

PAULDING COUNTY HEALTH DEPARTMENT

Strategic Plan
2024-2026

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APPROVAL

The Board of Health has reviewed, approved, and adopted the 2024-2026 Paulding County Health Department's Strategic Plan on October 31, 2023.




Board of Health President, Chris Bercau

10.31.23
Date




Board of Health Vice-President, Ronald Schmidt

10/31/2023
Date




Board of Health Member, Dennis Miller

10-31-23
Date



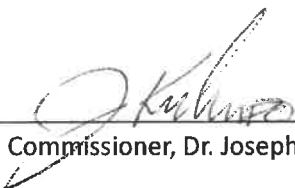
Board of Health Member, Dr. Wendell Spangler

10/31/2023
Date



Board of Health Member, Jacob Shaffer

10-31-23
Date



Health Commissioner, Dr. Joseph Kuhn

10-31-2023
Date

REVISIONS

Date	Description of Revision	Revision Made By:

REVISED

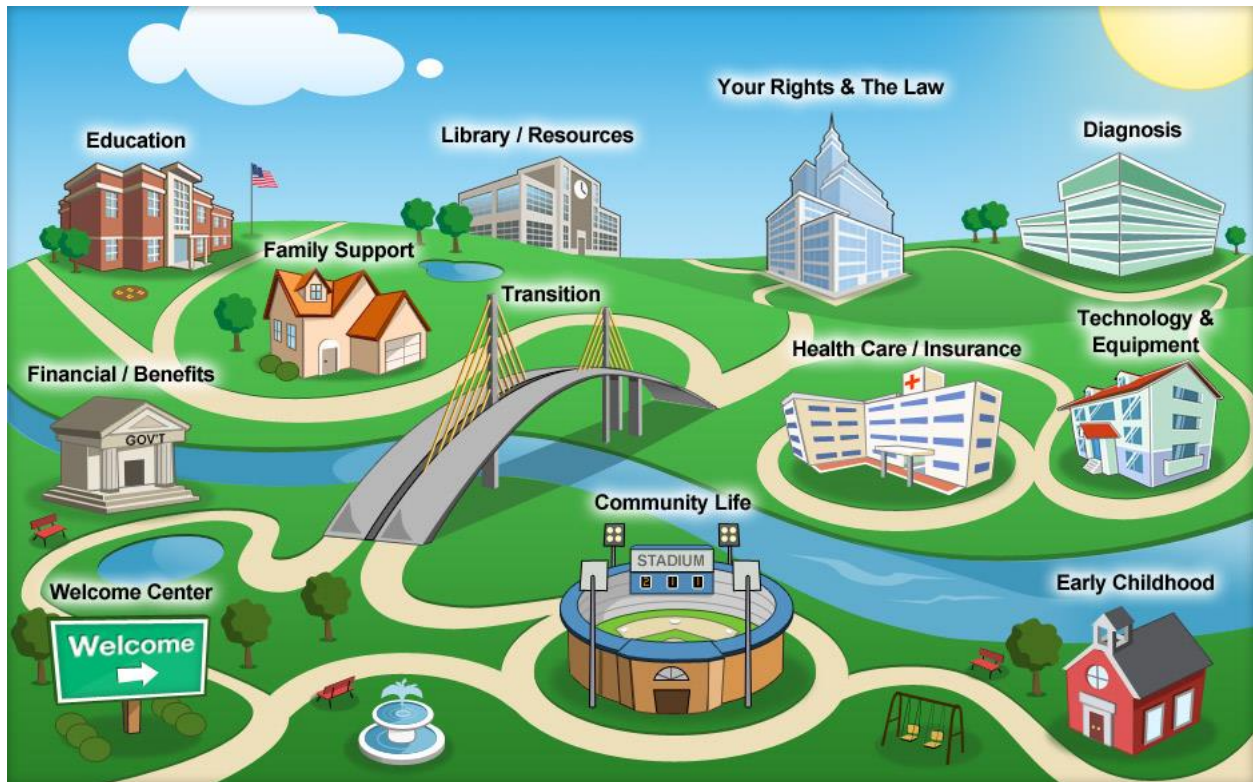
OVERVIEW

The Paulding County Health Department is dedicated to improve the health and well-being of our community. We work to prevent disease and injury, promote healthy lifestyles, create healthy environments, use data to make informed decisions, and advocate for policy and system changes.

