Noble County
Health Department
Strategic Plan 2017-2020
**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

Shawn Ray, RS, MPH, Health Commissioner
Shari Rayner, BSN, RN, Director of Nursing
Kirby Moore, RS, Director of Environmental Health
Amy Murphy, BSN, RN, Regional Epidemiologist
Susan Haas, BSN, RN, BCCP Lead Case Manager
Samantha Hesson, Accreditation Coordinator
Angie Feldner, RN, Clinical Services Team Leader
Jolene Williamson, Help ME Grow, EI Team Leader
Belinda Powell, BSN, RN, Home Health
Mark Johnson, Fiscal Officer/ PHEP Coordinator
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Introduction

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 details 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: Information Technology
Increase utilization of current software and increase security

Strategic Priority #2: Public Awareness and Branding
Build awareness of services and create new branding strategy

Strategic Priority #3: Workforce Development
Provide a competent workforce that is supported by developed policies

Strategic Priority #4: Programs and Services
Remain fiscally sound in three program areas and add programs to address community health priorities
Dear Noble County Residents,

I am pleased to present to you the 2017-2020 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 and it is truly comprehensive as results from the Community Health Assessment (CHA), the Community Health Improvement Plan (CHIP) and 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,

[Signature]

Shawn E. Ray, RS, MPH  
Health commissioner
Agency Overview

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 14,645 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 23 full-time employee’s (FTE’s) and 13 part-time or contract employees, (31 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 17 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 Child and Family Health Services grant and Family Planning Clinic since 1969. The NCHD is one of only ten health departments in the state of Ohio who still operates a Home Health Agency which has been around since 1966.

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 2017, the NCHD staff met to begin the Strategic Planning process for the agency. Outside consultants from the Ohio State University (OSU) Center for Public Health Practice facilitated the seven-phase approach to strategic planning. The timeline for the process was as follows:

**June 2017**

*Phase 1: Plan to Plan*

The Accreditation Team consulted with the OSU Center for Public Health Practice representatives to establish the strategic planning process and timeline for the project.

**June 2017**

*Phase 2: Articulate Mission, Vision, Values*

NCHD Accreditation Team participated in a webinar facilitated by OSU Center for Public Health Practice to introduce the strategic planning process. Input was obtained from staff and Board of Health (BOH) members for the mission, vision and values (MVV). The Accreditation Team members were charged with taking the input and drafting the proposed MVV for staff and BOH approval. Staff was instructed regarding the completion of the online SOAR (Strengths, Opportunities, Aspirations, Results, and Challenges) survey.

**July 2017**

*Phase 3: Assess the Situation*

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

**July 2017**

*Phase 4: Agree on Priorities*

Once the Accreditation Team finalized 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 October 2017**

*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.

**November 9, 2017**

The 2017-2020 NCHD Strategic Plan was approved by the Board of Health and presented to the employees.

**Fall 2017 thru 2020**

*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 2018 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 via Survey Monkey. The survey was sent by the Ohio State University Center for Public Health Practice 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.

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<tr>
<th><strong>STRENGTHS</strong></th>
<th><strong>OPPORTUNITIES</strong></th>
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<tbody>
<tr>
<td>▪ Service to the community</td>
<td>▪ Grant opportunities</td>
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<td>▪ Professional staff</td>
<td>▪ Expand screening and vaccine services</td>
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<td>▪ Financially stable</td>
<td>▪ Accreditation</td>
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<td>▪ Locally controlled and administered</td>
<td>▪ Marketing and presence in the community</td>
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<td>▪ Collaboration/partnerships</td>
<td>▪ Serving the aging population</td>
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<td>▪ Dedicated, educated and caring staff</td>
<td>▪ Educational trainings</td>
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<td>▪ Teamwork</td>
<td>▪ Social media presence</td>
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<td>▪ Willingness to start new programs</td>
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<td>▪ Professional</td>
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<td>▪ Positive image</td>
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<td>▪ Diversity of services</td>
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<td>▪ Strong leadership</td>
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<table>
<thead>
<tr>
<th><strong>ASPIRATIONS/RESULTS</strong></th>
<th><strong>CHALLENGES</strong></th>
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<tbody>
<tr>
<td>▪ Accredited</td>
<td>▪ Funding changes</td>
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<td>▪ Improved electronic records</td>
<td>▪ Opiate epidemic</td>
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<td>▪ Stabilization of grants</td>
<td>▪ Technology/social media</td>
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<td>▪ Decrease opioid usage in our county</td>
<td>▪ Staff limitations</td>
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<td>▪ Mobile unit</td>
<td>▪ Health care reform/changes</td>
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<td>▪ Complete client care</td>
<td>▪ Accreditation approval</td>
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<td>▪ Engaged community members</td>
<td>▪ Office space</td>
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<td>▪ Partnerships with other agencies</td>
<td>▪ Grant requirements</td>
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<td>▪ Expand education programs</td>
<td>▪ Lack of resources</td>
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STRATEGIC PRIORITY #1: INFORMATION TECHNOLOGY (IT)

