

NOBLE COUNTY
—HEALTH DEPARTMENT—

Strategic Plan 2024-2026



Approved on

01/11/2024

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Mission Statement

To provide quality services that promote wellness, prevent disease, and plan a healthy future for our community.

Vision

To have a thriving community where residents achieve optimal health.

Values

Reliable- Dedicating ourselves to consistent and compassionate care

Excellent- Committing to high quality service

Service-minded- Willing to adapt to changes and find innovative solutions

Professional- Demonstrating caring attitudes by highly-skilled employees

Ethical- Conducting business with integrity and accountability

Collaborative- Enhancing relationships with our community partners

Taking care of our own- Ensuring services are available in, for and by our community.



Strategic Plan Team Members

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Record of Change Table

Date	Reviewed By	Brief Description of Changes Made	Page(s)
1-11-2024	Board of Health	Final approval of Plan	N/A

The Noble County Health Department (NCHD) Strategic Plan provides our staff, Leadership Team, Board of Health, and community partners with a planned approach and clear picture of what we will achieve. In addition to this report, a comprehensive, internal workplan has been developed that details the action steps, responsible party, and timeline for the objectives of each strategic priority.

If you are interested in receiving a copy of the workplan, please contact our office. Data will continually be collected so that we may measure our progress toward achieving our goals. Our goals and objectives may grow and evolve as we strive toward our vision to have a thriving community where residents achieve optimal health.

Strategic Priorities

Our strategic priorities were identified through a seven-phase approach to strategic planning. More detail regarding the process is presented later in this document. The strategic priorities and goal statements related to the priorities aim to support our mission *to provide quality services that promote wellness, prevent disease and plan a healthy future for our community.*

Strategic Priority #1: Environmental Health

Prioritize a workplan for enhancements that improves and creates new services in our Environmental Health program.

Strategic Priority #2: Workforce Development

Provide a competent workforce that is supported by developed policies.

Strategic Priority #3: Community Engagement Activities

Improve services and look for opportunities to expand and meet community needs.

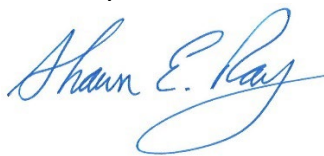
Dear Noble County Residents,

I am pleased to present to you the 2024-2026 Noble County Health Department Strategic Plan.

Health Department employees and Board of Health members participated in developing this plan that will guide the activities of our department during the next 3 years. Much thought went into this plan. It is truly comprehensive as results from the Community Health Assessment (CHA), the Community Health Improvement Plan (CHIP), surveys of staff, Board of Health Members and community partners were taken into consideration when determining the priority areas and action steps.

Our staff is committed to this plan, its implementation and evaluation. Collaboration among our staff and with our partners will be key as we work to achieve our goals. We are excited to move forward with this plan and our goal of achieving our mission, *"To provide quality services that promote wellness, prevent disease and plan a healthy future for our community."*

Sincerely,



Shawn E. Ray, MPH, REHS
Health commissioner



The Noble County Health Department (NCHD) has been in existence since 1920, and while there have been many changes in public health since then, the goal remains the same: *‘To provide quality services that promote wellness, prevent disease and plan a healthy future for our community.’* As an Ohio political subdivision, we serve over 14,166 Noble County residents and tenfold that number in our multi-county programs. The largest of which reaches 19 counties in Southeastern Ohio. These comprehensive programs require a substantial fiscal and human resources management capability. Equipped to meet this challenge, the NCHD employs 26 full-time employees (FTE’s) and 8 part-time or contract employees, (30 FTE’s). The Board of Health and Health Commissioner govern the agency. Since the 1980’s, Noble County residents have supported our mission by voting for a health department levy which is our primary funding source. In addition to the essential health services, NCHD implements 22 other programs and actively seeks programs as determined by the needs of our community.