The strategic plan is dynamic and will be modified as projects are managed and achieved. It provides a planned approach and clear picture of what the organization plans to achieve over the next three years.

The action plan is a document that has been developed to provide detailed action steps, including the responsible party, and a timeline for completion for each objective for all strategic priorities. The action plan will be updated routinely to monitor the progress of the goals, using collected data.

The strategic plan will be used in conjunction with other plans to ensure that the action plan is implemented in the most efficient and effective manner. Plans that will be used in conjunction include the Quality Improvement (QI) Plan, the Community Health Improvement Plan (CHIP), and the Workforce Development Plan. The QI Plan will allow for QI projects to take place with improvement as needed. The CHIP requires community partners and collaboration to achieve the priorities. The Workforce Development Plan will assist in having a proficient workforce.



MISSION, VISION & VALUES

Our mission defines our organization’s purpose and current state of the organization. Our vision describes our hopes for the future. The four strategic priority areas provide the foundation for our decision-making process around the resources available and provide a direction on the overarching goals to ensure logical and well-thought-out actions.

Mission: *To protect, promote, and improve the health, safety, and quality of life of the Paulding County Community.*

Vision: *To enhance the health and wellness of the community we serve.*

VALUES: *Respect, Excellence, Safety, Professional, Educate, Collaborate, Trust*

All individuals deserve to be treated with **respect**.

All PCHD staff will strive for **excellence**.

Safety of the citizens is a focus of the community.

All PCHD staff will act in a **professional** manner.

PCHD will strive to **educate** the community.

PCHD will **collaborate** with community partners.

PCHD is the **trusted** source for the community.



THE 10 ESSENTIAL PUBLIC HEALTH SERVICES

The 10 Essential Public Health Services is the basis for our strategic plan. The services provide a framework to protect and promote the health of all people in all communities and are organized by the three core functions of public health. Those core functions are: assessment, policy development and assurance.

As a health department, we are guided by local, state and federal laws and regulations. Additionally, we collaborate with a wide variety of jurisdictions and organizations to better the health of our communities.



Figure 1: The 10 Essential Public Health Services

<https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html>

1. Access and monitor population health status, factors that influence health, and community needs and assets.
2. Investigation, diagnose, and address health problems and hazards affecting the population.
3. Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it.
4. Strengthen, support, and mobilize communities and partnerships to improve health.
5. Create, champion, and implement policies, plans, and laws that impact health.
6. Utilize legal and regulatory actions designed to improve and protect the public's health.
7. Assure an effective system that enables equitable access to the individual services and care needed to be healthy.
8. Build and support a diverse and skilled public health workforce.
9. Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement.
10. Build and maintain a strong organizational infrastructure for public health

STRATEGIC PLANNING PROCESS

The cornerstone of almost any organization is the strategic plan, which sets the course for the organization's future for the next three years. The Paulding County Health Department began the strategic planning process in summer of 2023 and ended in October 2023 with the development of the 2024-2026 Strategic Plan adopted in October of 2023.

The 6-step process includes Develop, Discover, Dream, Design, Deliver and Document. The process and timeline is outlined below.



What is a strategic plan?
What is the timeline?



What are our strengths, weaknesses, opportunities, and threats (SWOT)?
What are external trends, events, or other factors that may impact PCHD?



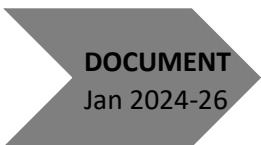
Where do we want to be?
Do we have resources to provide services/programs needed?



How will we get there?
What are our priorities and strategies for improvement?



Strategic Plan approved by the Board of Health and shared.
Implement the Strategic Plan and have all staff involved.



