



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

**Trumbull County**



# ***Trumbull County Combined Health District Strategic Plan 2021 – 2026***

Adopted on: 8-18-2021

Amended on: 5-22-2024

# Trumbull County Combined Health District

## Strategic Plan 2021 – 2026

### Strategic Planning Committee:

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- Kathy Salapata – Board of Health member
- Greg Dubos – Board of Health member
- Frank Migliozi, MPH, REHS, - Health Commissioner
- Sandy Swann, RN, BSN, - Director of Nursing
- Kris Wilster, MPH, REHS, - Director of Environmental Health
- Dan Bonacker, MPH, EHSIT, - Accreditation Coordinator
- Johnna Ben – Administrative Coordinator
- Dan Dean, MBA, - IT Specialist/Fiscal Officer
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# **Trumbull County Combined Health District**

## **Strategic Plan 2021 – 2026**

### **Table of Contents**

| <b><u>Subject Matter</u></b>                                                          | <b><u>Page</u></b> |
|---------------------------------------------------------------------------------------|--------------------|
| Introduction                                                                          | 4                  |
| Definitions and Acronyms                                                              | 5                  |
| Strategic Planning Process                                                            | 5,6,7              |
| Mission, Vision, and Values                                                           | 8                  |
| The “Ten Essential Public Health Services”                                            | 9,10               |
| S.W.O.C. (Strengths, Weaknesses, Opportunities, and Challenges) Analysis              | 11                 |
| Key Support Functions                                                                 | 12                 |
| External Trends, Events, and Factors Impacting Community Health                       | 13                 |
| Setting the Strategic Priorities into Action and Developing Implementation Strategies | 14                 |
| Strategic Priority 1 with Goal and Objectives (Marketing and Promotion)               | 15                 |
| Strategic Priority 2 with Goal and Objectives (Collaboration with Stakeholders)       | 16                 |
| Strategic Priority 3 with Goal and Objectives (Decrease Morbidity and Mortality)      | 17                 |
| Strategic Priority 4 with Goal and Objectives (Finance)                               | 18                 |
| Strategic Priority 5 with Goal and Objectives (Workforce Development)                 | 19,20              |
| Linkages with Existing Plans                                                          | 21                 |
| Monitoring Component                                                                  | 22                 |
| <b><u>Appendices:</u></b>                                                             | 23                 |
| Appendix A: Strategic Planning Timeline                                               |                    |
| Appendix B: Naccho Worksheets                                                         |                    |
| Appendix C: Surveys (Strategic Planning, and Mission, Vision, and Values)             |                    |
| Appendix D: Strategic Planning Meetings (Sign-In Sheets, Minutes, Agendas, Etc.)      |                    |
| Appendix E: Supportive Documentation, Affinity Diagrams, Etc. (If requested)          |                    |

## **Introduction**

The Trumbull County Combined Health District is an accredited, decentralized, and locally governed health district located in Warren Ohio, serving what is considered to be a medium sized population of roughly (198,000). The health district is overseen by a local board of health consisting of seven current members. These members are appointed by various means including contract, licensing council appointment, and district advisory council appointment.

The current Strategic Plan was initiated and commissioned in October 2019, following the expiration of the previous strategic plan. Unfortunately, the endeavors to create the current strategic plan were temporarily interrupted and held over due to the Covid-19 pandemic and the transition of the health district into its COOP to meet the needs of such in the first quarter of 2020 and continued until June of 2021, when most of the emergency pandemic public health orders issued by the Ohio Department of Health were rescinded and (or) lifted, allowing for the process to fully resume.

The reasoning behind the development of a strategic plan is multifaceted. By Public Health Accreditation Board standards and measures, the purpose of a strategic plan is to:

- Describe what the health department plans to achieve in the next 3 to 5 years,
- Provide guidance for decision making, strategy setting, priority setting, and taking action
- Focus on the activities and programs of the health department, not the broad community.

The Trumbull County Combined Health District recognizes these standards and measures, and is fully committed to maintaining accreditation while also providing its internal stakeholders with the most concise and accurate roadmap as to what the health department aspires to attain, how we will attain what is identified, and how the progress and success of those attainments will be quantified. Furthermore, this approach will assist the organization in moving forward with its efforts to provide and sustain high-quality public health services that safeguard and enhance both the lives and health of all Trumbull County residents, while also fostering a sense of collaboration, inclusion, and equity.

The following strategic plan highlights five distinct priorities that fully align and coincide with our current Quality Improvement Plans, Workforce Developments, and Performance Management system. They are:

1. Marketing and Promotion,
2. Collaborating with other Stakeholders,
3. Decreasing Morbidity and Mortality,
4. Finance,
5. And, Workforce Development.



## **Definitions and Acronyms**

The following is a list of several acronyms and the corresponding definition. This portion of the strategic plan serves merely as point of reference or guide when reading the strategic plan and inquiring regarding the acronym encountered: They are:

- **TCCHD** – Trumbull County Combined Health District
- **CHA** – Community Health Assessment
- **CHNA** – Community Health Needs Assessment
- **SES** – Socio-Economic Status
- **CHC** – Creating Healthy Communities
- **OFR** – Overdose Fatality Review
- **Q.I.** – Quality Improvement
- **IT** – Information Technology
- **CARES** – Coronavirus Aid, Relief, and Economic Security
- **ODH** – Ohio Department of Health
- **BOH** – Board Of Health
- **NACCHO** – National Association of County & City Health Officials
- **TUPCP** - Tobacco Use Prevention and Cessation Program
- **PHNCI** – Public Health National Center for Innovations.
- **CDC** – Centers for Disease Control
- **S.W.O.C.** – Strengths, Weaknesses, Opportunities, Challenges
- **PHAB** – Public Health Accreditation Board
- **COOP** – Continuity Of Operations Plan
- **SDOH** – Social Determinant Of Health
- **FQHC** – Federally Qualified Health Center
- **CHIP** – Community Health Improvement Plan
- **PSE** – Policy, System, Environment changes

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## **Strategic Planning Process**

The development of this strategic plan was initiated in October of 2019. The process began with the formulation of the strategic planning committee which is comprised primarily of our administrative team. The administrative team encompasses members from every division of the TCCHD which includes Management, Environmental services, Nursing services, IT, Finance, Grants, Health Education, Clerical, and BOH members. This committee chose and adopted the *NACCHO: Developing a Local Health Department Strategic Plan: A How-To Guide* as the modality to be used throughout all facets of the strategic planning process. This modality offered a substructure with worksheets that assisted the committee in following the guide and developing the strategic plan. All worksheets are attached to the appendix as reference. The strategic planning committee met over a cumulative 5-month period with 10 meetings to produce this strategic plan. The following is a brief synopsis of those 10 meetings.



**1. Meeting #1 (October 2019):**

- Overview of the Strategic Planning Purpose & Process occurred where the following worksheets were completed:
  - Assessing Readiness for Strategic Planning (Worksheet #1)
  - Identify and Analyze Stakeholders (Worksheet #2)
  - Assess Data Needs (Worksheet #3)
- The committee reviewed the stakeholder mission, vision, and values survey questions and established survey timeline.
- The committee also reviewed, discussed, and amended the proposed strategic plan survey instrument that was to be disseminated to identified stakeholders. The strategic plan survey was released for participation after the meeting.

**2. Meeting #2: (October 2019):**

- The committee reviewed the current Mission, Vision, and Values statements the TCCHD held, and with the new information obtained from a mission, vision, and values survey, amended and adopted new mission, vision, and values statements.
- The committee was presented with the *Aligning Accreditation and Foundational Public Health Capabilities* guide provided by the PHNCI. This guide was reference material for aligning TCCHD's services with the ten essential public health services provided by the CDC.

**3. Meeting #3 (October 2019):**

- The committee initiated and completed worksheet # 11 (Assessing the Value of the Data/Information), and discussed the resources listed in length to determine the most relevant and pertinent data needed.

**4. Meeting #4 (November 2019):**

- The committee convened a large meeting with all members of the TCCHD to discuss strategic planning, review the strategic plan survey results with the entire staff, and develop the S.W.O.C. analysis.

**5. Meeting #5 (November 2019)**

- The committee met and completed:
  - Worksheet #4 (Developing a Project Plan for Completion of Strategic Plan)
  - Worksheet #5 (Identifying Organizational Mandates)
  - Worksheet #6 (Reviewing Organizational Mandates)

**6. Meeting #6 (November 2019):**

- The committee re-examined and finalized the S.W.O.C. analysis.

***The strategic planning meetings at this point are halted due to the growing concern arising from Covid-19.***

**7. Meeting #7 (June 2021):**

- As state public health orders are rescinded and continuity of internal secondary operations can be resumed as the pandemic is slowly eroding, the strategic planning committee begins to meet again. The committee is briefed on where we were in the process, where we are now, and where we are headed.
- The committee reviews and agrees to add the following elements per PHAB standards and measures.
  - Key Support Functions
  - Ten Essential Public Health Services
  - External trends, Events, and (or) Factors Impacting Community Health
- The committee reviews the newly drafted affinity diagrams and develops the strategic priorities for the plan.

**8. Meeting #8 (June 2021):**

- The committee discussed, further amended, and adopted the Key Support Functions, Ten Essential Public Health Services, and External trends, Events, and (or) Factors Impacting Community Health documents.
- The committee then developed the goal and objective for priority one.

**9. Meeting #9 (July 2021):**

- The committee developed the remaining goals and objectives for priorities 2 thru 5.
- The committee then gave permission to the accreditation coordinator to begin the drafting the strategic plan.

**10. Meeting #10 (TBD)**

- The committee received the final draft of the *Trumbull County Combined Health District Strategic Plan for 2021 – 2026*. The committee reviewed all the components of the plan and gave final approval for adoption. The document was signed by all pertinent parties listed.



## **Mission, Vision, and Values**

The strategic planning committee convened during the second meeting to discuss the Mission, Vision, and Values of the organization. The previous set of mission, vision, and values, was found to be obsolete, considering the ever-changing landscape of Public Health. The committee, in an effort to not act unilaterally, developed a mission, vision, and values survey instrument to acquire both insight and support for the drafting new statements from all TCCHD employees. The instrument was released for 7 days to all TCCHD staff by the accreditation coordinator, and the results were shared with the committee. The committee in collaboration with their respective thoughts, then used all the information gathered to formulate the new mission, vision, and values. They are as follows:

The mission statement of organization provides a formal summary of the aims and values of an agency. The current TCCHD **Mission** statement is:

***We are committed to protect and promote the health and well-being of our community and prevent disease, disparity and harm to our residents.***

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A vision statement augments the mission statement and describes how the TCCHD plans and intends to impact the community it serves. The current TCCHD **Vision** statement is:

***Our programs and services result in healthy people, safe environments and thriving communities.***

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An agency's values serve to express the true nature and identity of that agency to the public. Although in a state of ebb and flux through frequent analysis and evaluation, the values provided are a measure of the intention of the TCCHD to hone its focus upon while demonstrating its strongest skill sets through intervention, programming, monitoring, and every other service the TCCHD has to offer. The current TCCHD **Values** are:

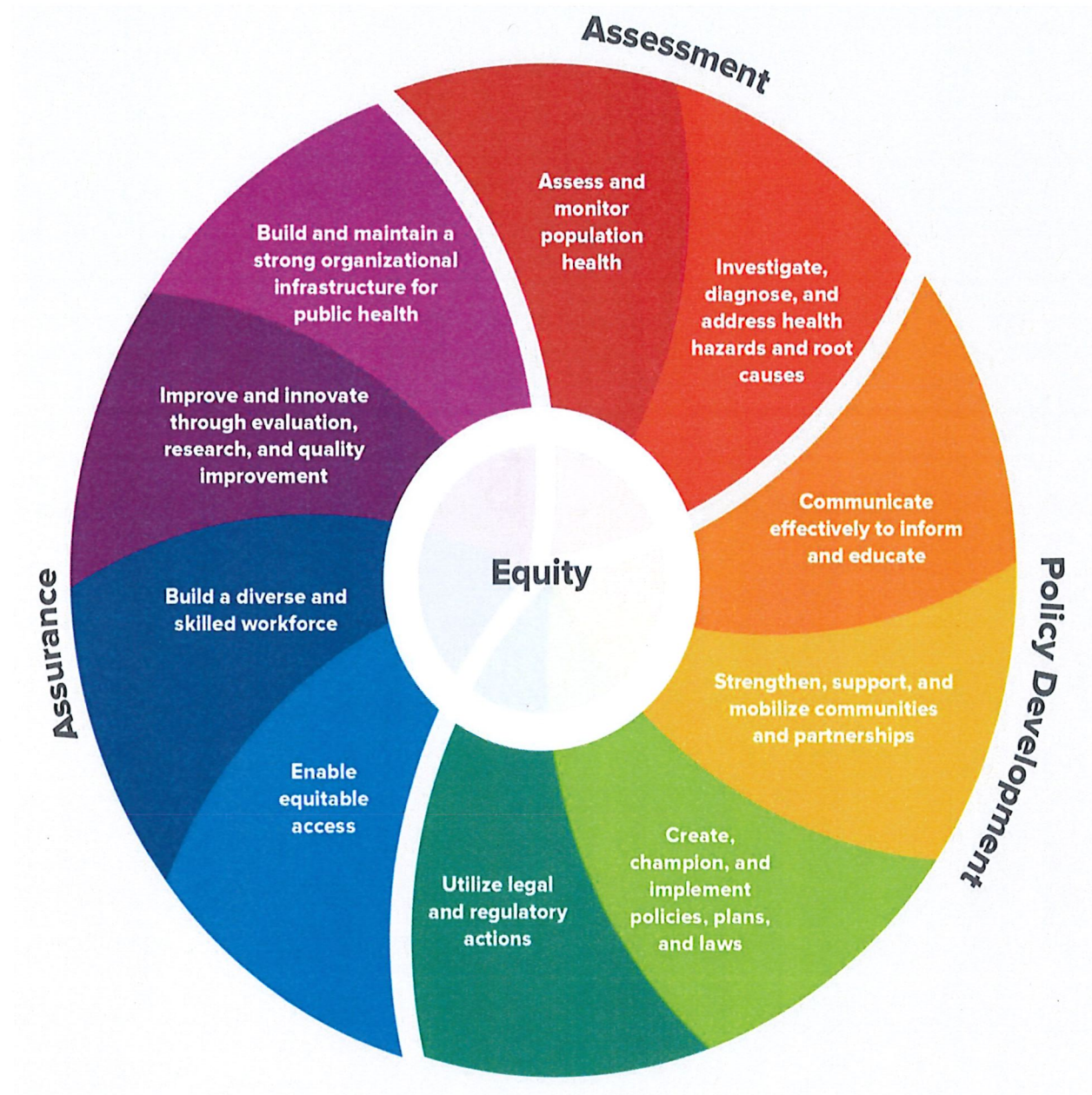
***We serve our communities, our organization and each other with trustworthiness, collaboration, communication, helpfulness and dedication.***

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## The “Ten” Essential Public Health Services

The Trumbull County Combined Health District is fully dedicated to providing the Ten Essential Services of Public Health. The following is a list of the ten essential public health services which was updated in 2020, and a few examples of the many actions the TCCHD takes to meet those standards.