The NCHD is a central location for the delivery of public health services to Noble County. Information Technology plays a vital role to ensure that our internal and programmatic operations are efficient, effective and result in positive outcomes for the agency and the community. The knowledge and expertise of software programs, the security measures in place for data protection and the ability to maintain dedicated IT support ensures our staff functions as a productive team and communicates effectively in their daily work. We support ongoing training and development opportunities to provide our staff with the knowledge, skills and abilities to meet the public health needs of Noble County.

Goal Statement 1.1: Increase the utilization of the software programs currently available to and in use by the Noble County Health Department

Key Measure: Provide appropriate software training that is modeled toward employee needs

Objectives and Action Steps:

Objective #1: Reassign Skill-Soft training user access to increase participation to ten users
- By January 2018 create new User ID’s
- By March 2018 select and assign appropriate software learning courses to users
- By July 2018 assign each user course completion due dates at their annual evaluation

Objective #2: Obtain 2 tablets for E-clinical electronic medical records and set-up a wireless access point
- By November 2017 identify software specification requirements for tablets and wireless access point
- By December 2017 research devices that meet the identified specifications
- By February 2018 select the most efficient and cost-effective product from those researched
- By May 2018 procure financing, purchase the product and implement the software
**Goal Statement 1.2:** Increase the utilization of IT security software

**Key Measure:** Health Department computers will have Antivirus/Malware/Ransomware software installed

**Objectives and Action Steps:**

**Objective #1: Purchase and install software on all computers**
- By January 2018 identify needs and requirements for Antivirus/Malware/Ransomware software
- By January 2018 research software available and capable of meeting the needs identified
- By March 2018 select the most efficient and cost-effective product from those researched
- By December 2018 procure financing, purchase the product and implement the software

**Goal Statement 1.3:** Seek and obtain dedicated service of high level IT support

**Key Measure:** Signed contract with IT support Vendor

**Objectives and Action Steps:**

**Objective #1: Contact two to three IT support vendors and request quotes for IT service to review**
- By October 2018 identify the IT support needs of the health department and the responsibilities that an IT support vendor would be tasked with
- By January 2019 research vendors capable of meeting the needs and requirements identified
- By March 2019 request support service quotes from selected vendors, then review and analyze each quote

**Objective #2: Have a signed service contract with an IT support company in place**
- By May 2019 utilize the support service quotes received to select the most cost-effective IT support vendor that meets all the requirements
- By June 2019 obtain a signed IT support service contract
STRATEGIC PRIORITY #2: PUBLIC AWARENESS and BRANDING

Public awareness is a key component to communicating the services provided at the NCHD. The community must be informed of our services and the benefits of utilizing the NCHD. In conjunction with increasing the community’s awareness, a new branding strategy needs to be implemented. Branding is a set of communication methods that help create a unique identity that is easily recognizable to our community. A consistent and thorough branding strategy will ensure a lasting impression in our community and serve as a minder of our quality and value.

Goal Statement 2.1: Implement new branding strategy for health department

Key Measure: Use a common logo to communicate the health department’s brand

Objectives & Action Steps:

Objective#1: Create new branding strategy by March 1, 2018

- By November 2017 a consultant will be chosen to create logo design
- By December 2017 the Accreditation Team will meet with the consultant to provide characteristics and qualities that describe our health department
- By January 2018 the consultant will provide draft logo design for review by the Accreditation Team
- By January 2018 all health department staff will view the draft logo and provide feedback
- By February 2018 the Accreditation Team will select the final design