Utilize Performance Management software to monitor progress.
Review the plan annually and adjust as needed and provide updates to the Board of Health at least annually or more often as needed.

DEVELOP – April 2023

Staff met in April 2023 to establish the strategic planning process and timeline for the project. Through research it was determined that a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis would be completed. The SWOT analysis survey was sent to community partners, stakeholders, the Board of Health, and staff. During the monthly staff meeting the mission, vision, and values were discussed and voted on. The goal for the 2024-2026 Strategic Plan was to have Board of Health approval by the end of 2023.

DISCOVER – May 2023

The SWOT analysis was conducted at the end of April and beginning of May 2023. In addition to the SWOT analysis, the survey included questions about PCHD services and community needs. The extra questions will provide a clearer understanding of how the health department is viewed and what services individuals are aware PCHD offer. The survey was shared with community partners, the Board of Health, and PCHD staff.

DREAM – May 2023

Staff met on May 24, 2023 to review the results of the SWOT analysis and additional questions that were completed by the community partners, the Board of Health members, and PCHD staff. Staff members also participated in a brainstorming exercise where the following questions were asked:

1. What sets our agency apart from others?
2. To build our internal capacity, where/what do we need so that we can capitalize on future opportunities?
3. Externally where/what do we need to control that influence our ability to achieve our vision?
4. Where/What do we need to act now in order to minimize external threats that may prevent us from achieving our vision?

During the meeting, great discussion occurred to determine the strategic priorities of the agency. Staff decided on 4 priorities and voted on the top 4 strategic priorities for the 2024-2026 Paulding County Health Department Strategic Plan.

At the meeting, staff members volunteered to be part of the Strategic Planning Team. The members of the team include:

Brandi Schrader – Director of Environmental Health/Deputy Health Commissioner

Robin Gonzales – Registrar

Sophia Mobley – WIC Clerk

DESIGN – May – October 2023

The Strategic Plan Team met and developed the Strategic Plan Action Plan. During the meetings, the team established the goals, objectives, responsible party, and action steps for each of the strategic priorities. The surveys were reviewed and weighed during this step.

In the creation process, other plans were considered. Any action steps requiring staff training will be included in the Workforce Development Plan.

All staff, Board of Health members, and community partners contributed to the Strategic Plan. The Board of Health approved the 2024 – 2026 Paulding County Health Department Strategic Plan at the October 2023 Board of Health Meeting.