The NCHD has extensive grant experience, continued capacity to adapt to change, capability in implementing multi-agency/county grants, prolonged fiscal stability and both current and historical proficiency in program implementation. For example, the NCHD has operated the Women, Infant Children Nutrition (WIC) grant since the early 70’s, and the Family Planning Clinic since 1969.

On November 4, 2022, the national Public Health Accreditation Board (PHAB) awarded the NCHD with “Accredited” status. This first-time recognition is the result of several years of work by the staff and community to reach this goal.

In summary, the NCHD has a proven history of effectively partnering, managing, and implementing the requirements of multiple public health programs for the benefit of our citizens.



In June 2023, the NCHD Accreditation staff met to begin the Strategic Planning process for the agency. With previous experience from outside consultants NCHD used the seven-phase approach to strategic planning. The timeline for the process was as follows:

June 2023

Phase 1: Plan to Plan

The Accreditation Team met to establish the strategic planning process and timeline for the project.

June 2023

Phase 2: Articulate Mission, Vision, Values

Input was obtained from staff, Board of Health (BOH) members, and key community members for the current mission, vision, and values (MVV) statements. The Accreditation Team members were charged with taking the input and considering the proposed MVV changes for staff and BOH approval. Staff BOH and community members provided input regarding the completion of the online SOAR (Strengths, Opportunities, Aspirations, Results, and Challenges) survey.

July 2023

Phase 3: Assess the Situation

An online SOAR survey was conducted with NCHD staff to determine internal strengths, opportunities, aspirations, results, and challenges. To ensure confidentiality, the SOAR survey was administered by an anonymous SurveyMonkey. A summary of themes from the SOAR analysis is in the next section of this document.

July 2023

Phase 4: Agree on Priorities

Once the Accreditation Team finalized changes to the MVV they were taken to the BOH for approval. The SOAR data was reviewed to identify common themes. The strategic plan priorities were selected, and goal statements related to those priorities were identified. A team was established to begin development of the strategic plan. Members of the team included staff from all divisions and levels: Health Commissioner, Director of Nursing, Environmental Health Director, Public Health Nurses, Epidemiologist, Accreditation Coordinator, Fiscal Officer, and other Leadership positions.

August thru November 2023

Phase 5: Write the Plan

The Accreditation Team met to develop the strategic plan. Through several meetings and homework required outside of the meetings, the team members worked to identify objectives and action steps for each of the chosen strategic priorities. At the monthly Board of Health meetings, work progress was shared and input from the Board was given in the writing of the plan.

January 11, 2024

The 2024-2026 NCHD Strategic Plan was approved by the Board of Health and presented to the employees.

January 2024 thru December 2026

Phase 6: Implement the Plan – Action Plan

The Accreditation Team, along with leadership and staff, will implement the actions steps of the workplan in an effort to reach the goals and objectives of the strategic plan.

January 2024 and Ongoing

Phase 7: Evaluate and Monitor the Plan

To ensure the efforts made to address the strategic priorities are effective and relevant, the plan will be continually evaluated and monitored. Revisions will be made if necessary.



The SOAR survey was distributed to NCHD staff, Board of Health members, and several community members, via Survey Monkey. The survey was sent by a staff person and a summary of common themes were identified. This information was used to help create the strategic priorities and goals for the Noble County Health Department.

STRENGTHS	OPPORTUNITIES
▪ We are responsive to the community's needs. ▪ We strive to collaborate with the community's agencies and institutions. ▪ We are local, neighbors helping each other for the betterment of the community as a whole. ▪ Family oriented, we bend over backwards to help people adjust to their work/life balance. ▪ We are very compassionate about improving and supporting our community. We always go above and beyond what is expected. Strong Team internally who support each other. ▪ Teamwork! Everyone collaborates and works well together. Knowledge, the variety of people makes for a very large knowledge base. Service, everyone is willing to go the extra mile for the clients! ▪ You are present and visible in the community. Your staff are knowledgeable and responsive. You offer a wide variety of services.	▪ Bettering our community overall health ○ Provide education and data on lifestyle medicine to get residents to understand the role our lifestyles play in our overall health ○ Help the mental health community ○ Drug Abuse Awareness, Prevention, Rehabilitation ○ Education regarding harm/risks of vaping in school age ○ The current population in Noble is aging and presents an opportunity for leadership in creating better ways to be Age friendly with community events, venues resources etc. ○ Management of chronic health conditions such as diabetes/hypertension/pain ▪ Collaboration & community Involvement ▪ Providing up to date/accurate health care information ▪ Health Educator (CEHS) that is specifically assigned the task of community engagement, awareness, and education (BCCP, WIC, HMG, EH, Infectious Disease etc..)