Objective #2: Create awareness of new health department logo

- By March 2018 research and select methods of marketing the new health department branding strategy
- By April 2018 develop a health department branding policy
- By April 2018 the final logo design will be presented to health department staff and training on the importance of its meaning and use according to policy
- By June 2018 communicate the brand in a targeted reminder to our community
Goal Statement 2.2: Enhance social media presence

Key Measure: Current information on social media sites

Objectives & Action Steps:

Objective #1: Each program will have one post on current social media per quarter during fiscal year 2018
   • By December 2017 a calendar of assigned months will be developed
   • By December 2017 create a dissemination plan

Objective #2: Add one more social media account for the health department by 2019
   • By February 2018 research other social media platforms
   • By March 2018 choose social media platform to utilize
   • By April 2018 select a system administrator to control and update new social media account

Objective #3: Health department website will be redeveloped to meet PHAB criteria by fiscal year 2018
   • By May 2018 identify PHAB criteria that must be included on website
   • By July 2018 research programs to utilize for website development
   • By September 2018 choose design based on PHAB criteria and Branding Strategy
   • By June 2018 assign website manager

Goal Statement 2.3: Increase community’s knowledge on health department’s role and value

Key Measure: Implement two new awareness strategies

Objectives & Action Steps:

Objective #1: Define services that address public health issues
   • By January 2018 identify PHAB criteria relevant to the distribution of information to the public
   • By January 2018 research best practices
   • By April 2018 select a system administrator to control and update new social media account
Objective #2: Provide information to the public on a different health department service each month

- By January 2018 develop a calendar of assigned months
- By January 2018 create a dissemination plan
- By January 2018 implement plan
STRATEGIC PRIORITY #3: 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 3.1: Develop policies to support a productive workforce

Key Measure: Board-approved policies are in place

Objectives and Action Steps:

Objective #1: Update Employee Handbook
- By November 2019 recruit intern to review handbook
- By August 2019 feedback from intern is presented to management team
- By April 2020 management team will review feedback and select necessary updates
- By July 2020 updates will be presented to board for approval

Goal Statement 3.2: Assess employee satisfaction.

Key Measure: Conduct and analyze employee satisfaction survey

Objectives and Action Steps:

Objective #1: Review industry related examples and create an employee satisfaction survey
- By June 2020 research industry employee satisfaction surveys
- By August 2020 develop own survey

Objective #2: Staff completes employee satisfaction survey
- By November 2020 inform staff of survey
- By November 2020 distribute survey
- By January 2021 analyze survey results
Goal Statement 3.3: Provide a competent Public Health Workforce

Key Measure: Implement professional development plan

Objectives and Action Steps:

Objective #1: Update all job descriptions to reflect the relations of the core competency with the performance elements of the position
- By July 2018 research industry job descriptions
- By August 2018 select format for job descriptions
- By December 2018 write job descriptions

Objective #2: All employees have individual professional development plans as part of annual performance review process
- By September 2018 research industry professional development plans
- By December 2018 select format for professional development plans
- By January 2019 write professional development plans
**STRATEGIC PRIORITY #4: PROGRAMS and SERVICES**

In order to maintain public health services, NCHD continues to improve quality 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 public health priorities.

**Goal Statement 4.1:** Operate at or above cost in Help Me Grow (HMG), Home Health (HH), and Clinic

**Key Measure:** Implementation of utilization review protocol in three program areas

**Objectives and Action Steps:**

**Objective #1: To develop utilization review/cost effectiveness protocol in HMG, HH and Clinic by end of fiscal year 2018**

- By August 2017 identify program key measures
- By October 2017 research other facility protocols
- By October 2017 develop protocol

**Goal Statement 4.2:** Enhance and or add programs to address community health priorities identified in the CHA/CHIP (such as heart disease and obesity, mental health and drug dependency.)

**Key Measure:** To secure new funding source/partnership that is geared toward community health priorities

**Objectives and Action Steps:**

**Objective #1: Secure funding source/partnerships and/or enhance services geared toward community health priorities identified in the CHA/CHIP by 2020**

- By August 2017 research funding/partnerships
- By August 2017 identify funding to enhance services
- By August 2017 select funding/partnerships geared toward community health priorities
Objective #2: Implement strategies to reduce the drug abuse crisis and its public health effects in our community

- By December 2017 continue to collaborate and provide leadership in Noble County C.A.R.E.S, a community coalition focused on the drug crisis
- By December 2017 research, with community input from C.A.R.E.S., harm reduction strategies that could be implemented
- By January 2019 select harm reduction strategy to implement
- By June 2019 implement harm reduction strategy
## Strategic Priority #1 Information Technology