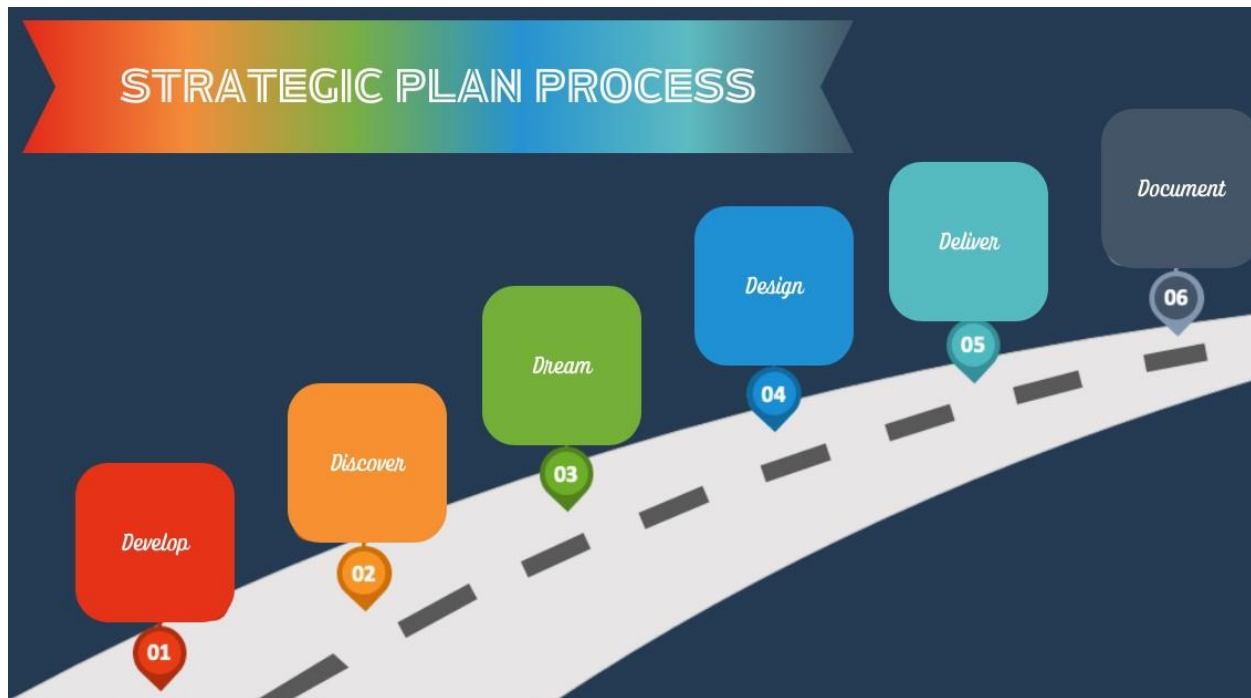
DELIVER – January 2024 – December 2026

The 2024 – 2026 PCHD Strategic Plan Action Plan will be implemented by all staff at PCHD beginning January 2024. Efforts will be made to achieve and meet all the goals and objectives set in the Action Plan. PCHD staff contribute to meeting the goals by participating in various committees. The Strategic Planning Committee will monitor the progress of the plan through meetings and Performance Management software.

DOCUMENT – January 2024 – December 2026

The Action Plan will be updated to track the progress of the action steps. The Performance Management software will also be utilized to track the progress. Updates on the progress will be shared quarterly with the staff and the Board of Health.

The plan will be reviewed annually by the Strategic Planning Team. Revisions will be made as needed and will be documented on the revisions page.



LINKAGE TO PLANS

The Strategic Plan and all of the large foundational plans are not intended to be standalone documents, but rather contribute to the larger organizational system of the health department. This plan aligns with the Community Health Improvement Plan (CHIP), Quality Improvement (QI) Plan, Workforce (WF) Development Plan, Performance Management (PM) Plan, and other operational plans.

This plan includes steps to implement and support strategies identified in the Community Health Improvement Plan (CHIP). Programs may be evaluated to determine it fits into the CHIP framework of improving resident’s health.

Monitoring the progress of the Work Plan is continual. The Strategic Priorities will be monitored using the Performance Management software. Employees will be trained in quality improvement and will assist the agency in improving performance, efficiencies, effectiveness, and outcomes.

The figure below demonstrates the link between the large agency plans as well as the responsible staff/committees and timeline for review.



▲ The mission and vision of the health department are the driving force of all activities and establish the groundwork of the strategic plan.

▲ The strategic plan is the internal guidelines to PCHD's work with the community and priorities health department plans, especially the CHA and CHIP. It also highlights the need for partnerships and community engagement in order to positively impact health outcomes.

▲ Performance management is reinforced and guided by the strategic plan's principles and values. The PM system assure an emphasis on quality over quantity and more effectiveness and efficient resolutions. It will also provide a greatly accountability and decrease duplication of services.

▲ Performance measures which are recognized in the performance management system support the growth and progression, as well as quality improvement. The measures impact the quality improvement by helping to identify opportunities of measures that were not met over a period of time. Likewise, quality improvement project results may inspire new performance measures. Accreditation is found firmly in the center of the pyramid because it influences PCHD infrastructure both up and down the pyramid.

▲ Workforce Development assures a proficient, skilled and vibrant public health workforce. Furthermore, they engage in opportunities to increase their skillset and knowledge, which contribute to the agency. Ultimately, this improves services offered to the Paulding County residents.