	▪ New technology will allow for communication with clients, improve department productivity, and improve client access of services
ASPIRATIONS	CHALLENGES
▪ Promoting healthy lifestyles ▪ Healthy eating education programs ▪ Advocate for investment into new fresh healthy food options ▪ Exercise in older populations ▪ Preventing and controlling disease ▪ Look into disease/s that seem to impact our community the most and find a way that the HD can help make an impact on reducing the risk or gather data to find the root cause. ▪ Reaching our youth ▪ Youth advisory board program ▪ Resources to give our children to do or work for ▪ Youth Mental Wellness (what's going on at home or broken homes). Breaking the bad cycles. ▪ Supporting expansion of overall health care services (dental, medical, school-based, mental health) ▪ Promoting/integrating primary care health/behavioral health. Reducing stigma of mental illness. Mental health is a healthcare need. ▪ Known for being involved in most or all of the community events (leading or assisting).	▪ Post COVID community perceptions/Public Trust ▪ Substance Abuse and the needed community resources to overcome. ▪ Increasing mental health concerns ▪ Obesity ▪ Retaining and hiring staff in a highly competitive market ▪ Upcoming Leadership Changes due to retirement ▪ As other community partners experience staffing turnovers, maintaining, and building collaboration. ▪ Community needs better clinical care here. ▪ Being able to remain current with the limited funds available and demands being placed on public health. ▪ Disease outbreaks from new and emerging ▪ Achieving the by in of citizens to integrate whole health habits, early screenings and immunizations into routine life to reduce risk of disease and disability.

To be the most respected, involved, caring organization in the State of Ohio. Have the attitude of what can we do better today and what do we do more than others to make this the best possible place to serve others and work. ▪ As people and programs change, we continue to live our value statement. We become even better at performance management, not only to meet our goals but to allow us to better manage employees in the hd and working remotely. Longer term, expand the building to i) larger professional meeting space, ii) room for more employees in a pleasant professional setting, iii) clinical growth?	
Results	Additional Comments
▪ Fewer Neonatal Abstinence Syndrome newborns ▪ For drug/alcohol theft and other police related activities may decline ▪ A documented reduction in substance abuse related accidents/violence/family displacements/deaths from one year to the next. ▪ New services provided, ▪ increased patient visits to FQHC or ▪ other after-hours care facility created. ▪ Lower obesity rates in our county ▪ Surveys demonstrating healthy lifestyle. ▪ The health in our community	▪ Health Educator, CEHS / Population Health Liaison to reach out to the community, stakeholders, partners for collaboration. – ▪ Performance Management & Quality improvement: learning and implementing the Clear Impact system for results-based accountability and scorecard capabilities for the opportunity to measure how well we are doing and where we need to improve. ▪ Every program we have, we have been proud to do it. COVID cut our services back. We must now refocus on what we are doing, increase our services, do something we are

increases based on the County health assessment that is completed by the state. ▪ We will have data to show results to our partners and community. ▪ Number of measurable performance measures we are tracking AND using. (Are we happy/Proud of the results?) ▪ Community surveys ▪ Number of new patients in their teens, seeking us out for RHWP help. ▪ Lower teen pregnancy lower STDs ▪ Improved client health outcomes, ▪ increasing number of clients in our programs, ▪ % of population vaccinated up to date ▪ An increase in children enrolled in early-childhood development	PROUD of!!! What makes you Proud?? ▪ I believe we have one of the best health departments in the State of Ohio. The staff is professional and truly cares for those in the community. ▪ You are making a difference. Keep up the great work!
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STRATEGIC PRIORITY #1: Environmental Health

The Noble County Health Department's Environmental Health Programs protect the health of the county through an array of programs by permitting/registration, inspection to standard, monitoring of environmental conditions, and enforcement of both state and local public health laws/rules. The purpose of this priority is to prioritize a workplan for Enhancements that improves our environmental health abilities to provide services in our many program areas while setting us up for new services/programs/regulatory requirements.