## The “Ten” Essential Public Health Services Cont.

|                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assess and monitor population health.                                       | The TCCHD through collaborations with non-profit agencies (Mercy Health, etc.) works to develop a CHA/CHNA on a triennial basis covering the 4 major domains of economy, education, health, and community.                                                                                                                                                                                          |
| Investigate, diagnose, and address health hazards and root causes.          | The TCCHD employs a number of epidemiological initiatives to address many potential health hazards including collecting overdose data with SES, and by zip code, Covid-19 data collection to identify potential outbreaks and clustering, and home visiting programs capturing client data, along with the CFR.                                                                                     |
| Communicate effectively to inform and educate.                              | The TCCHD uses regular press releases and social media platforms (Facebook and Twitter) to communicate and inform on a frequent basis.                                                                                                                                                                                                                                                              |
| Strengthen, support, and mobilize communities and partnerships.             | The TCCHD executes weekly calls with hospitals, schools, and other institutions to coordinate Covid-19 pandemic mitigation efforts, and through the use of CHC grants has developed the Coalition to Address Chronic Health Disparities. Also, the TCCHD participates within an OFR to study overdose cases and deaths with community partners in response to the drug epidemic in Trumbull County. |
| Create, champion, and implement policies, plans, and laws.                  | The TCCHD, under the CHC Grant, performed active transportation activities and utilized the complete streets approach, as well as the TUPCP. The TCCHD has also partnered with the Health Community Partnership to develop PSE's for many issues including accessing Healthy Foods, and Green Space/Park Improvements.                                                                              |
| Utilize legal and regulatory actions.                                       | The TCCHD regularly utilizes several environmental action plans such as real estate evaluations, rabies enforcement, and water sampling to fidelity, with equal application of laws and no bias. The TCCHD also insures its workforce is adequately credentialed and maintains those credentials through workforce development endeavors.                                                           |
| Enable equitable access                                                     | The TCCHD is committed to, and continually exercises equitable treatment of all staff and clients through cultural competency training, and strives to link clients with appropriate services through the use of programs such as Home Visitation which assists individuals with housing, transportation, counseling, food insecurity, and health care issues.                                      |
| Build a diverse and skilled workforce                                       | The TCCHD utilizes many programs to build a diverse and skilled workforce including annual cultural competency training, filling positions as needed, and adhering to the Council on Linkages Core Competencies for Public Health Professionals.                                                                                                                                                    |
| Improve and innovate through evaluation, research, and quality improvement  | The TCCHD gathers internal and external data from multiple sources, and adopted evidence-based practices such as CDCynergy to be used in decision-making processes.                                                                                                                                                                                                                                 |
| Build and maintain a strong organizational infrastructure for Public Health | The TCCHD strives to insure an equitable allocation of resources to maximize the benefit of public health to its clients and constituents.                                                                                                                                                                                                                                                          |



## **S.W.O.C. Analysis**

In November of 2019, the TCCHD held an Annual Training/Strategic Planning Retreat. The goal was to share CHA results with the entire TCCHD staff and formulate the SWOC given their understanding of this data and their subsequent perspective. The following SWOC analysis was developed after reviewing the strategic planning survey, and the CHA data with the entire TCCHD staff and incorporates internal input from every division within the TCCHD.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Customer service</li> <li>• Staff (qualified, knowledgeable)</li> <li>• Administrative/managerial support</li> <li>• Internal communication</li> <li>• Education/support</li> <li>• Access to health services</li> <li>• Enforcement of regulations and laws</li> <li>• Community partnership</li> <li>• Agency response time</li> <li>• Professionalism</li> <li>• Clinics</li> <li>• Programs</li> <li>• Data surveillance, collection and evaluation</li> <li>• Policy Development/Writing</li> <li>• Internal IT Support</li> </ul> | <p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Partnerships to increase funding sources</li> <li>• Hiring of interns/volunteers</li> <li>• Grants and other funding sources</li> <li>• Partnerships (Mental Health, Community Service Agency, Hospitals, Police, Schools, Local HD, Universities)</li> </ul>                                                                                                                                                                                                                                                                                                    |
| <p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Training/cross-training</li> <li>• Insufficient staff</li> <li>• Relationship with public</li> <li>• Marketing/Promotion of services</li> <li>• Immunization</li> <li>• Public education</li> <li>• Community outreach</li> <li>• User-friendly website</li> <li>• External communication</li> <li>• Media relationship</li> <li>• Public input</li> <li>• Limited Programs</li> </ul>                                                                                                                                                 | <p style="text-align: center;"><b><u>Challenges</u></b></p> <ul style="list-style-type: none"> <li>• Funding</li> <li>• Declining population</li> <li>• Mental health, addiction, substance abuse</li> <li>• Infant/Child Mortality rates</li> <li>• Stakeholder participation</li> <li>• Healthcare access</li> <li>• Poverty</li> <li>• Public perception</li> <li>• Political/Judicial Support</li> <li>• Chronic Disease</li> <li>• Unsafe Housing</li> <li>• Water Pollution</li> <li>• Access to transportation</li> <li>• Unemployment</li> <li>• Awareness of services</li> <li>• Health behaviors</li> <li>• Obesity</li> <li>• Preventable diseases</li> </ul> |



## Key Support Functions

Four Key Support Functions are outlined by PHAB, they are Information Management, Workforce Development, Communications, and Financial Stability. These functions are both relative to and supported by the identified strengths, weaknesses, opportunities, and threats (challenges) identified by the TCCHD strategic planning team and staff. These functions are essential when attempting to achieve organizational efficiency and effectiveness. The TCCHD has taken numerous steps (listed below) to incorporate these functions into operations of the organization.

| <u>Function</u>        | <u>Methodology</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Information Management | <ul style="list-style-type: none"> <li>• Introduction of better computer hardware to increase contact tracing, and vaccination data extrapolation, synthesis, and entry which increases efficiency and effectiveness.</li> <li>• Introduction of use of countywide Cyber-Security Training initiatives such as KnowBe4.</li> <li>• Continued training through real-time phishing email exercise by County IT officials to county employees to test their knowledge of training receiving against cyber security threats.</li> <li>• Regular, frequent, and fully coordinated software and hardware update schedules during non-business hours to increase organizational efficiency and effectiveness.</li> <li>• Modernize agency record keeping by digitizing paper records through the use of GBS.</li> <li>• Introduced software to electronically manage payroll and Paid-Time-Off requests.</li> </ul> |
| Workforce Development  | <ul style="list-style-type: none"> <li>• Flexible mentorship program for current and future employee advancement.</li> <li>• Use of the Council on Linkages Core Competencies for Public Health Professionals. To guide the professional development of the current and future workforce.</li> <li>• Implementation of annual employee evaluations which include ride-alongs by management to physically observe the workforce in action.</li> <li>• Consistently fill open positions in a timely fashion as to not disrupt continuity of service offered to the public.</li> </ul>                                                                                                                                                                                                                                                                                                                          |
| Communications         | <ul style="list-style-type: none"> <li>• Development and utilization of “phone tree” system to facilitate efficient, thorough, and non-duplicated communication during times of emergency.</li> <li>• Use of automated and frequent “text drills” to alert, notify, and potentially deploy employees of the TCCHD in the event of an emergency.</li> <li>• We are currently in the initial and exploratory phases of potentially upgrading the TCCHD’s website to a more user-friendly interface and platform.</li> <li>• Introduction of Emergency Communication Plan.</li> </ul>                                                                                                                                                                                                                                                                                                                           |
| Financial Stability    | <ul style="list-style-type: none"> <li>• Maintenance of fund balances through fee-for-service programs (real-estate inspections, permit issuance, etc.)</li> <li>• Maintaining and (or) increasing current funding for grants and contracts by hiring a grant coordinator and seeking additional grant opportunities.</li> <li>• Maintaining the general fund balance through fiscal responsibility and transparency.</li> <li>• Introduction of Covid-19 funds though the CARES Act has assisted the TCCHD in reducing the prevalence of Covid-19 in Trumbull County through the use of vaccination clinics, contact tracing, and other Covid-19 mitigation programs.</li> <li>• Creation of the Grants Coordinator position to increase and maintain funding opportunities in areas with no-fee for service.</li> </ul>                                                                                    |



## **External Trends, Events, and (or) Factors Impacting Community Health**

- The Niles City Health Department and the Girard City Health Department combined with the Trumbull County General Health District to become the Trumbull County Combined Health District. These mergers allowed the Trumbull County Combined Health District to introduce new programs and services to the public, in addition to expanding the current programs and services they already offered, as well as increasing organizational efficiency and effectiveness.
- Clustering of Healthcare services offered within Trumbull County is still primarily concentrated within the Southern and South-Western portion of the county and continues to create “gaps” in healthcare services throughout the northern portion of the county leading to healthcare access inequity. Moreover, data from the same regions where the healthcare facility clusters occur presents with a disproportionate burden of poor health outcomes, further solidifying the hypothesis that other SDOH’s such as transportation are directly impacting the individuals in this region by way of lack of access to care.
- Looming potential reductions to Medicare and Medicaid. With 21.1% of the county’s residents on Medicaid, and 16.3% on Medicare, nearly 40% of the county’s residents rely on federal healthcare programs for insurance coverage. A scheduled 2% reduction in Medicaid/Medicare spending for 2021, has been postponed until the year 2022, due to the Covid-19 Pandemic.
- Trumbull County has seen a moderate influx of large new employers (TJX, Lordstown Motors, Ultium Cells LLC, etc.) to the region who offer healthcare insurance benefits to their employees. This influx may serve to reduce the number of individuals in the county who may be under-insured or uninsured.
- Overriding social perception of reoccurring mistrust and hesitancy to access health care due to racism, prejudice, ageism, and health inequality with regard to offered clinical care throughout the county.
- Trumbull County is still considered a “Food Dessert” by the USDA as of 2021.
- Poverty continues to plague Trumbull County with an estimated 17% of the population living in poverty as of 2020. The national rate for the same year was only 9.2%.
- The Covid-19 pandemic struck in early 2020, and continues to adversely affect the community’s overall health and economy through 2021. The TCCHD continues to offer continuity of operations, however, a significant amount of work continues to be diverted to mitigating the Covid-19 pandemic.
- Health equity continues to be a challenging and multifaceted issue within Trumbull County. On a community scale many SDOH’s such as lack of transportation and low SES are proving to be major barriers for achievement of health equity. The TCCHD also faces barriers with regard to collaboration for achieving health equity. A municipal health district resides within Warren Ohio (an economically depressed area displaying a disproportionate burden of health inequities) and that lack of jurisdictional authority hinders the ability of the TCCHD to address those health inequities without collaboration. Furthermore, cooperation on the federal level from one the areas FQHC’s has virtually halted the TCCHD’s aspirations of moving forward with the Title X program.

## Setting the Strategic Priorities into Action and Developing Implementation Strategies

Taking into consideration the SWOC, Key Support Functions, and External Trends, Events and Factors Impacting Community Health and a multitude of other diverse data sources including the CHA, CHIP, and the Access to Care Addendum for Trumbull County, the Accreditation Coordinator began to develop initial affinity diagrams for extrapolation and synthesis. However, it quickly became apparent that the sheer volume of data was substantial given all the sources, and that a new approach had to be taken. All the data gleaned from the sources was laid out through a 30,000-foot lens view, and grouped into more manageable themes. These themes were then grouped into identified cross-cutting themes. The *Five Pillars of Performance* located within the performance management system were then utilized as headers within to develop the affinity diagrams.

These affinity diagrams were consistently and frequently reviewed and amended by a three-person team made up of the Health Commissioner, Accreditation Coordinator, and the Grants Coordinator. Once a consensus was reached by the three-person team, and the affinity diagrams were finally and fully amended, they were presented to the strategic planning committee for review and strategic priority consideration. Committee members were first asked to review the affinity diagrams presented and chose as many cross cutting themes they felt were of the highest priority. All input was then reviewed by the committee and the top 18 cross-cutting themes identified by the committee as a whole were presented for voting. Each committee member was given three stickers and asked to vote on their top three cross cutting themes out of the ten presented. The top 6 cross cutting themes resulting from that vote were identified, however, the committee felt only 5 priorities were needed, therefore they chose and adopted the top five strategic priorities to be addressed in the new strategic plan.

Building upon the priorities, the committee was then tasked with developing more succinct goals and subsequent objectives for each. The committee followed the **SMART** (Specific, Measurable, Achievable, Realistic, and Timely) Model for developing these goals and objectives. Once these objectives were formulated, the committee set about to develop the proper action plans to achieve these priorities, goals, and objectives. There are as follows:



## Strategic Priority #1: Marketing and Promotion

Goal 1: The TCCHD will increase the public's awareness of services offered.

| <u>Objective</u>                                                                                                                                                                                                                             | <u>Action Plan</u>                                                                                                                                                                                                | <u>Person/Group Responsible</u>                                                                          | <u>Timeline</u>                              | <u>Standard/Meanurement of Progress</u>                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>1.1</u> - Completely re-design and overhaul the current TCCHD website with a more user-friendly interface that is both compliant and compatible with current county technological infrastructure and mobile device users by June of 2022. | <u>1.1.1</u> - Develop an equitable and indicative committee and subcommittee (representative of both internal and external stakeholders) to provide quantitative and qualitative data for the website re-design. | Jenna Amerine and Dan Bonacker in conjunction with Trumbull County Data                                  | <u>1.1.1</u><br>6/30/2021<br>To<br>6/30/2022 | <u>1.1.1</u> - Creation of the New TCCHD Website, the number of positive and negative reviews received, and the number of visits to the website pre and post re-design.                                                 |
| <u>1.2</u> - Establish a "Communication Infrastructure" through public health partnerships and appoint an individual to manage that infrastructure by June of 2022.                                                                          | <u>1.2.1</u> - Consult with county and internal IT personnel to develop the communication infrastructure platform and integrate that platform into the new website design being implemented.                      | Dan Dean, Frank Migliozi, and Trumbull County Data.                                                      | <u>1.2.1</u><br>6/30/2021<br>To<br>6/30/2022 | <u>1.2.1</u> - Creation of the Communication Infrastructure, the number of partners utilizing the infrastructure, and the number of messages posted.                                                                    |
| <u>1.3</u> - Increase the number of Social Media platforms utilized to communicate information by 1 platform by December of 2022.                                                                                                            | <u>1.3.1</u> - Consult with individual managing the current social media platforms and choose one new platform to integrate into the current system.                                                              | Kris Kriebel, Jenna Amerine, and Dan Bonacker                                                            | <u>1.3.1</u><br>6/30/21<br>To<br>12/31/2022  | <u>1.3.1</u> - Number of Social Media platforms utilized to communicate information, and the number of followers to demonstrate we are reaching a broader audience.                                                     |
| <u>1.4</u> - Increase the frequency of information sharing on the new platform with the public partnership by 10% by December of 2022.                                                                                                       | <u>1.4.1</u> - Consult with individual managing the current social media platforms and the public health partnership to identify and disseminate all pertinent information regarding services offered.            | Kris Kriebel, Jenna Amerine, and Dan Bonacker, and the new agent(s) managing the social media platforms. | <u>1.4.1</u><br>6/30/21<br>To<br>12/31/2022  | <u>1.4.1</u> - Number of posts will be tabulated prior to integration of the new platform and compared against the number of posts tabulated on all three websites on a monthly basis and contingent upon the platform. |



