths, opportunities, aspirations, and challenges both internal and external. After everyone completed the SOAR/C survey, the Strategic Planning Team met to review the results on December 4, 2017. In the meeting, the results of the SOAR/C survey were used to develop a rough draft of a mission statement, a vision statement, and the health department's values.

The next step was an in-person meeting with The Ohio State University to start our training. The meeting was on December 20, 2017. This meeting consisted of confirming our mission, vision, and values. Also, we developed strategic priorities and goal statements for each priority. A representative from The Ohio State University College of Public Health was there to answer any questions and offer guidance.

Next, the City of Hamilton Health Department's Strategic Planning Team met on January 16, 2018 to establish draft objectives and action steps for each goal in the work plan.

The next meeting with The Ohio State University College of Public Health was held on January 24, 2018. At this meeting the strategic planning team finalized objectives for each goal along with action steps and timelines. We also discussed how we will align the strategic plan to the community health improvement plan and how we are going to communicate our strategic plan to the rest of the department, to the health department board, city administration, and the community.

The strategic planning team's final meeting was on February 16th, 2018. During this meeting, we finalized all the remaining details of our work plan. The strategic plan was then forwarded to the Board of Health and approved on April 23, 2018.

The Environmental Scan

As part of the strategic planning process, the City of Hamilton Health Department conducted a SOAR/C Analysis. The SOAR/C assesses strengths, opportunities, aspirations, results, and challenges as a way of looking for internal and external factors that will affect the Health Department’s future direction. A summary of themes from the SOAR/C Analysis are shown in the table below. This information provided the basis for identifying the health department’s mission, vision, values, strategic priorities, and goals. The strategic team considered information management and financial sustainability as priorities; however we felt public health education and strengthening our community relationships is vital to the health department’s sustainability. The City of Hamilton has a Finance Department that reviews the fiscal reports for all the departments as well as an Information Technology Department that handles daily operations of information management. Workforce development is important to the Health Department; therefore the strategic team decided increasing staff morale and increasing internal staff communication would be the best starting point for development.

Strengths	Opportunities
<ul style="list-style-type: none"> • Provide services to a wide range of people throughout the city; residents and businesses • Care for the community • Staff: hardworking, trained, educated, dedicated, committed to quality work • Supportive Board of Health 	<ul style="list-style-type: none"> • Accreditation • External communication to provide health education to the public • Prevention • Collaboration with community partners • Internal communication
Aspirations/Results	Internal Challenges
<ul style="list-style-type: none"> • Educate families to prevent infant mortality • To become accredited by the Public Health Accreditation Board (PHAB) • Provide more information on our website regarding public health to inform the community • Reward system for employees that do a great job 	<ul style="list-style-type: none"> • Funding • Maintain the current level of staff • Support from administration • Updating computers and programs
External Challenges	
<ul style="list-style-type: none"> • Increased drug sales/use • Collaboration between community partners to improve the health of the community • Accreditation • Sustainable resource development • Increased risk of disease • Unknown status of Affordable Care Act 	

Priority #1: Communication with Community Partners

Effective communication is a key component when working with the public by having a better understanding of the customer’s needs. Communication helps to build strong relationships with community partners. Also, communication will help improve staff morale by keeping all health department staff informed on daily operations and what each division of the health department is doing.

More detailed work plans can be found in Appendix A.

Goal #1: Increase Marketing

Goal #2: Regular Staff Meetings

Key Measure for Goal #1: Establish avenues of social media specific to the Health Department.

Key Measure for Goal #2: Monthly Health Department Staff Meetings

Objective for Goal # 1: To increase social media options by one by December 2020.

Objective for Goal #2: To establish and implement monthly department staff meetings once per month by December 2020.

Priority #1 Metrics	
2018	2020
Zero Social Media Pages	One post per month on a social media page or department website
Zero monthly staff meetings	Monthly staff meetings

Priority # 2: Sustainability & Prosperity

Sustainability and prosperity is a concept that reflects a comprehensive long-term vision for the community. Sustainability and prosperity represents a healthier, happier, more prosperous future. In order for our department to continue to be sustainable and prosperous, we plan to improve our staff morale and to strengthen the partnerships we have within the community.

Goal #1: Increase Staff Morale

Goal #2: Strengthen Community Partnerships

Key Measure for Goal #1: Staff satisfaction surveys

Key Measure for Goal #2: Membership with 2 new Community Partners

Objective for Goal #1: To establish and implement a staff nominated recognition program for the health department by December 2020.

Objective for Goal #2: By December 2020, the health department will increase membership with community partners by 2.

Priority #2 Metrics	
2018	2020
No staff recognition program	To have a staff recognition program
13 Community Partnerships	Increase by 2 new community partnerships

Priority #3: Health Education

Health education enhances the quality of life and improves the health of the population by preventing disease, illness and injury; protecting populations from health risks; and promoting healthy public policies, environments, and behaviors. The City of Hamilton Health Department believes health education is the key to implementing our vision which is working to protect, educate, and improve the health and well being of all Hamiltonians and all those who visit our city. We have incorporated the priorities of the Community Health Improvement Plan into this strategic priority to provide the department with detailed guidance on how to promote public health education on infant mortality, chronic disease, smoking cessation, and mental health and addiction. Our goal is to promote health education through online and in person community presentations.