Goal Statement 1.1: Environmental Health Director transition and program capacity increase

Key Measure: Enhance the Environmental Health (EH) staff and provide a transition plan for the new EH director.

Objectives and Action Steps:

Objective #1: By June 30, 2024, rewrite new Environmental Health Position Descriptions to match our updated PHAB/PH Foundational Capabilities format.

- By April 2024 develop "Essential Duties and responsibilities.
- By April 2024 develop "Leadership and Public Health Core Competencies".
- By May 2024 compile final position description.
- By June 2024 review with staff person, obtaining signatures on final document.

Objective #2: By January 31, 2024, create a checklist for Environmental Health Director transition.

- By September 2023 review position description of EH Director job duties.
- By November 2023 create a standard template documenting high level actions, timelines, and where info is saved on NCHD server.
- By January 2024 folder is created on server for storing EH Director transition items.

Goal Statement 1.2: Environmental Health Programs Operational Quality Improvements

Key Measure: Enhance Environmental Health program efficiency through improved policies and procedures.

Objectives and Action Steps:

Objective #1: Incorporate EH Administrative Assistant into more office processes.

- By January 2024 identify workflows conducive to Administrative Assistant abilities.
- By February 2024 document procedures.
- By March 2024 train all EH staff on workflows, calendar schedules etc..
- By April 2024 implement administrative assistant roles.

Objective #2: Improve program checklist for each function (e.g., how to do transmittals)

- By April 2024 identify list of functions.
- By July 2024 create standard formatting for checklist for each function.
- By December 2024 create checklist for each function.

Objective #3: Update, review, or create a policy or procedure for each EH program by December 2024.

- By February 2024 identify list of Programs and prioritize which programs to start writing.
- By March 2024 create standard formatting for policy & procedures.
- By May 2024 obtain training on the difference between regulation, policy versus procedure.
- By July 2024 obtain samples from other LHDs and ODH.
- By October 2024 draft policy & procedures (P&P), seek feedback from ODH.
- By December 2024 obtain NCHD Board approval on policy.

Objective #4: Improve "PH Complaints" record keeping and evaluate trends, and patterns.

- By May 2024 train on Accela EH Software "Complaint" module usage.
- By July 2024 document all complaints received, investigations related, and follow-up.
- By December 2024 utilize module to run reports on community trends and patterns.

Objective #5: Write Enforcement Policies for Mandated Programs (consider incorporating to P&P for each program.)

- By September 2024 create standard formatting for enforcement policies.
- By November 2024 obtain samples from other LHDs and ODH.
- By January 2025 draft enforcement policy, seek feedback from ODH for campground program, pool program and sewage program.

Goal Statement 1.3: Sewage Program FOCUSED Operational Quality Improvements

Key Measure: Improve sewage program operations and establish an updated fee schedule to align with ODH rules.

Objectives and Action Steps:

Objective #1: Sewage treatment systems (STS) policy to include enforcement.

- By June 2024 create permit procedures.
- By June 2024 create soils evaluation procedures.
- By July 2024 create design/layout procedures.
- By July 2024 create final inspection procedures.
- By August 2024 create as-built drawing procedures.
- By September 2024 create 12-month inspection procedures.
- By November 2024 create complaint, failing system, enforcement procedures.

Objective #2: Sewage Treatment Systems (STS) Operation & Maintenance (O&M) Policy.