## Strategic Priority #2: Collaborating With Other Stakeholders

**Goal 1:** The TCCHD will work with outside agencies to diminish health disparities.

| <u>Objective</u>                                                                                                                                                                                                                                                                                                                    | <u>Action Plan</u>                                                                                                                                                                                                                                                                                                                                                                                                                                   | <u>Person/Group Responsible</u>                                                                                                                                | <u>Timeline</u>                                                                                                                                 | <u>Standard/Measurement of Progress</u>                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>2.1</u> - Increase efforts to diminish health disparities through a collaboration with one new business partner to build a countywide Health and Wellness Hub by June of 2023.                                                                                                                                                   | <u>2.1.1</u> - Determine and contact appropriate agencies that offer the capability to build a Hub Network and meet to discuss county needs and wants, and assess if the agency meets those needs.<br><br><u>2.1.2</u> - Choose appropriate agency, and enter into agreement to create, promote, offer, and possibly maintain the Health and Wellness Hub                                                                                            | Frank Migliozi and identified, researched, and vetted new business partner.<br><br>Frank Migliozi and identified, researched, and vetted new business partner. | <u>2.1.1</u><br>6/30/2021<br>To<br>6/30/2023<br><u>2.1.2</u><br>6/30/2021<br>To<br>6/30/2023                                                    | <u>2.1.1 – 2.1.2</u> - Creation of the New Countywide Health and Wellness Hub, and the number of participating NGO's (Non-Governmental Agencies, Businesses) and governmental agencies utilizing the Hub.                       |
| <u>2.2</u> - Increase efforts to diminish health disparities by addressing the SDOH (Social Determinant Of Health) of transportation and thus collaborate and act as a referral agent to increase transportation opportunities for individuals who cannot reach healthcare facilities by their own means by 5% by December of 2023. | <u>2.2.1</u> - Determine and contact appropriate agencies that offer the capability to offer municipal and possibly countywide transportation services and meet to discuss county needs and wants, and assess if the agency meets those needs.<br><u>2.2.2</u> - Choose appropriate agencies, and enter into agreement to promote/refer their services.<br><u>2.2.3</u> - Increase the volume and frequency of promoted and referred services by 5%. | Established committee of internal and external stakeholders with knowledge of appropriate agencies to meet identified needs.                                   | <u>2.2.1</u><br>6/30/2021<br>to<br>12/31/2023<br><u>2.2.2</u><br>6/30/2021<br>to<br>12/31/2023<br><u>2.2.3</u><br>6/30/2021<br>to<br>12/31/2023 | <u>2.2.1 – 2.2.2</u> - Documentation establishing agreement between TCCHD and chosen agencies to promote and refer their services.<br><br><u>2.2.3</u> - Comparison of ride usage metrics prior to agreement and post agreement |



### **Strategic Priority #3: Decrease Morbidity and Mortality**

**Goal 1:** The TCCHD will increase linkages to the number of preventative services offered.

| <b><u>Objective</u></b>                                                                                                                                                                                                            | <b><u>Action Plan</u></b>                                                                                                                                                                                                                                                                                                                                                                               | <b><u>Person/Group Responsible</u></b>                                                                                                          | <b><u>Timeline</u></b>                                                                                           | <b><u>Standard/Measurement of Progress</u></b>                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>3.1</u></b> - Increase the number of preventative disease referral resources by 1, through the creation of a “Hub for Linkage” by June of 2024.                                                                              | <b><u>3.1.1</u></b> – Identify, meet, and consult with internal and external stakeholders/collaborators to assess and discuss the TCCHD’s current ability to create, house, and maintain the Hub for Linkage.<br><br><b><u>3.1.2</u></b> Promote the use of the Hub through the newly re-designed TCCHD Website                                                                                         | Administrative team and identified, invited, external stakeholders.<br><br>Jenna Amerine, Dan Bonacker, and Kris Kriebel.                       | <b><u>3.1.1</u></b><br>6/30/2021<br>to<br>6/30/2024<br><br><b><u>3.1.2</u></b><br>6/30/2021<br>to<br>6/30/2024   | <b><u>3.1.1 – 3.1.2</u></b> - Creation of the New TCCHD Hub for Linkage, and the number of agencies and businesses participating.                                                                                                                                                                                                                                                                                                          |
| <b><u>3.2</u></b> - Locate, identify, communicate and increase the number of services (Health screenings, preventative disease services, etc.) uploaded and displayed within the TCCHD Hub for Linkage by 10% by December of 2024. | <b><u>3.2.1</u></b> - Meet with external stakeholders, and request list of current preventative services (including tobacco cessation) offered to be displayed on the Hub.<br><br><b><u>3.2.2</u></b> – Create a monthly schedule and modality to frequently and consistently update the hub with a list of preventative services through communication with the entity responsible for maintaining it. | Jenna Amerine, Dan Bonacker, and Kris Kriebel.<br><br>Jenna Amerine, Dan Bonacker, and Kris Kriebel, and entity maintaining the Hub for Linkage | <b><u>3.2.1</u></b><br>6/30/2021<br>to<br>12/31/2024<br><br><b><u>3.2.2</u></b><br>6/30/2021<br>to<br>12/31/2024 | <b><u>3.2.1</u></b> – Creation of preventative services (with an emphasis on tobacco cessation efforts) list that is provided on the TCCHD website, the number of screening services offered, and the number of visits to the site post implementation.<br><br><b><u>3.2.2</u></b> – Determined schedule metric comparison of services list to determine if list has grown or attenuated by way of counting the number of services listed. |

### Strategic Priority #4: Finance

Goal 1: The TCCHD will identify and apply for additional funding opportunities.

| <u>Objective</u>                                                                                                                                                                                                                                                                      | <u>Action Plan</u>                                                                                                                                                              | <u>Person/Group Responsible</u> | <u>Timeline</u>                                        | <u>Standard/Measurement of Progress</u>                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>4.1</u> – Identify and seek additional funding opportunities through grant application from one additional private, state, and (or) federal entity or by percentage of diversified funding respectively, in an effort to further diversify funding sources by June of 2025.</p> | <p><u>4.1.1</u> – Research and identify potential grant opportunities the TCCHD qualifies for and submit necessary applications and supporting documents to procure grants.</p> | Jenna Amerine                   | <p><u>4.1.1</u><br/>6/30/2021<br/>to<br/>6/30/2025</p> | <p><u>4.1.1</u> – Comparison of the number of grants obtained during the specified timeline, the source of those grants, and the financial impact and potential benefit received.</p> |



## Strategic Priority #5: Workforce Development

**Goal 1:** The TCCHD will revise our current workforce development plan with a stronger commitment to successorship, mentoring, and a focus upon health equity training.

| Objective                                                                                                                                                 | Action Plan                                                                                                                                                                                                                                                                                                                                    | Person/Group Responsible                                          | Timeline                                                                                           | Standard/Measurement of Progress                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>5.1</u> – Modify the current workforce development plan to include a successorship component (either by manual or document amendment) by June of 2026. | <u>5.1.1</u> – Consult with department heads to identify needs of the respective departments with regard to successorship, potential employee retirement, and perceived obstacles to continuity of service.<br><br><u>5.1.2</u> - Craft successorship policy based upon consensual needs of departments.                                       | Frank Migliozi, Kris Wilster, and Sandy Swann<br><br>Dan Bonacker | <u>5.1.1</u><br>6/30/2021<br>to<br>6/30/2026<br><br><u>5.1.2</u><br>6/30/2021<br>to<br>6/30/2026   | <u>5.1.1 – 5.1.2</u> - Creation of “Successorship” portion of the workforce development plan, and the number of participants who engage in the program over a 12-month period, 6-30-25 to 6-30-26                       |
| <u>5.2</u> – Revise or omit (portions or in entirety) the current “mentorship” program within the workforce development plan by December of 2026.         | <u>5.2.1</u> – Consult and assess the current workforce development plan to identify mentorship strengths and weaknesses, previous employee engagement, and potential omissions or additions.<br><u>5.2.2</u> – Draft potential omissions or additions, and present to Administrative/QI team for analysis, revision, and possible acceptance. | Frank Migliozi, Kris Wilster, and Sandy Swann<br><br>Dan Bonacker | <u>5.2.1</u><br>6/30/2021<br>to<br>12/31/2026<br><br><u>5.2.2</u><br>6/30/2021<br>to<br>12/31/2026 | <u>5.2.1 – 5.2.2</u> – Revision or omission of current “Mentorship” program within the workforce development plan, and the number of participants who engage in the program over a 12-month period, 6-30-25 to 6-30-26. |



## Strategic Priority #5: Workforce Development Cont.

**Goal 1:** The TCCHD will revise our current workforce development plan with a stronger commitment to successorship, mentoring, and a focus upon health equity training.

| <u>Objective</u>                                                                                                                                                                                                         | <u>Action Plan</u>                                                                                                                                                                                                                                                              | <u>Person/Group Responsible</u>                                                        | <u>Timeline</u>                                                                                                 | <u>Standard/Measurement of Progress</u>                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>5.3</b> – Development 1 new workforce development program and 1 universal health equity modality aimed at increasing employee understanding of and achievement of health equity within the TCCHD by December of 2026. | <p><b>5.3.1</b> – Identify, access, and engage current TCCHD workforce in Health Equity training.</p> <p><b>5.3.2</b> – Locate, identify, adopt, and exercise a health equity modality to be utilized within our intervention programs to insure health equity is achieved.</p> | <p>Frank Migliozi, Kris Wilster, Sandy Swann, and Dan Bonacker</p> <p>Dan Bonacker</p> | <p><b>5.3.1</b><br/>6/30/2021<br/>to<br/>12/31/2026</p> <p><b>5.3.2</b><br/>6/30/2025<br/>to<br/>12/30/2026</p> | <p><b>5.3.1</b> – Completion and certification of TCCHD workforce who engage within the health equity training program, and a pre and post training survey to measure knowledge acquired through the health equity training.</p> <p><b>5.3.2</b> – Number of intervention programs utilizing the identified and adopted health equity modality.</p> |



## **Linkages with Existing Plans**

The links between this current strategic plan and our existing plans was intentional and methodic, as well as indirect and direct. Linkage of the strategic plan with current existing plans was present in early conceptual stages of the process and continues with the adoption of a priority in this current strategic plan that the committee identified as not being fully met in the prior strategic plan.

As the strategic planning process began, the committee made a conscience and deliberate effort to review the previous strategic plan and reach a consensus as to if the priorities, goals, and objectives had been reached. All but one priority had been achieved and thus this remaining priority was slated to re-surface once the committee reached the point of developing new priorities, goals, and objectives.

As the strategic planning process continued, and the development of the affinity diagrams was reached, the current *Performance Management System* was reviewed, and the *Five Pillars of Performance* highlighted in the plan were chosen to serve as main headers with which to develop the affinity diagrams.

From this point, the current *Community Health Assessment (CHA)*, *Community Health Improvement Plan (CHIP)*, the *Workforce Development Plan*, *Quality Improvement Plan*, and the *Performance Management System Plan* were all thoroughly reviewed in an attempt to reveal cross cutting themes and ideologies that aligned with internal conceptual ideas regarding the new strategic plan. Affinity diagrams of these themes and ideologies were developed in substantial breadth, and slowly refined overtime to finally reflect the multitude of topics to choose from for further selection of the priorities, goals and objectives.

Several of the priorities, goals, and objectives align directly with existing plans. The re-design of the website will also fulfill a Quality Improvement project requirement, and the emphasis placed upon tobacco cessation efforts will align directly with collaborative partner strategic plans and grant deliverable requirements.

Finally, new *PHAB Standards and Measures Version 2022* will be made available in late 2021. PHAB has been extremely proactive in sharing the new encompassing topics within this new document. According to PHAB, a tremendous amount of emphasis will be placed upon demonstration of Health Equity endeavors. The TCCHD through previous and current existing plans (*Access to Care Addendum*) had identified the need for the use of a health equity modality within its programming and services due to several identified deficiencies in social determinants of health (poverty, transportation, healthcare gaps due to healthcare facility clustering, and disproportionate disease prevalence in impoverished areas). The TCCHD made a conscience effort and took a proactive approach to this by identifying the need for an internal Health Equity modality as one of its highest priorities.

## **Monitoring Component:**

The TCCHD's strategic planning committee will meet on a quarterly basis throughout every year of the current strategic plan to monitor the progress of the strategic plan. Given the internal nature of the objectives being outlined on a yearly basis, the committee will review all objectives outlined in the plan (past, and present), and strategic planning dashboards will be used to measure the progress the previous and current objectives, while also allowing for the sharing of progress (reporting out) of the strategic plan progress with the entire TCCHD staff. The strategic planning dashboards will include the following information:

- Identifier (which includes the Priority, Goal, and Objective),
- Process measure/evaluation,
- Deadline/Accomplished,
- Standard/M Measurement of progress/evaluation,

The strategic planning dashboards will be updated on a quarterly basis. When objectives listed in the dashboards are met and fully fulfilled, the dashboard will reflect when these objectives were achieved, and every subsequent dashboard listing that objective will no longer need altering. The dashboard itself, however, will be posted. These strategic planning dashboards will be displayed in communal areas throughout the TCCHD for staff to review.



**Appendix A:**  
**Strategic Planning Timeline**

# Trumbull County Combined Health District Strategic Planning Timeline

Projected  Actual 

| Task                                                   | Timeline                                                                            |                                                                                     |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
|--------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------|------|------|------|------|------|------|------|------|-------|-------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|                                                        | 10/19                                                                               | 11/19                                                                               | 12/19                                                                               | 1/20 | 2/20 | 3/20 | 4/20 | 5/20 | 6/20 | 7/20 | 8/20 | 9/20 | 10/20 | 11/20 | 12/20                                                                               | 1/21                                                                                |
| Initial Phases of Strategic Planning:                  |                                                                                     |                                                                                     |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Identify and Assess Stakeholders                       |  |  |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Identify current available data                        |  |  |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Create Time Frame                                      |  |  |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Mission, Vision, And Values:                           |                                                                                     |                                                                                     |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Identify Mandates (Formal & Informal)                  |                                                                                     |  |  |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Formulate Mission Statement                            |    |    |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Formulate Vision Statement                             |    |    |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Formulate Values Statement                             |    |    |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Disseminate Mission, Vision, and Values Statement      |    |    |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Gathering Data:                                        |                                                                                     |                                                                                     |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Assess current available data.                         |                                                                                     |    |    |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Create Survey Instrument for stakeholders              |    |    |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Extrapolate and synthesize data and information        |                                                                                     |    |    |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Analysis of Result, and the formulation of Priorities: |                                                                                     |                                                                                     |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Complete SWOC Analysis                                 |                                                                                     |    |    |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Recognize Ext. Trends, Events, Factors.                |                                                                                     |    |    |      |      |      |      |      |      |      |      |      |       |       |                                                                                     |                                                                                     |
| Formulate Strategic Priorities                         |                                                                                     |                                                                                     |                                                                                     |      |      |      |      |      |      |      |      |      |       |       |  |  |

Red  denotes no progress made due to the Covid-19 pandemic.



# Trumbull County Combined Health District Strategic Planning Timeline Cont.

Projected  Actual 

| Drafting and Implementation of the Strategic Plan: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|----------------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Create Priorities                                  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Create Goals and Objectives                        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Create strategic action plan                       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Draft Strategic Plan Document                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Red  denotes no progress made due to the Covid-19 pandemic.

**Appendix B:**  
**Naccho Worksheets Completed**



## Worksheet 1: Assessing Readiness for Strategic Planning

| Past Experience                                                                                                                                                         |                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What contributed to past planning success?                                                                                                                              | What contributed to past planning failures?                                                                                                                        |
| Employee Participation.<br><br>Department Collaboration.<br><br>Retreat (Opportunity to focus solely on).                                                               | Lack of previous plan as a point of reference.                                                                                                                     |
| Current Reality                                                                                                                                                         |                                                                                                                                                                    |
| What is in place to support successful planning?                                                                                                                        | What is missing and needed for successful planning?                                                                                                                |
| Engagement by all (Employees, Board of Health, Department Heads, Etc.).<br><br>Support from stakeholders.<br><br>Newer modalities and resources for Strategic Planning. | Time.<br><br>Current, accurate, and real time Data.<br><br>Employee understanding of relevance and need.<br><br>Interdepartmental willingness to adopt uniformity. |

Here are some important needs for a successful strategic planning process. Check those that are currently in place when assessing readiness.