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<thead>
<tr>
<th>Goal 1.1</th>
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<tr>
<th>Goal 1.2</th>
<th>Objective #1: Obtain 2 tablets for E-clinical electronic medical records and set-up a wireless access point</th>
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<th>Goal 1.3</th>
<th>Objective #1: Contact two to three IT support vendors and request quotes for IT service to review</th>
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<td></td>
<td>Identify the IT support of the health department and the responsibilities that an IT support vendor would be tasked with</td>
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<td>Request support service quote from selected vendors, then review and analyze each quote</td>
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**Objective #2 Have a signed service contract with an IT support company in place**

| Utilize the support service quotes received to select the most cost-effective IT support vendor that meets all the requirements |
| Obtain a signed IT support service contract |

**Strategic Priority #2 Public Awareness and Branding**

**Goal 2.1**

**Objective #1 Create new branding strategy by March 1, 2018**

| A consultant will be chosen to create logo design |
| The Accreditation Team will meet with consultant to provide characteristics and qualities that describe our health department |
| The consultant will provide draft logo design for review by the Accreditation Team |
| All NCHD staff will view the draft logo and provide feedback |
| The Accreditation Team will select the final design |

**Objective #2: Create awareness of new health department logo**

| Research and select methods of marketing the new health department branding strategy |
| Develop a health department branding policy |
| The final logo design will be presented to NCHD staff and training on the importance of its meeting and use according to policy |
| Communicate the brand in a targeted manner to our community |
### Goal 2.2

**Objective #1** Each program will have one post on social media per quarter during fiscal year 2018

- A calendar of assigned months will be developed
- Create dissemination plan

**Objective #2:** Add one more social media account for the health department by 2019

- Research other social media platforms
- Choose a social media platform to utilize
- Select system administrator to control and update new social media account

**Objective #3** Health department website will be redeveloped to meet PHAB criteria by fiscal year 2018

- Identify PHAB criteria that must be included on website
- Research programs to utilize for website development
- Choose design based on PHAB criteria and Branding Strategy
- Assign website manager

### Goal 2.3

**Objective #1:** Define services that address public health issues

- Identify PHAB criteria relevant to the distribution of information to the public
- Research best practices

- Select a system administrator to control and update new social media account

**Objective #2:** Provide information to the public on a different health department service each month

- Develop a calendar of assigned months
- Create a dissemination plan
**Implement Plan**

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<th><strong>Strategic Priority #3: Workforce Development</strong></th>
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<tr>
<td><strong>Goal 3.1</strong></td>
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<tr>
<td><strong>Objective #1: Update Employee Handbook</strong></td>
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<tr>
<td>Recruit intern to review handbook</td>
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<td>Feedback from intern is presented to management team</td>
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<td>Management team will review feedback and select necessary updates</td>
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<td>Updates will be presented to BOH for approval</td>
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<td><strong>Goal 3.2</strong></td>
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<td><strong>Objective #1: Review industry related examples and create an employee satisfaction survey</strong></td>
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<td>Research industry employee satisfaction survey</td>
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<td>Develop own survey</td>
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<td><strong>Object #2: Staff completes employee satisfaction survey</strong></td>
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<td>Inform staff of survey</td>
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<td>Distribute survey</td>
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<tr>
<td>Analyze survey results</td>
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<tr>
<td>Research industry professional development plans</td>
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Select format for professional development plans

Write professional development plans

Strategic Priority #4 Programs and services

**Goal 4.1**  
**Objective #1: To develop utilization review protocol in three program areas**
- Identify program key measures
- Research other facility protocols
- Develop protocol

**Goal 4.2**  
**Objective #1: Secure new funding source/partnership and/or enhance services geared toward community health priorities identified in the CHA by 2020**
- Research funding/partnerships
- Identify funding to enhance services
- Select funding/partnerships geared toward community health priorities

**Objective #2: Implement strategies to reduce the drug abuse crisis and its public health effects in our community**
- Continue to collaborate and provide leadership in Noble County C.A.R.E.S, a community coalition focused on the drug crisis
- Research, with input from C.A.R.E.S, harm reduction strategies that could be implemented
- Select harm reduction strategy to implement
- Implement harm reduction strategy