- By January 2024 obtain samples from other LHDs and ODH.
- By July 2024 strategize as to incremental implementation for pre-2015 STS.
- By June 2025 pre-2015 Community Feedback Sought.

Objective #3: Update, review, or create a policy or procedure for each EH program.

- By February 2024 identify list of Programs and prioritize which programs to start writing.
- By March 2024 create standard formatting for P&P.
- By May 2024 obtain training on the difference between policy versus procedure.
- By July 2024 obtain samples from other LHDs and ODH.
- By October 2024 draft policy & procedure seek feedback from ODH.
- By December 2024 obtain NCHD Board Approval on policy.

Objective #4: Modernize STS identifying data points.

- By August 2024 join the Engineer Offices GIS licensing and start training
- By December 2024 implement training providing GIS points at all sewage treatment systems in Noble County
- By May 2025 incorporate GIS into all records and consider connection to Auditor's Parcel Numbers

STRATEGIC PRIORITY #2: Workforce Development

Employees of the Noble County Health Department are productive, competent, and confident in their immediate roles and have the ability to serve in the public health role at large. We utilize our current resources and technology to full potential, allowing us to expand services to best meet community needs. We are compliant with all program and accreditation requirements. We have ongoing training and development to increase quality of service and delivery. The NCHD Quality Improvement Plan calls for active professional/educational development to decrease stress, increase productivity, and capitalize on employee strengths. Job descriptions are current and reflect the expectations and skills required for all positions.

Goal Statement 2.1: Health Commissioner transition responsibilities and teaching.

Key Measure: ORC 3709.11 Appointment of health commissioner- The board shall appoint a health commissioner...the person appointed as commissioner shall be a licensed physician, licensed dentist, a licensed veterinarian, licensed podiatrist, licensed chiropractor, or the holder of a master's degree in public health.

Objectives & Action Steps:

Objective #1: Implement a monthly 1-hour mentoring education session between Health Commissioner and Deputy Health Commissioner concerning roles and current duties of Health Commissioner

- By April 30, 2024, conclude the set monthly mentoring sessions.
- By April 30, 2024, conclude the regular education session at the Leadership Team meetings on the current roles & procedures around: Board of Health and DAC meetings/involvement, financial systems, Human Resources, Health Department Legal, Grants & Contracts.
- By April 30, 2024, include Deputy Health Commissioner in regional and state meetings.

Objective #2: Document specific procedures for task the HC currently performs.

- By April 30, 2024, using a standard template, document high level actions, timelines, and where report/license/etc.
- By April 30, 2024, folder is created on server that HC & Dep. HC can access and store these items and all things Health Commissioner.

Objective #3: Health Commissioner's Technology systems access transitioned to appropriate staff or deleted.

- By April 30, 2024, develop a comprehensive list of software applications, Internet addresses, Log-in & passwords, and application purpose.

Goal Statement 2.2 Provide a competent Public Workforce

Key Measure: Implement professional development plan

Objective and Action Steps:

Objective #1: Include organization and discipline specific competencies in job descriptions.

- By December 1, 2024, research industry job descriptions, develop job action sheets, rewrite job descriptions to include Public Health Competencies and include new job descriptions on annual review.
- By December 1, 2024, consistently complete the section of the performance evaluation that includes employee goals and ideas to achieve them, and revise policy to include formation of professional development goals as part of annual review process.

Objective #2: Enhance professional development for all staff.

- By November 30, 2024 establish a unified system of tracking training requirements.
- By November 30, 2024 annually review/update professional development training plan for the agency.
- By November 30, 2025, develop training and curriculum plan for Public Health as a whole and program level requirements.

Goal Statement 2.3: Onboarding Enhancements

Key Measure: New onboarding tracking log for all new hires

Objectives & Action Steps:

Objective #1: Formalize new employee onboarding process.

- By January 30, 2024, develop a list of standardized trainings (ie. history of public health, confidentiality, customer service, ethics).
- By June 30, 2024, develop tracking log per position of all training required (standardized and job specific).
- By November 30, 2024, formalize employee onboarding process.
- By January 30, 2025, provide time in the schedule for the new hire to read policies and complete necessary trainings.