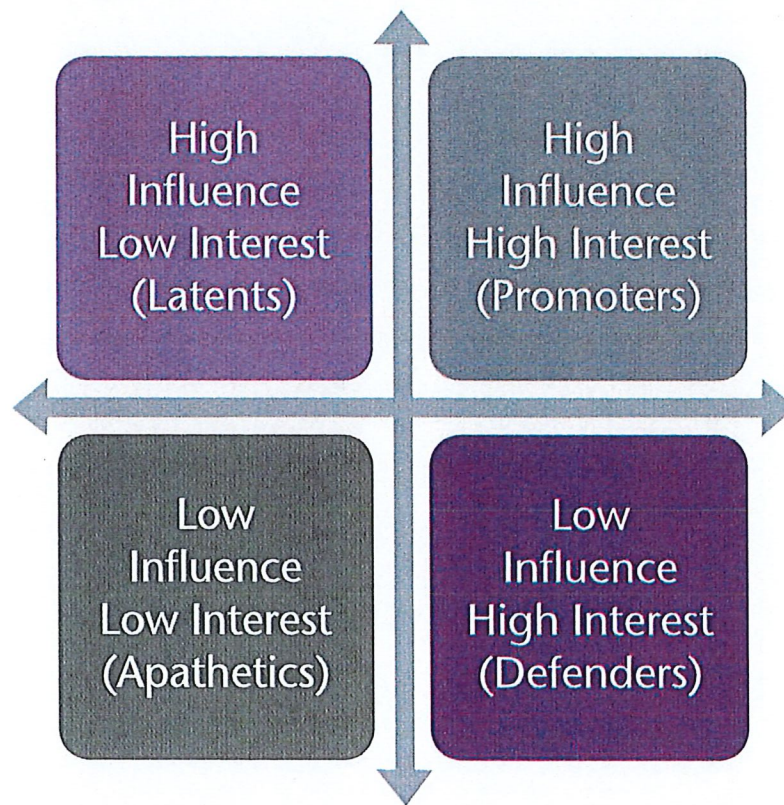
- ☒ Access to many of the types of data needed for the environmental scan (i.e. It may make be helpful to complete the community health assessment prior to strategic planning)
- ☒ Access to a skilled facilitator, either internal or external
- ☒ Adequate time for a quality environmental scan
- ☒ Adequate time to devote to stakeholder engagement in the process
- ☒ A champion for the strategic planning process from the governing body
- ☒ Budget allocations for the process
- ☒ Buy-in from Senior Leadership at the Health Department
- ☒ Commitment to the process including remaining flexible
- ☒ Understanding of the process and expectations for how the plan will be used throughout the agency
- ☒ Other New Access to Care Plan.

## Conducting a Stakeholder Analysis

The Community Tool Box recommends using a tool to help you understand the type of influence each stakeholder has on your organization and/or the process and potential success of the effort. This can help determine the best way to manage stakeholders and understand:

- how to marshal the help of those that support you
- how to involve those who could be helpful
- how to convert – or at least neutralize – those who may start out feeling negative.

Stakeholders are sorted into one of four quadrants as shown below. Based on this analysis technique, the stakeholders most important to the success of an effort are in the upper right section of the grid, and those least important are in the lower left. The names in parentheses are another way to define the same stakeholder characteristics in terms of how they relate to the effort.



- **Promoters** have both great interest in the effort and the power to help make it successful (or to derail it).
- **Defenders** have a vested interest and can voice their support in the community, but have little actual power to influence the effort in any way.
- **Latents** have no particular interest or involvement in the effort, but have the power to influence it greatly if they become interested.
- **Apathetics** have little interest and little power, and may not even know the effort exists.



## Worksheet #2 Stakeholder List

| <u>Stakeholder</u>                                    | <u>Level of Engagement Needed</u> | <u>Action Needed and by When</u><br><small>*SEE NOTES BELOW*</small> |
|-------------------------------------------------------|-----------------------------------|----------------------------------------------------------------------|
| Akron Children's Hospital                             | D                                 |                                                                      |
| American heart Association                            | D                                 |                                                                      |
| American Red Cross Trumbull County                    | D                                 |                                                                      |
| Area Agency on Aging                                  | L                                 |                                                                      |
| Coleman Professionals                                 | D                                 |                                                                      |
| Help Me Grow                                          | P                                 |                                                                      |
| Kent State University (Trumbull)                      | P                                 |                                                                      |
| Licensed Facilities (Pools, Camps, Etc.)              | A                                 |                                                                      |
| NEOMED                                                | D                                 |                                                                      |
| Ohio Department of Natural Resources                  | L                                 |                                                                      |
| Ohio Department of Agriculture                        | L                                 |                                                                      |
| Ohio Department of Health                             | P                                 |                                                                      |
| Ohio Environmental Protection Agency                  | P                                 |                                                                      |
| Ohio State Extension                                  | P                                 |                                                                      |
| Plumbers Local Union                                  | A                                 |                                                                      |
| Trumbull County Auditor                               | L                                 |                                                                      |
| Trumbull County Board of DD                           | L                                 |                                                                      |
| Trumbull County Commissioners                         | P                                 |                                                                      |
| Trumbull County Department of Veteran's Services      | D                                 |                                                                      |
| Trumbull County Dog Warden                            | D                                 |                                                                      |
| Trumbull County Engineers Office                      | P                                 |                                                                      |
| Trumbull County Fair Board                            | A                                 |                                                                      |
| Trumbull County Fire and EMS Services                 | D                                 |                                                                      |
| Trumbull County Health District Advisory Board        | P                                 |                                                                      |
| Trumbull County Metropolitan Housing Authority        | A                                 |                                                                      |
| Trumbull County Department of Job and Family Services | A                                 |                                                                      |
| Trumbull County Juvenile Courts                       | L                                 |                                                                      |
| Trumbull County Law Enforcement Agencies              | L                                 |                                                                      |
| Trumbull County Mental Health and Recovery Board      | D                                 |                                                                      |
| Trumbull County Prosecutor's Office                   | P                                 |                                                                      |
| Trumbull County Realtor's Association                 | D                                 |                                                                      |
| Trumbull County Planning Commission                   | P                                 |                                                                      |
| Trumbull County ESC                                   | L                                 |                                                                      |
| Trumbull County Senior Center (Scope)                 | P                                 |                                                                      |
| Trumbull County Sheriff's Office                      | L                                 |                                                                      |
| Trumbull/Geauga Solid Waste Management District       | P                                 |                                                                      |
| Trumbull County Treasurer                             | L                                 |                                                                      |
| Trumbull County Township Trustees                     | D                                 |                                                                      |
| Trumbull County WIC                                   | P                                 |                                                                      |
| Trumbull County Zoning Inspectors                     | D                                 |                                                                      |

- All classified as P, D, or L, were solicited for participation in the strategic planning survey.



## Worksheet #2 Stakeholder List Cont:

| <u>Stakeholder</u>                                  | <u>Level of Engagement Needed</u> | <u>Action Needed and by When</u><br><small>*SEE NOTES BELOW*</small> |
|-----------------------------------------------------|-----------------------------------|----------------------------------------------------------------------|
| Trumbull County Emergency Management Agency         | A                                 |                                                                      |
| Trumbull County Metro-parks                         | D                                 |                                                                      |
| Trumbull County Soil& Water Conservation District   | D                                 |                                                                      |
| Salvation Army                                      | P                                 |                                                                      |
| United Way of Trumbull County                       | P                                 |                                                                      |
| United States Department of Agriculture             | P                                 |                                                                      |
| Waste Water Contractors                             | D                                 |                                                                      |
| Trumbull Neighborhood Partnership                   | D                                 |                                                                      |
| Mercy Health Healthcare System                      | P                                 |                                                                      |
| Trumbull Memorial Hospital                          | D                                 |                                                                      |
| Trumbull County Farm Bureau                         | P                                 |                                                                      |
| Warren City Health District                         | D                                 |                                                                      |
| Someplace Safe                                      | D                                 |                                                                      |
| Belmont Pines                                       | D                                 |                                                                      |
| Meridian                                            | L                                 |                                                                      |
| Equitas Health                                      | P                                 |                                                                      |
| United Healthcare                                   | L                                 |                                                                      |
| Creating Healthy Communities                        | P                                 |                                                                      |
| Western Reserve Independent Living Center           | D                                 |                                                                      |
| Common Wealth Inc.                                  | D                                 |                                                                      |
| North-East Homeowners Association                   | P                                 |                                                                      |
| Community Foundation                                | P                                 |                                                                      |
| Wean Foundation                                     | P                                 |                                                                      |
| Farmington Community Center                         | D                                 |                                                                      |
| Help Network                                        | P                                 |                                                                      |
| ASAP                                                | P                                 |                                                                      |
| Alta Behavioral Care                                | P                                 |                                                                      |
| FQHC – One Health                                   | A                                 |                                                                      |
| Niles Community Center                              | D                                 |                                                                      |
| Basement Ministries                                 | L                                 |                                                                      |
| Eastgate                                            | L                                 |                                                                      |
| TCAP                                                | A                                 |                                                                      |
| Homes for Kids                                      | P                                 |                                                                      |
| Compass                                             | D                                 |                                                                      |
| Valley Counseling                                   | D                                 |                                                                      |
| Emmanuel Community Care Center                      | D                                 |                                                                      |
| Neil Kennedy Recovery                               | D                                 |                                                                      |
| Trumbull County Public Library System               | D                                 |                                                                      |
| Children's Rehab Center                             | D                                 |                                                                      |
| Trumbull County Child and Adult Protective Services | L                                 |                                                                      |

- All classified as P, D, or L, were solicited for participation in the strategic planning survey.



## Worksheet 2: Identifying Stakeholders and Their Role

| Stakeholder | Level of Engagement Needed | Action Needed and By When |
|-------------|----------------------------|---------------------------|
|             |                            |                           |
|             |                            |                           |
|             |                            |                           |
|             |                            |                           |
|             |                            |                           |
|             |                            |                           |
|             |                            |                           |

## Worksheet 3: Assessing Data Needs

| Data Readily Accessible     | Data to Compile | Data to Collect<br><i>List possible ways to collect data and expected time to complete.</i> |
|-----------------------------|-----------------|---------------------------------------------------------------------------------------------|
| Community Health Assessment |                 | Survey                                                                                      |
| Access to Care Addendum     |                 | SWOC Analysis                                                                               |
| Grant Data                  |                 |                                                                                             |
| Survey HIV                  |                 |                                                                                             |
| Drug Overdose Survey        |                 |                                                                                             |
| Tobacco Cessation Data      |                 |                                                                                             |
| Adolescent Data             |                 |                                                                                             |
| Food Access                 |                 |                                                                                             |
| Safe Routes                 |                 |                                                                                             |
| Pop-Up Farmers Market       |                 |                                                                                             |
| Infant & Mortality Data     |                 |                                                                                             |
| Bike Trail Courts           |                 |                                                                                             |
| Communicable Disease Data   |                 |                                                                                             |
| Sewage Data                 |                 |                                                                                             |
| Food Inspections            |                 |                                                                                             |
|                             |                 |                                                                                             |
|                             |                 |                                                                                             |
|                             |                 |                                                                                             |

## Worksheet #4: Developing a Project Plan for Creation of a Strategic Plan

| <u>Action or Step to be Completed.</u><br><u>Method for Completion</u> | <u>Timeline</u> | <u>Milestones</u> | <u>Person(s) Responsible</u> | <u>Status/Completion Date</u> |
|------------------------------------------------------------------------|-----------------|-------------------|------------------------------|-------------------------------|
| Readiness Assessment                                                   | 10/19 - 10/19   |                   | Accreditation Coor.          | Completed                     |
| Prepare Training                                                       | 10/19 - 10/19   |                   | Accreditation Coor.          | Completed                     |
| Strategic Planning Training                                            | 10/19 - 10/19   |                   | Accreditation Com.           | Completed                     |
| Began Timeline                                                         | 10/19 - 10/19   |                   | Accreditation Coor.          | Completed                     |
| Stakeholder Engagement                                                 | 10/19 - 10/19   |                   | Accreditation Com.           | Completed                     |
| Evaluate Data Sources                                                  | 10/19 - 10/19   |                   | Accreditation Com.           | Completed                     |
| Develop Enviro-Scan/Survey Inst.                                       | 10/19 - 10/19   |                   | Accreditation Com.           | Completed                     |
| Review Survey                                                          | 10/19 - 10/19   |                   | Accreditation Com.           | Completed                     |
| Review Environ-Scan                                                    | 10/19 - 10/19   |                   | Accreditation Com.           | Completed                     |
| Develop Miss., Vis., Val.                                              | 10/19 - 10/19   |                   | Accreditation Com.           | Completed                     |
| Develop Internal Survey                                                | 10/19 - 10/19   |                   | Accreditation Com.           | Completed                     |
| Distribute Survey                                                      | 10/19 - 10/19   |                   | Accreditation Coor.          | Completed                     |
| Discuss Survey Results with Staff                                      | 11/19 – 11/19   |                   | Accreditation Coor.          | Completed                     |
| Strategic Plan Training (Staff)                                        | 11/19 – 11/19   |                   | Accreditation Coor.          | Completed                     |
| SWOC Analysis                                                          | 11/19 – 11/19   |                   | Accreditation Coor.          | Completed                     |
| Determine Mandates                                                     | 11/19 – 11/19   |                   | Accreditation Com.           | Completed                     |
| Compile Info                                                           | 6/21 – 8/21     |                   | Accreditation Coor.          | Completed                     |
| Analyze Results                                                        | 6/21 – 8/21     |                   | Accreditation Com.           | Completed                     |
| Assess Value of Data                                                   | 6/21 – 8/21     |                   | Accreditation Com.           | Completed                     |
| Develop Prio., Goals, Obj.                                             | 6/21 – 8/21     |                   | Accreditation Com.           | Completed                     |
| Write Plan                                                             | 6/21 – 8/21     | Drafted Plan      | Accreditation Coor.          | Completed                     |
| Plan Adopted                                                           | 6/21 – 8/21     |                   | Board of Health              | Completed                     |