Goal #1: Increase Health Education with the Community

Key Measure: Monthly Health Education presented to the Public

Objectives:

1. By December 2020, increase public health education by updating the health department website monthly with educational information
2. By December 2020, increase health education to community groups by one presentation per quarter by December 2020.

Priority #3 Metrics	
2018	2020
Zero updates are done to the website	Monthly updates to the website
6 presentations per quarter	Increase by 1 presentation per quarter

Tracking Our Performance

This plan will be reviewed annually by the strategic planning team and all changes will be approved by the Board of Health. All updates will be noted below. Reasons for any adjustments will be noted below.

Date of Review	Goal Changed	Objective Changed	Reason for Change

Appendix A

City of Hamilton Health Department Strategic Work Plan

Priority # 1: Communication with Community Partners			
Goal 1: Increase Marketing			
Key Measure(s): Establish avenues of social media specific to the Health Department			
Baseline: Zero social media pages, 1 non-active website			
Objective	Measure	Timeframe	Lead/Person Responsible
1.1: To increase social media options by 1 by December 2020	Baseline: Zero social media pages, 1 non-active website Target: One post per month on a social media page or website	Start: 01/26/2018 End: 12/31/2020	Kay Farrar, Director of Health
Action Steps:			
<ul style="list-style-type: none"> • Research fees and regulations regarding social media pages. • Work with the IT department to improve the health department website and establish how many followers/views the website receives. 			
Status:	Date	Update	

Priority # 1: Communication with Community Partners			
Goal 2: Regular Staff Meetings			
Key Measure(s): Monthly Health Department Staff Meetings			
Baseline: Zero monthly staff meetings			
Objective	Measure	Timeframe	Lead/Person Responsible
1.1: To establish and implement monthly department staff meetings once per month by December 2020	Baseline: Zero monthly staff meetings Target: Monthly staff meetings	Start: 02/01/2018 End: 12/31/2020	Kay Farrar, Director of Health
Action Steps:			
<ul style="list-style-type: none"> Send out a survey to staff regarding what day & time work best for them. The possible days & times are: the 3rd Monday of every month at 3pm, the 3rd Wednesday morning, and the 3rd Friday morning of every month. Review the results of the survey to determine the date & time for the monthly meeting. 			
Status:	Date	Update	

Priority # 2: Sustainability & Prosperity

Goal 1: Increase Staff Morale

Key Measure(s): Staff satisfaction surveys using survey monkey

Baseline: No staff recognition program

Objective	Measure	Timeframe	Lead/Person Responsible
1.1: To establish and implement a staff nominated recognition program for the health department by December 2020	Baseline: no staff recognition program Target: To have a staff recognition program	Start: 03/1/2018 End: 12/31/2020	Cindy Hogg, Environmental & Compliance Administrator

Action Steps:

- Create a name for the staff recognition program.
- Establish details of the staff recognition program.
- Create a staff satisfaction survey.
- Establish a committee to develop the staff recognition program.

Status:	Date	Update

Priority # 2: Sustainability & Prosperity			
Goal 2: Strengthen Community Partnerships			
Key Measure(s): Membership on 2 new Community Partners			
Baseline: 13 community partnerships			
Objective	Measure	Timeframe	Lead/Person Responsible
1.1: By December 2020, the health department will increase membership with community partners by 2	Baseline: 13 community partnerships Target: Increase by 2 new memberships	Start: 03/01/2018 End: 12/31/2020	Cindy Hogg, Environmental & Compliance Administrator
Action Steps:			
<ul style="list-style-type: none"> Decide which community partnerships we want to join. 			
Status:	Date	Update	

Priority # 3: Health Education

Goal 1: Increase Health Education with the Community

Key Measure(s): Monthly Health Education Presented to the Public
 Baseline: Zero updating to the website, 6 presentations per quarter

Objective	Measure	Timeframe	Lead/Person Responsible
1.1: By December 2020, increase public health education by updating the health department website monthly with educational information	Baseline: zero updating to the website Target: Monthly updates to the website	Start: 02/01/2018 End: 12/31/2020	Angie Getz, Administrative Specialist
1.2: By December 2020, increase health education to community groups by 1 presentation per quarter by December 2020	Baseline: 6 presentations per quarter Target: Increase by 1 presentation per quarter	Start: 02/01/2018 End: 12/31/2020	Amy Ellis, Public Health Nurse

- Action Steps:**
- Research other local websites along with the CDC to get ideas on what health education is being used.
 - Put food inspections on the website.
 - Update the website on a monthly basis with health education about infant mortality, chronic diseases (including Hepatitis), smoking cessation, and mental health and addiction.
 - Establish the Health Education Committee.
 - Internal training on updating the website.
 - Reach out to community groups about Health Education.

Status:	Date	Update