Goal Statement 2.4: Enhance Strategic systems and strategic thinking/knowledge (use language used below and definition)

Key Measure: Implement continuous PM & QI training

Objectives & Action Steps:

Objective #1: Implement continuous PM & QI training for all staff.

- By August 1, 2025, research available PM & QI training materials
- By June 1, 2025, identify comprehensive PM & QI training materials.
- By June 1, 2025, include training for new employees.
- By June 1, 2025, develop a continuous training plan for all employees.
- By June 1, 2025, implement training plan.

STRATEGIC PRIORITY #3: Community Engagement Activities

In order to engage the community, NCHD continues to improve services and look for opportunities to expand and meet community needs. Along with maintaining an array of programs, it is imperative to operate them efficiently and effectively. As community needs change, we continue to secure new funding and partnerships geared toward community activities.

Goal Statement 3.1: Facility Enhancements

Key Measure: Facility provides for easier handicap access, curbside services are safer and better protected from hazardous weather, building ingress and egress is safer, and storage or equipment, supplies and files increased and better protected.

Objectives and Action Steps:

Objective #1: Building addition to current Health Department building

- By March 2024 award contract to general contractor for projects: covered portico, handicapped entrance doors, southside sidewalk addition, exterior enhanced lighting and flagpole replacement, lighted business sign with message board, storage building construction/ building addition for meeting room.
- By April 15, 2024, general contractor begins construction.
- By September 30, 2024 construction will be completed.

Objective #2: Electronic signage in front of building

- By April 30, 2024, acquire quotes for front signage.
- By June 2024, design/installation firm will be selected to plan and supervise construction.
- By July 2024, design selected, and funding secured.
- By September 2024 signage will be built and fully functional.

Objective #3: Improve confidentiality by way of noise cancellation on the main floor of the Health Department and install overhead speaker throughout the building.

- By November 2024 research options for noise cancellation for upstairs offices/ patient rooms and overhead speaker systems.
- By January 2025 secure funding to purchase noise cancellation items and overhead speaker system.
- By March 2025 order and installation of noise cancellation items and overhead speaker.

Objective #4: Increase Wi-Fi availability outside of Health Department.

- By July 2024 research Wi-Fi boosters compatible with our current system.
- By August 2024 secure funding to purchase Wi-Fi boosters.
- By October 2024 install Wi-Fi boosters for the front and back of Health Department.

Goal Statement 3.2: Provide new and improved services to a broader range in the community while decreasing Health Department stigma.

Key Measure: Increase program options that don't require income eligibility and improve relationships with community groups.

Objectives and Action Steps:

Objective #1: Increase knowledge of health department services while decreasing stigma of NCHD.

- By March 2026, survey community on the knowledge and perceptions of NCHD programs.
- By May 2026, analyze results from community survey.
- By June 2026, research and engage with community members of how to increase knowledge of NCHD programs and decrease stigma that programs offered are only by income guidelines.
- By October 2026, implement strategies to promote inclusivity of NCHD programs.

Objective #2 Work with other community organizations to provide new programs.

- By June 2026, meet with Noble County Wellness Coalition to create a community walking club.
- By July 2026, community walking club formed and promoted out to the county.
- By August 2026, Wellness Coalition, NCHD and other involved organizations hold their first walking club event.

Noble County Health Department's Strategic Plan priorities will be updated on a quarterly basis by the individuals or agencies that are working on these priorities. Strategies, responsible agencies, and timelines will be reviewed at the end of each year. As this Strategic Plan is a living document, edits and revisions will be made accordingly. The tracking of progress these priorities will be documented in the 2024-2026 Strategic Plan Report spreadsheet. This report spreadsheet can be completed at all future meetings, keeping the committee on task and accountable. This progress report may also serve as meeting minutes.

Contact Us

For more information about any of the agencies, programs, and services described in this report, please contact:

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