## Worksheet #5 Identifying Organizational Mandates

| <u>Formal Mandates/Source of Mandates</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <u>Informal Mandates/Source of Mandates</u>                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>Nursing</u></p> <p><u>PHEP Grant</u></p> <ul style="list-style-type: none"> <li>• Preparedness</li> <li>• Training/Exercises</li> <li>• Surveillance of Communicable Disease</li> <li>• Medical Counter Measures</li> <li>• Reporting events that might be bioterrorism</li> <li>• Surveillance of illness/monitoring</li> <li>• Food outbreaks, ODRS</li> <li>• Isolation and Quarantine OAC 3701.</li> <li>• MRC</li> <li>• Training</li> </ul> <p><u>GVO Grant</u></p> <ul style="list-style-type: none"> <li>• Immunize rates for dr's offices</li> <li>• Q 5 yrs. Kinder grander Retrospective Survey</li> <li>• Immunization rates health department</li> <li>• ACIP requirements for school, work, daycares</li> <li>• VFC guidelines</li> </ul> <p><u>HIPAA</u></p> <ul style="list-style-type: none"> <li>• Confidentiality of PHI ORC 3701.17</li> </ul> <p><u>Child Fatality Review Board</u></p> <ul style="list-style-type: none"> <li>• ORC 307.623 &amp; 3701.045</li> </ul> <p><u>Communicable Disease</u></p> <ul style="list-style-type: none"> <li>• Diseases to be reported OAC 3701-3-2</li> <li>• TB/Registry ORC 3701.14 Surveillance</li> <li>• Meningococcal meningitis &amp; Hep. B ORC 3701.133</li> <li>• Isolation OAC 3701-3-13</li> </ul> <p><u>Project Dawn</u></p> <p><u>Prescription Drug Overdose Review Board</u></p> <p><u>Youth Tobacco Prevention/Cessation</u></p> <p><u>Cribs for Kids</u></p> <p><u>MIEVC &amp; HIV</u></p> <p><u>Reproductive Health Education Grant</u></p> <p><u>CMH</u></p> | <p><u>Rabies Surveillance</u></p> <p><u>ORV Baiting</u></p> <p><u>Save Our Sight</u></p>                                                  |
| <p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• Rabies Exposure</li> <li>• Rabies Surveillance</li> <li>• ORV Baiting</li> </ul> <p><u>Swimming Pools and Spa Program</u></p> <p><u>Food Safety Program</u></p> <ul style="list-style-type: none"> <li>• Retail Food Establishments (Risk/Temporary/Mobile)</li> <li>• Vending</li> </ul> <p><u>Camps</u></p> <ul style="list-style-type: none"> <li>• Campgrounds/RV Parks/Combined/Temporary Camps</li> <li>• Resident Day Camps</li> </ul> <p><u>Household Sewage Treatment Systems Program</u></p> <ul style="list-style-type: none"> <li>• Contractor Registrations-O&amp;M Sampling</li> <li>• HSTS</li> <li>• Land Application Sites</li> <li>• MOU</li> <li>• Point of Sale Real Estate</li> </ul> <p><u>Private Water/Water Haulers System Program</u></p> <p><u>Schools</u></p> <p><u>Environmental Nuisance Complaint 3701.01</u></p> <p><u>Manufactured Home Sets</u></p> <p><u>Plumbing Program</u></p> <p><u>Tattoo Program</u></p> <p><u>Solid and Infectious Waste Program</u></p> <ul style="list-style-type: none"> <li>• Solid Waste</li> <li>• C&amp;DD</li> <li>• Infectious Disease</li> <li>• Compost</li> </ul> <p><u>Transfer Station</u></p>                                                                                                                                                                                                                                                                                                     | <p><u>Jail Inspection</u></p> <p><u>Storm water Program (Phase 2)</u></p> <p><u>Semi-public Commercial Wastewater Program (HB110)</u></p> |

| Formal Mandates/Source of Mandates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Informal Mandates/Source of Mandates                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>Administrative/Personnel</u></p> <p><u>Accreditation</u></p> <ul style="list-style-type: none"> <li>• Branding</li> <li>• Workforce Development</li> <li>• Quality Improvement</li> <li>• CHA/CHIP</li> <li>• Strategic Planning</li> <li>• Performance Management</li> </ul> <p><u>Internal Policy</u></p> <ul style="list-style-type: none"> <li>• Confidentiality</li> <li>• Harassment</li> <li>• Fraud</li> <li>• Quality Indicators/OPPD/Annual Report</li> </ul> <p><u>Budget – ORC 3709.28</u></p> <ul style="list-style-type: none"> <li>• <u>Due on</u> or before first Monday in April of the immediately Preceding Fiscal Year</li> </ul> <p><u>Custodian of Funds – ORC 3709.31</u></p> <ul style="list-style-type: none"> <li>• County Treasurer custodian of health funds</li> <li>• County Auditor pays expenses issued on vouchers approved by Board of Health and Health Commissioner or designee</li> </ul> <p><u>Annual Financial report – OAC 3701-36-03</u></p> <ul style="list-style-type: none"> <li>• Yearly report due to ODH by March 1<sup>st</sup> of each year</li> </ul> | <p><u>Data Protection</u></p> <p><u>Public Records Request</u></p> <p><u>Record Retention – Sunshine Laws</u></p> <p><u>Cultural &amp; Linguistic Competency</u></p> <p><u>Ethics</u></p> <p><u>Debit &amp; Credit Card Acceptance and Use</u></p> <p><u>Board of Health</u></p> <ul style="list-style-type: none"> <li>• Orientation</li> <li>• CEU – Education</li> </ul> |
| <p><u>Health Education and Promotion</u></p> <p><u>CHC</u></p> <ul style="list-style-type: none"> <li>• Healthy Retail</li> <li>• Complete Streets</li> <li>• Playground Revitalization</li> <li>• Community Gardens</li> <li>• Farmers Markets</li> <li>• Snap/EBT Use doubles the benefit gained</li> <li>• Bike to School</li> <li>• Bike to Work</li> </ul> <p><u>Collaborative Efforts</u></p> <ul style="list-style-type: none"> <li>• HCP</li> <li>• Trumbull Memorial Health Foundation</li> <li>• ASAP</li> <li>• Trumbull Community Health Improvement Partnership</li> <li>• FCFC</li> <li>• East-gate TAC</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><u>Employee Wellness</u></p> <p><u>Health Fairs</u></p> <p><u>Social Media</u></p> <p><u>Health Education Presentation</u></p>                                                                                                                                                                                                                                           |



## Worksheet #6 Reviewing Organizational Mandates

| <u>Mandate</u>                                   | <u>Formal<br/>or<br/>Informal</u> | <u>What is required,<br/>forbidden, or<br/>allowed?</u> | <u>Does Staff<br/>Understand? How<br/>is LHD honoring the<br/>mandate?</u> | <u>What needs done?</u> |
|--------------------------------------------------|-----------------------------------|---------------------------------------------------------|----------------------------------------------------------------------------|-------------------------|
| <b><u>Health Education and<br/>Promotion</u></b> |                                   |                                                         |                                                                            |                         |
| CHC                                              | Formal                            | Grant Compulsory                                        | Yes                                                                        | N/A                     |
| Collaborative Efforts                            | Formal                            | Contractual                                             | Yes                                                                        | N/A                     |
| Employee Wellness                                | Informal                          | Training                                                | Yes                                                                        | N/A                     |
| Health Fairs                                     | Informal                          | Optional                                                | Yes                                                                        | N/A                     |
| Social Media                                     | Informal                          | Optional                                                | Yes                                                                        | N/A                     |
| Health Education<br>Presentation                 | Informal                          | Training                                                | Yes                                                                        | N/A                     |
| <b><u>Nursing</u></b>                            |                                   |                                                         |                                                                            |                         |
| PHEP Grant                                       | Formal                            | Grant Compulsory                                        | Yes                                                                        | N/A                     |
| GVO Grant                                        | Formal                            | Grant Compulsory                                        | Yes                                                                        | N/A                     |
| HIPAA                                            | Formal                            | Confidentiality                                         | Yes                                                                        | N/A                     |
| Child Fatality Review<br>Board                   | Formal                            | Compulsory by<br>State                                  | Yes                                                                        | N/A                     |
| Communicable Disease                             | Formal                            | Compulsory by<br>State                                  | Yes                                                                        | N/A                     |
| Project Dawn                                     | Formal                            | Services Offered                                        | Yes                                                                        | N/A                     |
| Prescription Drug<br>Overdose Review Board       | Formal                            | Compulsory                                              | Yes                                                                        | N/A                     |
| Youth Tobacco Prevention<br>and Cessation        | Formal                            | Grant Compulsory                                        | Yes                                                                        | N/A                     |
| Cribs for Kids                                   | Formal                            | Services Offered                                        | Yes                                                                        | N/A                     |
| MIEVC & HIV                                      | Formal                            | Services Offered                                        | Yes                                                                        | N/A                     |
| Reproductive Health<br>Education Grant           | Formal                            | Grant                                                   | Yes                                                                        | N/A                     |
| CMH                                              | Formal                            | Services Offered                                        | Yes                                                                        | N/A                     |
| Rabies Surveillance                              | Informal                          | Surveillance                                            | Yes                                                                        | N/A                     |
| ORV Baiting                                      | Informal                          | N/A                                                     | Yes                                                                        | N/A                     |
| Save Our Sight                                   | Informal                          | N/A                                                     | Yes                                                                        | N/A                     |
| <b><u>Environmental</u></b>                      |                                   |                                                         |                                                                            |                         |
| Swimming Pools and Spas<br>Program               | Formal                            | Services Offered                                        | Yes                                                                        | N/A                     |
| Food Safety Program                              | Formal                            | Services Offered                                        | Yes                                                                        | N/A                     |
| Camps                                            | Formal                            | Services Offered                                        | Yes                                                                        | N/A                     |
| Household Sewage<br>Treatment Systems<br>Program | Formal                            | Services Offered                                        | Yes                                                                        | N/A                     |
| Schools                                          | Formal                            | N/A                                                     | Yes                                                                        | N/A                     |
| Environmental Nuisance<br>Complaint              | Formal                            | Compulsory by<br>State                                  | Yes                                                                        | N/A                     |



| Mandate                                            | Formal or Informal | What is required, forbidden, or allowed?  | Does Staff Understand? How is LHD honoring the mandate | What needs done? |
|----------------------------------------------------|--------------------|-------------------------------------------|--------------------------------------------------------|------------------|
| Manufactured Home Sets                             | Formal             | Services Offered                          | Yes                                                    | N/A              |
| Plumbing Program                                   | Formal             | Services Offered                          | Yes                                                    | N/A              |
| Tattoo Program                                     | Formal             | Services Offered                          | Yes                                                    | N/A              |
| Solid and Infectious Waste Program                 | Formal             | Services offered                          | Yes                                                    | N/A              |
| Transfer Station                                   | Formal             | Services Offered                          | Yes                                                    | N/A              |
| Jail Inspection                                    | Informal           | Inspection if needed or requested         | Yes                                                    | N/A              |
| Storm Water Program                                | Informal           | Supportive Capacity                       | Yes                                                    | N/A              |
| Semi-public Commercial Wastewater Program (HB 110) | Informal           | Services Offered                          | Yes                                                    | N/A              |
| <b><u>Administrative/Personnel</u></b>             |                    |                                           |                                                        |                  |
| Accreditation                                      | Formal             | Compulsory by State                       | Yes                                                    | N/A              |
| Internal Policy                                    | Formal             | Augmented State Protocol                  | Yes                                                    | N/A              |
| Budget                                             | Formal             | Compulsory by State                       | Yes                                                    | N/A              |
| Custodian of Funds                                 | Formal             | Compulsory by State                       | Yes                                                    | N/A              |
| Annual Financial report                            | Formal             | Compulsory by State                       | Yes                                                    | N/A              |
| Data Protection                                    | Informal           | Confidentiality                           | Yes                                                    | N/A              |
| Public Records Request                             | Informal           | Public Transparency                       | Yes                                                    | N/A              |
| Record Retention – Sunshine Laws                   | Informal           | Public Transparency                       | Yes                                                    | N/A              |
| Cultural & Linguistic Competency                   | Informal           | Positive Public relations and perspective | Yes                                                    | N/A              |
| Ethics                                             | Informal           | Training                                  | Yes                                                    | N/A              |
| Debit and Credit Card acceptance and use           | Informal           | Services Offered                          | Yes                                                    | N/A              |
| Board of Health                                    | Informal           | Compulsory by State                       | Yes                                                    | N/A              |



## Worksheet #11 Assessing the Value of the Data/Information

| Data or Information Available | Data Perspective |           |              |                    |                     | Source Document/Date |           | Substantiation |               | Relevance |      |      |
|-------------------------------|------------------|-----------|--------------|--------------------|---------------------|----------------------|-----------|----------------|---------------|-----------|------|------|
|                               | Community        | Financial | Health Dept. | State, Nat'l, Loc. | Learning And Growth | Source               | Date      | Fact Based     | Opinion Based | Low       | Med. | High |
| CHA                           | X                |           | X            | X                  | X                   | Community Survey (S) | 8/19      | X              | X             |           |      | X    |
| CHA Access Addendum           | X                | X         | X            | X                  | X                   | Community Survey (S) | 8/19      | X              | X             |           |      | X    |
| Home Visiting Survey          | X                |           | X            |                    | X                   | P                    | 5/19      |                | X             |           | X    |      |
| Drug Overdose Survey          | X                |           |              | X                  | X                   | ODH collects (S)     |           | X              |               |           |      | X    |
| Tobacco Cessation             | X                |           | X            |                    | X                   | P                    |           | X              | X             |           |      | X    |
| Adolescents                   | X                | X         | X            |                    | X                   | P                    | 6/19      | X              | X             |           |      | X    |
| Food Access                   | X                | X         |              | X                  | X                   | P                    |           |                | X             |           |      | X    |
| Safe Routes                   | X                |           |              | X                  | X                   | P                    |           | X              |               |           |      | X    |
| Pop-Up Farmers Markets        | X                |           | X            |                    |                     | P                    | 11/19     | X              | X             |           |      | X    |
| Infant and Child Mortality    | X                |           | X            | X                  | X                   | P                    |           | X              |               |           |      | X    |
| Bike Trails                   | X                |           | X            |                    |                     | P                    | 2016 -    | X              |               |           | X    |      |
| Communicable Diseases         | X                |           | X            | X                  | X                   | P & S                | Monthly   | X              |               |           |      | X    |
| Immunization                  | X                |           | X            | X                  | X                   | P & S                | Monthly   | X              |               |           |      | X    |
| Annual Report                 | X                | X         | X            |                    | X                   | P                    | 3/19      | X              |               |           |      | X    |
| Sewage Reports                | X                | X         | X            | X                  |                     | P                    | Monthly   | X              |               |           | X    |      |
| Food Inspections              |                  |           | X            |                    | X                   | P                    | Quarterly | X              |               |           | X    |      |
| Pool Inspections              |                  |           | X            |                    |                     |                      | Quarterly | X              |               |           |      |      |
| CHIP                          | X                |           | X            | X                  |                     | P & S                | 11/19     | X              | X             |           |      | X    |
| Strategic Planning Survey     | X                |           | X            |                    | X                   | P                    | 10/19     |                | X             |           |      | X    |
| Miss., Vis., and Val. Survey  |                  |           | X            |                    | X                   | P                    | 10/19     |                | X             |           |      | X    |
| Training Needs                |                  |           | X            |                    |                     | P                    | 10/18     | X              | X             |           | X    |      |
| Environmental Program Survey  |                  | X         | X            | X                  | X                   | P                    | Annually  | X              | X             |           |      |      |
| Competency Self Assessments   |                  |           | X            |                    |                     | P                    | 7/18      |                | X             |           | X    |      |
| Budget/Financial Reports      |                  | X         | X            | X                  | X                   | P                    | Monthly   | X              |               |           |      | X    |
| Animal Bites                  | X                |           | X            |                    |                     | P                    | Monthly   | X              |               |           | X    |      |



**Appendix C:**  
**Surveys (Strategic Planning, and Mission, Vision, and Values)**





Public Health  
Prevent. Promote. Protect.

## 2019 - TCCHD Strategic Planning Survey

The Trumbull County Combined Health District (TCCHD) is in the process of developing a Strategic Plan to guide the health district's planning and direction for the next five years. This survey will provide crucial insight from both internal and external stakeholders as well as the community at large.

### Section 1

1. Which of the following describes your involvement with the Trumbull County Combined Health District (TCCHD)?

- ☐ Internal Stakeholders (Staff, Board)
- ☐ External Stakeholders (Partners, Businesses and Other Agencies)
- ☐ Community Member (not linked to either of the categories listed above)
- ☐ Other (please specify)

2. Mission Statement: "We are committed to protect and promote the health and well-being of our community and prevent disease, disparity and harm to our residents. This is accomplished by responding promptly to serve the needs in a professional and respectful manner with emphasis on public health and outreach." This mission adequately conveys the purpose of TCCHD?

Strongly Disagree

Disagree

Agree

Strongly Agree

☐☐☐☐

3. Vision Statement: "The effective exchange, collaboration and communication of ideas and thoughts with all internal and external stakeholders will enhance our policies, procedures and programs. This along with the promotion of our public health services will eliminate disparities and have a stunning effect on our community." The vision statement is relevant and meaningful in guiding the future of the TCCHD.

Strongly Disagree

Disagree

Agree

Strongly Agree

☐☐☐☐

## Section 2

The following are Core Public Health Services that all public health agencies in Ohio must provide directly or contracting with another Local Health Department (LHD).

Please score each service based on how well TCCHD is providing the service.  
Scores range from best to worst.

### 4. Environmental Health Services

|                                                          | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|----------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Water Safety                                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| School Inspections                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nuisance Abatement                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Food Safety<br>(restaurant/grocery store<br>inspections) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 5. Communicable Disease Control

|                      | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Vaccination Capacity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Quarantine Authority | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 6. Epidemiology Services

|                                                | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Communicable Disease<br>Outbreaks and Trending | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Disease Prevalence                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Morbidity/Mortality<br>Reporting               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 7. Information on accessing birth and death records provided by TCCHD (actual record available through Warren City Health Department)

| Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



### 8. Health Promotion and Prevention

|                                                                                 | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|---------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Health Education                                                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Policy, Systems and Environmental change                                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Chronic Disease Prevention (including tobacco, physical activity and nutrition) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Injury Prevention                                                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Infant Mortality and Preterm Birth Prevention                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 9. Emergency Preparedness

|                                             | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|---------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Response After a Disaster                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ensuring Safety of an Area After a Disaster | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 10. Linking People to Services to Ensure They Receive Needed Medical Care

| Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## Section 3

The following are considered Other Public Health Services. Local health departments play a role in assuring that these services are provided in their community - either by local public health or other organization(s), including health care providers and other government agencies.

Please score each service based on how important that service is to the community. Scores range from most important to least important.

### 11. Clinical Prevention and Primary Care Services

|                                                                                                           | Most Important        | Important             | Not Important         | Least Important       | Unknown               |
|-----------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Immunizations                                                                                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Medical and Dental Clinics (primary care)                                                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Care Coordination and Navigation                                                                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Reproductive and Sexual Health Services (including STD testing, contact tracing, diagnosis and treatment) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 12. Specific Maternal and Child Health Programs

|                                                           | Most Important        | Important             | Not Important         | Least Important       | Unknown               |
|-----------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| WIC (Women Infants & Children)                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nutrition Program                                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Help Me Grow (HMG) Home Visiting Program                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Bureau for Children with Medical Handicaps (BCMh) program | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 13. Non-Mandated Environmental Health Services

|                                  | Most Important        | Important             | Not Important         | Least Important       | Unknown               |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Lead Screening                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Radon Testing                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Residential Plumbing Inspections | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



14. Other Optional Services (depending on community need and other available providers)

|                                            | Most Important        | Important             | Not Important         | Least Important       | Unknown               |
|--------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Home Health                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Hospice Care                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Home Visiting Programs<br>(other than HMG) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| School Nurses                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Drug and Alcohol Use<br>Prevention         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Behavioral Health                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Municipal Ordinance<br>Enforcement         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## Section 4

The following deal with TCCHD's Foundational Capabilities. All Local Health Departments (LHD) should have access to the following skills and resources. Access can occur through cross-jurisdictional sharing.

Please score each capability based on TCCHD's ability to perform/access each skill/resource. Scores range from best to worst.

15. Quality Assurance

|                                                  | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|--------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Accreditation                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Quality Improvement                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Program Evaluation                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Identification of<br>Evidence-Based<br>Practices | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## 16. Information Management and Analysis

|                                              | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|----------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Data Analysis Expertise for Surveillance     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Epidemiology                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Community Health Assessment (CHA)            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Performance Management and Research          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Information Technology Infrastructure        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Interface with Health Information Technology | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## 17. Policy Development

|                                             | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|---------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Policy Analysis and Planning                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Expertise for Policy                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Systems and Environmental Change Strategies | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## 18. Resource Development

|                                                                                   | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|-----------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Grant Writing Expertise and Grant Seeking Support                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Workforce Development (training, certification, recruitment)                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Service Reimbursement                                                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Contracting and Fee Collection Infrastructure (interface with third party payers) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



### 19. Legal Support

|                               | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Specialized Consultation      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Analysis on Public Health Law | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 20. Laboratory Capacity

|                                         | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|-----------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Environmental Health Lab                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Clinical Labs Services (as appropriate) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### 21. Support and Expertise for Local Health Department (LHD) Community Engagement Strategies

|                                                                   | Best                  | Good                  | Poor                  | Worst                 | Unknown               |
|-------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Community and Governing Entity Engagement                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Convening and Planning                                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Public Information                                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Marketing and Communications                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Community Health Assessment and Improvement Planning (CHA & CHIP) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Partnership to Address Socio-Economic Factors and Health Equity   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

22. Other than the items listed above, what other programs, services or resources would you like to see TCCHD include/access to address any new, emerging or unmet needs?

## Section 5

23. Have you or someone you know used any TCCHD programs/services within the last year? If yes, which program/service was used?

24. If you answered yes to #23, what was your experience with TCCHD? (i.e. level of customer service, service time, feeling about results, etc.)?

25. If you were given the opportunity to change anything about TCCHD, what would it be and why?

## **Section 6**

26. What do you believe is the number one health concern in Trumbull County?

27. The following three priorities and three cross-cutting factors were identified by community stakeholders as the most important health issues for the community health improvement partnership to address. Please rank them from 1 to 6 with 1 being the most important and 6 being the least important.

☰  Mental Health and Addiction

☰  Chronic Disease

☰  Maternal and Infant Health

☰  Public Health System, Prevention and Behaviors (e.g. active living, healthy eating and tobacco-free living)

☰  Healthcare System and Access

☰  Social Determinants of Health (Conditions in the social, economic and physical environment that affect health and quality of life.)



28. To address each of the priorities and cross-cutting factors, in your opinion should TCCHD be the lead or support agency?

|                                                                                                                                 | Lead                  | Support               |
|---------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|
| Mental Health and Addiction                                                                                                     | <input type="radio"/> | <input type="radio"/> |
| Chronic Disease                                                                                                                 | <input type="radio"/> | <input type="radio"/> |
| Maternal and Infant Health                                                                                                      | <input type="radio"/> | <input type="radio"/> |
| Public Health System, Prevention and Health Behaviors (e.g. active living, healthy eating and tobacco-free living)              | <input type="radio"/> | <input type="radio"/> |
| Healthcare System and Access                                                                                                    | <input type="radio"/> | <input type="radio"/> |
| Social Determinants of Health (Conditions in the social, economic and physical environments affect health and quality-of-life.) | <input type="radio"/> | <input type="radio"/> |

29. Are there any other public health priorities that should be addressed but are not listed above? Please list.

30. Do you have any suggestions as to who TCCHD should partner with in the future or other resources that should be accessed? If yes, please list.

## **Section 7**

31. Over the past 3 years, what has been your perception of TCCHD? Scores range from positive to negative.

Positive

☐

Neutral

☐

Negative

☐

32. Is your current perception of TCCHD better or worse that it has been in the past?

- ☐ Much better ☐ Worse
- ☐ Better ☐ Much worse
- ☐ About the same

33. Please explain your answer to #32.

34. As you envision TCCHD three years from now, which of the following is the most important for TCCHD to be known and respected? Please rank them from most important (1) to least important (10).

- ☰  Highly qualified personnel and expert public health leadership and authority
- ☰  Efficient investigations and response to health issues
- ☰  Effective monitoring, identification and assessment of community health issues
- ☰  Educational outreach and healthy promotion
- ☰  Linking people to health services and assuring provision of health care
- ☰  Strong participation in community partnerships and collaborations
- ☰  Quality, effective, accessible and diverse services
- ☰  Regulatory authority and enforcement
- ☰  Plan and policy development/revision with transparent, accountable community engagement
- ☰  Innovation and research into new public health insights and solution to issues

35. Have you ever visited TCCHD's website, Twitter and/or Facebook pages?

- ☐ Yes
- ☐ No



36. Was the site (website, Facebook, Twitter) useful?

☐ Yes

☐ No

☐ N/A

37. Do you have any other comments, concerns or thoughts?

## TCCHD 2019 Strategic Planning Survey Results Summary

The survey was released for seven business day and resulted in 66 responses. 40.91% were internal stakeholders, 36.36% were external stakeholders, 16.67% were community members and 6.06% chose other. Those who chose "other" were a Judge, County Employee/Dispatcher, Employee and Recovery and Disability.

In Question 2 when asked about the mission statement 93.94% either agreed or strongly agreed with the current mission statement while only 4.55% strongly disagreed.

In Question 3 when asked about the vision statement 88.62% strongly agreed or agreed with the vision statement while only 4.69% strongly disagreed.

*Questions 4-10 dealt with the core public health services that all public health agencies in Ohio have to provide or contract with another Local Health Department the following are weighted averaged results of each of the services.*

### Q4. Environmental Health services:

|                    |      |
|--------------------|------|
| Water services     | 3.34 |
| Food safety        | 3.34 |
| School Inspections | 3.24 |
| Nuisance Abatement | 3.19 |

### Q5. Communicable health disease control:

|                      |      |
|----------------------|------|
| Vaccination capacity | 3.27 |
| Quarantine Authority | 3.23 |

### Q6. Epidemiology Services:

|                                            |      |
|--------------------------------------------|------|
| Morbidity/Mortality Reporting              | 3.30 |
| Communicable Disease Outbreak and Trending | 3.27 |
| Disease Prevalence                         | 3.24 |

### Q7. Information on accessing birth and death records provided by TCCHD (actual records available through Warren City Health Department)

|                         |      |
|-------------------------|------|
| Birth and Death records | 3.30 |
|-------------------------|------|

### Q8. Health Promotion and Prevention:

|                                             |      |
|---------------------------------------------|------|
| Health Education                            | 3.36 |
| Chronic disease prevention                  | 3.28 |
| Policy, Systems, & Environmental Change     | 3.15 |
| Injury Prevention                           | 3.08 |
| Infant Mortality & Preterm Birth Prevention | 3.07 |



**Q9. Emergency Preparedness**

|                                                |      |
|------------------------------------------------|------|
| Response After Disaster                        | 3.30 |
| Ensuring Safety of an Area After<br>a Disaster | 3.24 |

**Q10. Linking People to Services to Ensure They Receive Needed Medical Care:**

|                                                                              |      |
|------------------------------------------------------------------------------|------|
| Linking people to services to ensure<br>they receive needed medical services | 3.02 |
|------------------------------------------------------------------------------|------|

*The following are the weighted averages for the Other Public Health Services (Questions 11-14). Local health departments play a role in assuring that these services are provided in their community - either by local public health or other organization(s), including health care providers and other government agencies.*

**Q11. Clinical Prevention and Primary Care Services:**

|                                            |      |
|--------------------------------------------|------|
| Immunizations                              | 3.56 |
| Medical and Dental Clinics                 | 3.38 |
| Reproductive and Sexual Health<br>Services | 3.28 |
| Care Coordination and Navigation           | 3.20 |

**Q12. Specific Maternal and Child Health Programs**

|                   |      |
|-------------------|------|
| WIC               | 3.46 |
| BCMH              | 3.44 |
| HMG               | 3.40 |
| Nutrition Program | 3.33 |

**Q13. Non-Mandated Environmental Health Services**

|                                  |      |
|----------------------------------|------|
| Lead Screening                   | 3.23 |
| Residential Plumbing inspections | 3.14 |
| Radon Testing                    | 3.03 |

**Q14. Other Optional Services (depending on community needs and available providers)**

|                                 |      |
|---------------------------------|------|
| Behavioral Health               | 3.53 |
| Drug and Alcohol use prevention | 3.47 |
| Home Visiting Programs          | 3.27 |
| Hospice Care                    | 3.17 |
| School Nurses                   | 3.16 |
| Home Health                     | 3.15 |
| Municipal Ordinance Enforcement | 3.02 |

*The following are the weighted averages on the Foundational Capabilities and they are based on how people felt that TCCHD performed or accessed each resource/skill.*

**Q15. Quality Assurance**

|                                           |      |
|-------------------------------------------|------|
| Accreditation                             | 3.39 |
| Quality Improvement                       | 3.33 |
| Program Evaluation                        | 3.28 |
| Identification of Evidence-Based Practice | 3.22 |

**Q16. Information Management and Analysis**

|                                              |      |
|----------------------------------------------|------|
| Community Health Assessment                  | 3.31 |
| Epidemiology                                 | 3.29 |
| Performance Management and Research          | 3.18 |
| Data analysis Expertise for Surveillance     | 3.17 |
| Information Technology Infrastructure        | 3.05 |
| Interface with Health Information Technology | 3.05 |

**Q17. Policy Development**

|                                             |      |
|---------------------------------------------|------|
| Policy Analysis and Planning                | 3.12 |
| Expertise for Policy                        | 3.08 |
| Systems and Environmental Change Strategies | 3.07 |

**Q18. Resource Development**

|                                                                                   |      |
|-----------------------------------------------------------------------------------|------|
| Grant Writing Expertise and Grant Seeking support                                 | 3.21 |
| Work Development                                                                  | 3.06 |
| Service Reimbursement                                                             | 3.05 |
| Contracting and Fee Collection Infrastructure (interface with third party payers) | 2.84 |

**Q19. Legal Support**

|                               |      |
|-------------------------------|------|
| Specialized consultation      | 3.05 |
| Analysis on Public Health Law | 2.97 |

**Q20. Laboratory Capacity**

|                          |      |
|--------------------------|------|
| Clinical Lab services    | 3.17 |
| Environmental Health Lab | 3.06 |



**Q21. Support and Expertise for Local Health Department Community Engagement Strategies**

|                                                                  |      |
|------------------------------------------------------------------|------|
| CHA and CHIP                                                     | 3.20 |
| Convening and Planning                                           | 3.12 |
| Community and Governing entity Engagement                        | 3.06 |
| Public Information                                               | 3.02 |
| Partnerships to address Socio-Economic Factors and Health Equity | 2.98 |
| Marketing and Communications                                     | 2.88 |

**Question 22** asked people to list or name other programs besides the ones listed above that they would like to see TCCHD include/access to address any new, emerging or unmet needs. Of the 66 people who took the survey only 24 people who answered the question only nine of the responses were answers other than N/A. The following are those 9 responses:

- More Public input at meetings
- Emphasis on juvenile vaccinations and vaccination for underemployed and unemployed people and seniors
- Hotel/Motel inspections, Rental codes enforcement
- Grant to pay sober living managers/owner money for gas and time invested in helping addicts in their recovery
- A working partnership with the Warren Tribune and Youngstown TV to address regular communication with the public
- More information available on the website such as restaurant inspections and septic inspections
- Access to dental services
- More education to communities about current mosquitos borne illnesses, water quality, etc.
- More Volunteers.

**Question 23** asked if you or someone you knew used any of the services at TCCHD, and list the service used. The following services were used:

- Narcan
- Septic
- Sexually transmitted disease information
- Child mortality rate information
- Drug and alcohol svs home visitor
- Records request
- Vaccinations
- Immunizations
- WIC
- H2O sewage
- Addiction Grants to assist in rent stipends for women in recovery
- Flu shots,
- HMG
- Septic, to pay the fee which I find to be ridiculous

Question 24 asked them to explain their experience when it came to level of customer service, service time and feeling about results, etc. The following are the actual responses from the survey:

- Excellent. Knowledgeable and friendly staff!
- The customer service was poor and rude. It felt like the employee was being bothered.
- Excellent quick service
- Very good
- Good
- Always good
- Very good customer service and speed of service
- Excellent
- Overload on number of inspections
- Professional, polite and great customer service
- I've heard that all of the programs are wonderful
- Customer service was fine. Service time is fine the results of having to pay is awful.
- Excellent experience
- It was a good experience
- Great customer service and time

Question 25 asked if you were given an opportunity to change anything about TCCHD, what would it be and why? The answers are as follows:

- Hire more employees
- More public input at meetings and more openness as to the operations of the department
- Getting the word out to the public about services available
- Remove the emphasis on the drug addiction component. The resources need to be redirected.
- More focus on social determinants of health
- Add 2 inspectors, fill supervisory sanitarian position.
- See question 22, it's all about communication
- Advertise more about what they do.
- More funding to offer more services to the public!
- It would be nice to offer more of the services people call for and be available more often for services people need. Monthly clinics sometimes are not conducive to being able to get people in to use our services and we spend all day sending people to other agency's to get their services, which only supports them and not us.
- Increase staff to allow adequate time for expected workload
- Not to have to pay the large fee to have the septic system on our property
- More awareness
- Partner with other community organizations instead of trying to do everything even when it overlaps with what is already occurring in the community. This saves resources and with more entities working together outcomes will improve.
- I wish inspectors would do their jobs the same
- Better promotion and communication to the public.

Question 26 asked what they believe to be the number one health concern in Trumbull County. The following are the results:

- Overdosing, addiction, drug & opioid abuse
- Mental Health
- Behavioral health
- Infant mortality
- Senior persons mental health
- Economic issues
- Chronic disease
- Mental Health/drug abuse (Dual Diagnosis persons)
- Access to affordable, consistent and quality healthcare
- Poor nutrition
- Poverty and its impact on families
- DESCREPENCY IN SEPTIC FEES NEW/OLD.
- General wellness
- Smoking and Tobacco
- Obesity
- Cost free primary health care
- Vaccinations- especially for underserved populations such as the elderly, unemployed and underemployed.
- Overweight kids and parents- how can one provide healthcare when children and their parents are not accountable.
- Increasing rate of chronic diseases and growing health disparities
- Sedentary behaviors which lead to many other issues
- Healthy behaviors (i.e. reduce illegal drug use, healthy eating, exercise, etc.
- Poverty, accessing healthcare. Not able to afford septic replacements.
- Medical and dental care
- Recurrence of vaccine preventable diseases.
- Lack of Job that leads to MH issues and potential opiate abuse, drug selling and use.

Question 27 asked about the three priorities and three cross-cutting factors were identified by community stakeholders from the community health improvement partnership to address. They were asked to rank them from most important to least important the following is the ranking.

|                                                                                                             |          |
|-------------------------------------------------------------------------------------------------------------|----------|
| Mental health and addiction                                                                                 | 1 (4.93) |
| Maternal and Infant Health                                                                                  | 2 (3.65) |
| Chronic Disease                                                                                             | 3 (3.61) |
| Public Health systems, Prevention and Behaviors (e.g. active living, health eating and tobacco-free living) | 4 (3.21) |
| Healthcare systems and access                                                                               | 5 (3.07) |
| Social Determinants of health                                                                               | 6 (2.95) |



Question 28 asked to address whether TCCHD should be the lead or support agency when it came to each cross-cutting and priorities that were previously listed.

Lead:

|                                                 |        |
|-------------------------------------------------|--------|
| Maternal and Infant health                      | 69.84% |
| Public health systems, Prevention and Behaviors | 85.94% |

Support:

|                               |        |
|-------------------------------|--------|
| Mental Health and Addiction   | 85.94% |
| Chronic Disease               | 51.56% |
| Healthcare systems and access | 67.19% |
| Social Determinants of Health | 54.69% |

Question 29 asked if there were any other issues or priorities that should be addressed that were not listed. The following are the other priorities:

- Water quality and safety
- Gun Violence
- Housing
- STD Prevention.

Question 30 asked to who TCCHD should partner with or other resources to be access in the future. The following were there answers:

- Trumbull Board of Mental health, Community Service Agency, St. Joseph Hospital, Trumbull Memorial Hospital.
- Mental Health and Recovery Board.
- Mental health and (sigh!) addiction need to be handled by the Mental Health Board, not the Health Department.
- Local police and School officials, help identify individuals or families that may need extra help or services.
- Media
- Other health departments
- Better interaction between county agencies
- Universities and Cleveland Clinic
- Local Businesses
- Hospitals, healthcare providers, Mental Health Board, and Recovery centers.
- Continue with Health Community Partnership
- Trumbull family fitness is a partner and should get more involved. It is also a place to provide information to reach many ages in one location
- Commissioners, hospitals, schools and other governmental agencies.
- Partner with organizations serving the poor, under privileged and underserved, such as the mission, Christy House, etc.

Question 31 asked in the past 3 years what your perception of TCCHD has been from positive to negative.

|          |        |
|----------|--------|
| Positive | 66.67% |
| Neutral  | 30.16% |
| Negative | 3.17%  |

Question 32 asked if their current perception was better or worse than it has been in the past

|                       |        |
|-----------------------|--------|
| Much better or better | 65.08% |
| About the same        | 30.16% |
| Worse                 | 4.76%  |

Question 33 asked to explain their choice for Q32.

- The Department seems secretive and unwilling to listen to the community
- TCCHD has been a leader in our community in confronting the opiate/mental health
- I have always had a neutral opinion
- I have become more aware of our health departments work through media coverage
- Septic Department is Unfair!!!!!!(with over 100 exclamation points after)
- I know a little more about services
- Seeing more visibility in the community
- Having the opportunity to work more closely with TCCHD, I have witnessed the impact of their work
- Better HC and ED
- You have taken steps through an amazing community assessment this year
- It's better
- I don't know all that they do, some staff aren't Friendly
- I think that through the accreditation process, we have been able to identify weaknesses and been able to improve our program.
- I have seen a lot of improvement in our different programs
- The organization seems to be making, or continuing inroads into the issues affecting the community
- Programs seem to be effective
- The agency is more visible in the community and attempting to collaborate with other agencies and officials to collectively work on issues
- TCCHD has been improving public health services over the past few years and working with the community
- Always learning new things
- Some services have decreased or gone away over the years
- Understand the struggles with in the current structure-seeing actions taken
- I am more familiar with the work
- I now know the people better there and what they do ( or try to do) to better the community
- Management takes an active role in solving problems
- Positive direction
- I have gained more information and therefore, I am better aware of what they do
- We continue to provide quality services to the public
- Didn't know you existed prior

- Didn't notice a difference
- Have had negative interactions with staff in past year, I had these in the past, but never as bad as it has been in the past year
- As a staff member, I know we are always looking to improve access and our process
- Different Management Ideology
- Always Excellent experiences
- Less controversy, current management seems more willing to work with the public and more sympathetic to current state of Trumbull County and Trumbull County residents
- THEY STILL OFFER SERVICES TO THE COMMUNITY
- Programs and services have increased and support from administration has been enhanced
- Know nothing about the agency... no social media presents, no outreach
- No Previous involvement

**Question 34** asked in 3 years what they would envision TCCHD to be known for ranking them from 1 to 10.

|                                                                                        |           |
|----------------------------------------------------------------------------------------|-----------|
| Highly Qualified personal and experts in public health leadership and authority        | 1 (8.54)  |
| Efficient investigation and response to public health issues                           | 2 (6.86)  |
| Effective monitoring, identification and assessment of community health issues         | 3 (6.42)  |
| Strong Participation in community partnership and collaborations                       | 4 (5.88)  |
| Educational outreach and healthy promotion                                             | 5 (5.86)  |
| Linking people to health services and assuring provision of healthcare                 | 6 (5.83)  |
| Quality, effective, accessible and diverse services                                    | 7 (5.42)  |
| Plan and policy development/revision with transparent accountable community engagement | 8 (4.05)  |
| Regulatory authority and enforcement                                                   | 9 (4.03)  |
| Innovation and research into new public health insight and solution to issues          | 10 (3.58) |

**Question 35** asked if you have ever visited the TCCHD website, twitter or facebook page

|     |        |
|-----|--------|
| Yes | 73.02% |
| No  | 26.98% |

**Question 36** asked if the TCCHD website, twitter or facebook page was useful

|     |        |
|-----|--------|
| Yes | 66.13% |
| No  | 11.29% |
| N/A | 22.58% |



Question 37 asked if they had any other comments, concerns or thoughts.

- Add Food Inspections to the website
- Other than support, stay out of attempting to have the primary role for mental health. That should fall with the Mental Health Board. When it comes to “enforcement” actions, do not so much be concerned with businesses and residences as much as being concerned with primary issues such as vaccinations for the underemployed, unemployed, seniors, and in particular juveniles who need vaccines. If there is going to be regulatory policy or community education to pursue, it needs to be directed at the “objectors” to vaccinations, who are more of a public health risk than most others.
- This should be advertised so lots of people could take it
- Keep Up the Good work
- Think Question 34 had a glitch in rating scores
- Website was useful but hard to find information, make the website user friendly and up-to-date

## TCCHD Mission, Vision and Values Survey

**Mission:** States the agency's purpose; what the organization does and why.

Our current Mission Statement reads as follows:

We are committed to protect and promote the health and well-being of our community and prevent disease, disparity and harm to our residents. This is accomplished by responding promptly to serve the needs of the public in a professional and respectful manner with emphasis on public health education and outreach.

1. In your opinion, does our agency's mission statement adequately state our purpose, what we do and why? ☐ Yes ☐ No

2. In your opinion, what does our current mission statement say about who we are, what our purpose is, what our agency does or who we serve and how we are unique?

3. In your opinion, what are the basic social and political needs that our agency fills?

4. In your opinion, what are the basic social and political problems we are here to address?

5. In your opinion, what is our agency's role in filling or addressing these needs or problems?

6. In your opinion, how does our role differ from other agencies?

7. In your opinion, how does our agency recognize, anticipate or respond to needs or problems?

8. Who are our stakeholders?

9. How do we respond to them?

**Vision:** Futuristic view regarding the ideal state or conditions that the organization aspires to change or create.

Our current Vision Statement reads as follows:

The effective exchange, collaboration and communication of ideas and thoughts with all internal and external stakeholders will enhance our policies, procedures and programs. This along with the promotion of our public health services will eliminate disparities and have a stunning effect on our community.

10. In your opinion, does our agency's vision statement give the ideal state or conditions that our agency aspires to change or create? ☐ Yes ☐ No



11. Please identify 5 critical issues or problems that our agency must address for its success in the future:

12. In your opinion, what do believe is the best plan for addressing these critical issues in the next 3 to 5 years?

13. Describe a peak experience or high point in your professional life at this agency, or a previous employer, when you felt most alive, most engaged and really proud of yourself and your work:

14. What do you value most about our agency and its larger contribution to society and the community?

15. If you were granted 3 wishes to heighten the health and vitality of this organization, what would they be?

**Values:** Principles, beliefs and underlying assumptions that guide the organization.

Our current Core Values are as follows:

- **Integrity / Honesty:** We act with integrity and are accountable for our actions.
- **Effectiveness:** We strive to be effective when providing our services.
- **Dependability:** We provide reliable and dependable services.
- **Service:** We deliver an exceptional level of service through our programs.
- **Accuracy:** Our programs are structured to accurately reach our targeted goals.
- **Responsibility:** We take responsibility for our performance in the services we deliver.

16. Values are unique to each organization and the staff who are part of that organization. In your opinion, and based on the values listed below, what are the top 3 most important values in an organization, starting with 1?

|                  |                  |                  |              |
|------------------|------------------|------------------|--------------|
| __Accountability | __Accuracy       | __Collaboration  | __Courage    |
| __Credibility    | __Dedication     | __Dependability  | __Dignity    |
| __Diversity      | __Effectiveness  | __Efficiency     | __Empathy    |
| __Empowerment    | __Equality       | __Equity         | __Excellence |
| __Flexibility    | __Honesty        | __Innovativeness | __Integrity  |
| __Loyalty        | __Optimism       | __Persistence    | __Quality    |
| __Respect        | __Responsibility | __Responsive     | __Service    |
| __Timeliness     | __Transparency   | __Trusted        | __Wisdom     |

**Appendix D:**  
**Strategic Planning Meetings (Sign-In Sheets, Minutes,  
Agendas, Etc.)**





**Strategic Plan Meeting Minutes**  
**October 03, 2019**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Gregory Dubos, Board Member  
Kathy Salapata, Board Member  
Kristofer Wilster, Director of Environmental Health  
Jenna Amerine, Health Educator  
Joseph Mikesell - Intern  
Daniel Dean, IT Specialist/Fiscal Officer  
Johnna Ben, Administrative Coordinator

**FACILITATOR:** Natalie Markusic, Accreditation Coordinator

**Objectives:**

- Overview of the Strategic Planning Purpose & Process.
  - Natalie reviewed the strategic planning process with all committee members using the *NACCHO: Developing a Local Health Department Strategic Plan: A How-To Guide*.
- The committee reviewed and completed the following NACCHO worksheets.
  - Assessing Readiness for Strategic Planning (Worksheet #1)
  - Identify and Analyze Stakeholders (Worksheet #2)
  - Assess Data Needs (Worksheet #3)
- The committee reviewed the stakeholder mission, vision, and values survey questions and established the survey timeline.
- The committee also reviewed, discussed, and amended the proposed strategic plan survey instrument that was to be disseminated to identified stakeholders. The strategic plan survey was released for participation after the meeting.
- The committee decided to hold the next meeting on October 23, 2019.

**Homework for Next Meeting:** The committee was encouraged to think about more input for the mission, vision, and values for the next meeting.







**Strategic Plan Meeting Minutes**  
**October 23, 2019**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Gregory Dubos, Board Member  
Kathy Salapata, Board Member  
Kristofer Wilster, Director of Environmental Health  
Jenna Amerine, Health Educator  
Joseph Mikesell - Intern  
Daniel Dean, IT Specialist/Fiscal Officer  
Johnna Ben, Administrative Coordinator

**FACILITATOR:** Natalie Markusic, Accreditation Coordinator

**Objectives:**

- Review the current Mission, Vision, and Values of the TCCHD.
  - Natalie reviewed the current Mission, Vision, and Values, of the TCCHD and the committee determined that the current statements were obsolete.
  - The committee then reviewed the information obtained from the Mission, Vision, and Values survey given to all TCCHD employees and amended the Mission, Vision, and Values to reflect our new statements.
- The committee was then introduced to the *Aligning Accreditation and Foundational Public Health Capabilities* guide provided by the PHNCI. This guide will be used as a potential tool for crafting the ten essential public health services portion of the strategic plan.

**Homework for Next Meeting:** The committee was encouraged to think about the services the TCCHD offers and how they align with the ten essential public health services outlined by the CDC.





**Strategic Plan Meeting Minutes**  
**October 30, 2019**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Gregory Dubos, Board Member  
Kathy Salapata, Board Member  
Kristofer Wilster, Director of Environmental Health  
Jenna Amerine, Health Educator  
Joseph Mikesell - Intern  
Daniel Dean, IT Specialist/Fiscal Officer  
Johnna Ben, Administrative Coordinator

**FACILITATOR:** Natalie Markusic, Accreditation Coordinator

**Objectives:**

- Initiate and complete worksheet # 11 (Assessing the Value of the Data/Information), and discuss the resources listed in length to determine the most relevant and pertinent data needs of the TCCHD.

**Homework for Next Meeting:** Prepare the upcoming all staff training, and strategic plan meeting.











**Strategic Plan Meeting Minutes**  
**November 6, 2019**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Gregory Dubos, Board Member  
Kathy Salapata, Board Member  
Kristofer Wilster, Director of Environmental Health  
Jenna Amerine, Health Educator  
Joseph Mikesell - Intern  
Daniel Dean, IT Specialist/Fiscal Officer  
Johnna Ben, Administrative Coordinator

**FACILITATOR:** Natalie Markusic, Accreditation Coordinator

**Objectives:**

- Convene a large meeting with all members of the TCCHD to discuss strategic planning, review the strategic plan survey results with the entire staff, and develop the S.W.O.C. analysis.

**Homework for Next Meeting:** No homework given at the time.





**Strategic Plan Meeting Minutes**  
**November 19, 2019**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Jenna Amerine, Health Educator  
Joseph Mikesell - Intern  
Daniel Dean, IT Specialist/Fiscal Officer  
Johnna Ben, Administrative Coordinator  
Sandy Swann, Director of Nursing

**FACILITATOR:** Natalie Markusic, Accreditation Coordinator

**Objectives:**

- Initiate and complete Worksheet #4 (Developing a Project Plan for Completion of Strategic Plan).
- Initiate and complete Worksheet #5 (Identifying Organizational Mandates).
- Initiate and complete Worksheet #6 (Reviewing Organizational Mandates).

**Homework for Next Meeting:** Given all the information disseminated at this point, the committee was asked to come to the next meeting with a list if their final ideas for the SWOC analysis.







**Strategic Plan Meeting Minutes**  
**November 20, 2019**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Gregory Dubos, Board Member  
Kathy Salapata, Board Member  
Kristofer Wilster, Director of Environmental Health  
Joseph Mikesell - Intern  
Daniel Dean, IT Specialist/Fiscal Officer  
Johnna Ben, Administrative Coordinator  
Robert Biery Jr., Board of Health President

**FACILITATOR:** Natalie Markusic, Accreditation Coordinator

**Objectives:**

- Re-examine and finalize the SWOC analysis to be used for further strategic planning.

**Homework for Next Meeting:** TBD with regard to meetings and future agendas due to the growing concern arising from the Covid-19.



# TCCHD Strategic Planning Meeting

June 16, 2021

*\*Attendees are not required to complete the Agency, Email and Phone columns when attending internal meetings with Health Dept. staff only.*



# Trumbull County Combined Health District



## Strategic Planning Team Meeting



Date: 6/16/2021

Time: 1:30 pm to 3:30 pm

### Agenda

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**Purpose:** To review previous progress made prior to onset of Covid-19 Pandemic, review supportive documentation, and select Strategic Priorities.

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### **Objectives:**

1. "Brief Overview/Refresher" of where we were in the planning process prior to the pandemic, where we are now, and where we are headed.
  2. Review and discuss "Key Support Functions" document.
  3. Review and discuss "10 Essential Public Health Services" document.
  4. Review and discuss "External Trends, Events, and (or) Factors Impacting Community Health" document.
  5. Review of Affinity Diagrams, and consolidation of potential strategic priority topics.
  6. Selection of Strategic Priorities.
- 

**Further Discussion, Next Meeting (Date and Time), Plans for Next Meeting, Assignments:**

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**Strategic Plan Meeting Minutes**  
**June 16, 2021 – 1:30 PM**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Robert Biery, Jr., Board President  
Gregory Dubos, Board Member  
Kathy Salapata, Board Member  
Sandra Swann, Director of Nursing  
Kristofer Wilster, Director of Environmental Health  
Jenna Amerine, Grant Coordinator  
Kristopher Kriebel, Health Educator  
Daniel Dean, IT Specialist/Fiscal Officer  
Johnna Ben, Administrative Coordinator

**FACILITATOR:** Daniel Bonacker, Accreditation Coordinator

**Objectives:**

1. "Brief Overview/Refresher" of where we were in the planning process prior to the pandemic, where we are now, and where we are headed. Dan Bonacker reviewed the following with the team:
  - In between October and November of 2019 there were 6 meetings held, with the last meeting occurring on November 20, 2019.
  - All worksheets for the strategic plan have been completed.
  - All agendas, minutes and related documentation for all 6 meetings have been accounted for and are on file.
  - There are additional items that PHAB wants included in our strategic plan that we do not currently have:
    - Key Support Functions
    - Ten Essential Public Health Services
    - External Trends, Events and/or Factors Impacting Community Health
    - Linkages with Other Plans
2. Review and Discuss "Key Support Functions" Documents
  - The 4 "Key Support Functions" are:
    - Information Management
    - Workforce Development
    - Communications
    - Financial Stability
  - The team reviewed the different functions and methodology for each function.
3. Review and Discuss "10 Essential Public Health Services" Document
  - The "10 Essential Public Health Services" were updated in 2020. Frank Migliozi stated that he feels that each division head needs to specify what they are doing in their division that addresses these "10 Essential Public Health Services". If there is something specific in one of their programs, we need to note that and make sure that it is listed.
4. Review and Discuss "External Trends, Events, and/or Factors Impacting Community Health" Document

- This objective was reviewed, and Frank Migliozi stated that the issue of equity, which is a cross-cutting factor, needs to be further defined; such as our infant mortality rate and vaccine hesitancy. The issue of equity is a primary factor, as well as poverty rates. Higher poverty equals lower health equity.
5. Review of Affinity Diagrams, and Consolidation of Potential Strategic Priority Topics
- Dan Bonacker went over the affinity diagram and the team discussed the consolidation of the health district's potential strategic priority topics.
  - The following priority topics were discussed:
    - Training Needs (i.e. cross training)
    - User Friendly Website
    - Marketing/Promotion of Services
    - Community Partnerships
    - Public Perception
    - Staffing Levels
    - Healthcare/Access
    - Service Awareness
    - Combatting Poverty
    - Relationship With the Public
    - Stakeholder Participation
    - Preventable Disease
    - Injury Prevention
    - Access to Transportation
    - Political & Judicial Support
    - Grants & Other Funding Sources
    - Infant & Child Mortality Rates
    - Disease Prevalence
6. Selection of Strategic Priorities
- Of the potential strategic priority topics listed, these were narrowed down to the following:
    - Marketing & Health Promotion
    - Reduce Morbidity & Mortality
    - Collaboration to Address Poor Health Outcomes
    - Workforce Development
    - Access to Care
    - Finance
  - The team then voted on the 6 priority topics, those priority topics were discussed and it was decided, that the following would be the Strategic Priorities:
    - Marketing & Promotion (10 votes)
    - Collaboration to Address Poor Healthcare Outcomes (6 Votes)
    - Decrease Morbidity & Mortality (5 Votes)
    - Finance (4 Votes)
    - Workforce Development (3)

7. Development of Goals & Objectives for Each Priority

- Priority: Marketing & Promotion  
Goal: Awareness of Services  
Objective: User Friendly Website & Increase Communication of Services to the Public
  
- Priority: Collaborating With Other Stakeholders  
Goal: Team decided it would be best to stay with goal #2, priority #3, in our current strategic plan – Work With Outside Agencies to Diminish Health Disparities  
Objective: *More thought will be given regarding the objective, and it will be discussed at the next meeting.*
  
- Priority: Decrease Morbidity & Mortality  
Goal: Offer More Preventive Services  
Objective: Increase P.S.E. (Policy Systems Environmental Change) through CHC Grant & Decrease Infant Mortality Rate
  
- Priority: Finance  
Goal: Identify and Apply for Additional Funding Opportunities  
Objective: Increase Diverse Funding Sources
  
- Priority: Workforce Development  
Goal: Revision of Workforce Development Plan for Stronger Commitment to Successorship & Training  
Objective: Provide More Opportunities for Cross Training & Successorship Mentoring  
Development of a Successorship Manual

**Homework for Next Meeting:** Review Key Support Functions & 10 Essential Public Health Services, and each division head should review the goals and objectives to see how each of their divisions can address them.





## TCCHD Strategic Planning Meeting

June 30, 2021

\*Attendees are not required to complete the Agency, Email and Phone columns when attending internal meetings with Health Dept. staff only.

Trumbull County Combined Health District



Strategic Planning Team Meeting



Date: 6/30/2021

Time: 1:30 pm to 3:00 pm

Agenda

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**Purpose:** Discuss and potentially amend several aspects of the strategic plan that were introduced on 6-16-2021.

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**Objectives:**

1. Discuss and amend the Key Support Functions, 10 Essential Public Health Services, and External Trends, Events, and (or) Factors Impacting Community Health with input from strategic plan committee members if necessary.
2. Review priorities while developing clearly defined and succinct goals and objectives.
3. Gather possible consensus of strategic planning committee to begin development of a rough draft/first iteration of the new TCCHD Strategic Plan.

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**Further Discussion, Next Meeting (Date and Time), Plans for Next Meeting, Assignments:**

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**Strategic Plan Meeting Minutes**  
**June 30, 2021 – 1:30 PM to 3:00 PM**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Gregory Dubos, Board Member  
Sandra Swann, Director of Nursing  
Kristofer Wilster, Director of Environmental Health  
Jenna Amerine, Grant Coordinator  
Kristopher Kriebel, Health Educator  
Daniel Dean, IT Specialist/Fiscal Officer  
Andrea Cramer, Secretary

**FACILITATOR:** Daniel Bonacker, Accreditation Coordinator

**Objectives:**

1. The committee received notification that a “Definitions and Acronyms Page” will be added to the Strategic Plan.
2. The committee discussed and amended the Key Support Functions, 10 Essential Public Health Services, and External Trends, Events, and (or) Factors Impacting Community Health documents included in their packets. The following revisions and additions were made:
  - a. External Trends Document:
    - i. The committee provided several concise reasons as to why health inequity is so prevalent within Trumbull County including Lack of jurisdictional authority and lack of cooperation amongst certain stakeholders. These reasons will be included in the new External Trends Document.
    - ii. The committee requested that under the Covid-19 pandemic bullet point that the economy of Trumbull County also be included in the statement because it has also been adversely affected by the pandemic.
    - iii. The committee also cited particular demographics within Trumbull County are not engaging within the vaccination programs due to religious reasons and hesitancy regarding trust within the current health care systems.
3. The committee reviewed the Strategic Priorities and Goals and made a few revisions including:
  - a. Strategic Priority #3 Decrease Morbidity and Mortality  
Goal 1: The TCCHD will Increase linkages to the number of preventative services offered.
  - b. Strategic Priority #4 Finance  
Goal 1: The TCCHD will revise our current Workforce Development Plan with a stronger commitment to Successorship, Mentoring, and focused training on equity.
4. The committee was notified that PHAB will be introducing a new set of Standards and Measures for 2022, which the TCCHD will have to adhere to for re-accreditation which may affect the current strategic plan we are working on.



5. The committee began work on the Objectives portion of the Strategic Planning process and was reminded of the S.M.A.R.T (Specific, Measurable, Achievable, Realistic, and Timely) model used to craft those objectives.
6. The committee was also given the NACCHO template for developing objectives which read as:
  - a. By [date], The [entity] will [increase, decrease, or maintain] by [number#, percentage%, or rate] [what will be measured] from [baseline] to [target].
7. The committee developed one objective for Strategic Priority 1, Goal 1, which read as:
  - a. - Establish a "Communication Infrastructure" through public health partnerships and appoint an individual to manage that infrastructure by June of 2022.
8. Further discussion, next meeting, and plans for next meeting including assignments:
  - a. The next meeting will be held on 7-12-2021, from 1:30 pm to 2:30 pm.
  - b. All committee members were reminded to review the amended strategic priorities and goals to provide input for the remaining objectives.



## Meeting Name:

1.30 nm to 2.30 nm

Meeting Date:

July 12, 2021

\*Attendees are not required to complete the Agency, Email and Phone columns when attending internal meetings with Health Dept. staff only.

Trumbull County Combined Health District



Strategic Planning Team Meeting



Date: 7/12/2021

Time: 1:30 pm to 2:30 pm

Agenda

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**Purpose:** Discuss and potentially amend several aspects of the strategic plan that were introduced on 6-30-2021

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**Objectives:**

1. Review priorities, goals, and objectives, for the strategic plan.
2. Gather possible consensus of strategic planning committee to begin development of a rough draft/first iteration of the new TCCHD Strategic Plan.

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**Further Discussion, Next Meeting (Date and Time), Plans for Next Meeting, Assignments:**

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**Strategic Plan Meeting Minutes**  
**July 12, 2021 – 1:30 PM – 2:30 PM**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Robert Biery, Jr., Board President  
Gregory Dubos, Board Member  
Kathy Salapata, Board Member  
Kristofer Wilster, Director of Environmental Health  
Jenna Amerine, Grant Coordinator  
Kristopher Kriebel, Health Educator  
Daniel Dean, IT Specialist/Fiscal Officer  
Johnna Ben, Administrative Coordinator

**FACILITATOR:** Daniel Bonacker, Accreditation Coordinator

**Objectives:**

1. The committee reviewed the goals and objectives associated with Priority #1.
2. The committee was presented with hypothetical, and example goals and subsequent objectives for Priorities 2 thru 5.
3. These goals and objectives were heavily modified and the timelines and progress measurement tools were also finalized with regard to each objective.
4. Dan Bonacker then asked the committee permission to begin a rough draft of the new strategic plan and the committee granted him permission to move forward.

**Homework for next meeting:** Be prepared to review an advanced copy of the final draft of the strategic plan prior to the final approval and adoption meeting for such.



**Meeting Name:**

## Meeting

## Sheet \_\_\_\_\_ of \_\_\_\_\_

Meeting Date:

August 2, 2021

[illegible]

*\*Attendees are not required to complete the Agency, Email and Phone columns when attending internal meetings with Health Dept. staff only.*



Trumbull County Combined Health District



**Strategic Planning Team Meeting**

Date: 8/2/2021

Time: 2:00 pm to 2:30 pm

**Agenda**



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**Purpose:** To present the new Strategic Plan.

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**Objectives:**

1. Provide a copy of the new strategic plan to all members of the strategic planning committee.
  2. Gather any additional input provided by committee members prior to the Board of Health meeting in August before final submittance of the strategic plan for their approval.
- 

**Further Discussion, Next Meeting (Date and Time), Plans for Next Meeting, Assignments:**

N/A.

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**Strategic Plan Meeting Minutes**  
**August 2, 2021 – 2:30 PM to 3:00 PM**

**ATTENDEES:** Frank Migliozi, Health Commissioner  
Gregory Dubos, Board Member  
Sandra Swann, Director of Nursing  
Kristofer Wilster, Director of Environmental Health  
Jenna Amerine, Grant Coordinator  
Kristopher Kriebel, Health Educator  
Daniel Dean, IT Specialist/Fiscal Officer  
Robert Biery Jr., Board of Health President

**FACILITATOR:** Daniel Bonacker, Accreditation Coordinator

**Objectives:**

- Review the new strategic plan.
- The committee was presented and reviewed the new strategic plan.
- Several minor issues were discovered and remedied in the final draft of the new strategic plan.
- Dan Bonacker requested any final input regarding the plan, and an introduction page regarding the methodology utilized to reach the priorities was recommended by the Frank Migliozi. This page has been added.
- The final draft is ready to be sent to the Board of Health for final approval and adoption, which is slated to tentatively occur on 8-18-2021.

**Homework for next meeting:** N/A