▲ Programs, policies, and projects are the base of the pyramid and are the foundation of public health. They are the result of all the layers above, which will improve the health outcomes for the residents of Paulding County.

Fiscal responsibility is a practice of all staff and all layers are conducted with that in mind. Additionally, all layers consider ethics and health equity in all decisions.



SWOT ANALYSIS AND SURVEY RESULTS

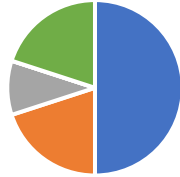
PCHD conducted an agency-wide Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as well as an agency assessment. The SWOT analysis helps to identify internal strengths and weaknesses that may be helpful or harmful and external opportunities and threats that will shape our current and future operations. The results will help to determine where changes are needed and establish priorities for the agency. All PCHD employees, the Board of Health, and the Community Partners were invited to participate in the SWOT analysis and online survey.

Valuable information was obtained through the opinions of those that completed the analysis and survey. The following are the SWOT themes as a result of the analysis.

<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> • Competent Staff • Friendly • Willingness to assist • Helpful • Well-kept facility, easy parking, accessible • Informative • Expertise • Respectful • Communication • Customer service • Collaboration • Dedication • Progressive • Willingness to move forward with Accreditation • Strong leadership • Compassion • Care about the community • WIC Program • Nursing - Vaccinations • Response 	<ul style="list-style-type: none"> • Covid money has helped improve equipment • Lack of training • Revenue/Funding • Small department • Translation barriers • Outreach and promotion of services • Community involvement • Plans • Resistant to change • Not accredited • Lack of structure • Lack of support for employee self-improvement • Communication • Social media • Employee turnover - staffing • Health Education • Being rural • Lack of collaboration • Equity and diversity in all policies • Small town mentality • Not at meetings • Not enough events 	<ul style="list-style-type: none"> • We need to make the public more aware of what we do • Public Health classes • Accreditation • STI Testing • Translation/Cultural Resources • Cohesive messaging • Behavior health • Educational growth for employees • Partnerships • Expanding programs • Grants • Diversity • Tech support • Marketing • Health Education • Expand workforce • Partnerships • More partnerships with schools • Better education on services provided • Providing services in other communities • CHIP involvement • Being a resource 	<ul style="list-style-type: none"> • Unnecessary costly requirements from Columbus • Legislators do not understand our situation in NW Ohio • Ability to retain competent help long-term • Misinformation • Data security • Grant funding • Community perception • Lack of support from community • Funding • Too many changes • Staff retention • Rising costs • Accessibility - Rural Community • Lack of trust from the community • Legislative requirements/mandates • Not progressing • Social media • Response time • Costs of services

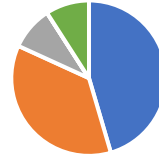
The external assessment for partners provided the following results:

How would you rate the services provided by the health department?



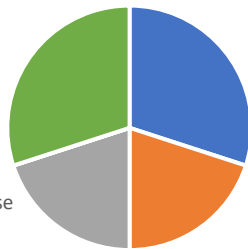
■ Excellent ■ Good ■ Average ■ Poor ■ Very Poor ■ N/A

How cooperative is the health department with your business or organization?



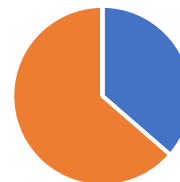
■ Very cooperative ■ Cooperative ■ Neutral
■ Uncooperative ■ Very uncooperative ■ N/A

How responsive has the PCHD been to your needs in the past year?



■ Very responsive
■ Somewhat responsive
■ Neutral
■ Not so responsive
■ Not at all responsive
■ Have not needed services requiring a response

How likely are you to recommend PCHD services to others?



■ Very likely ■ Likely
■ Neither likely nor unlikely ■ Somewhat likely
■ Very unlikely

The survey also revealed the top eight Paulding County Services identified by community partners and Board of health members of which they were most aware of include:

- ✦ Childhood Immunizations
- ✦ Adult Immunizations
- ✦ Sewage Treatment Systems (Septic Systems)
- ✦ Car Seat Program
- ✦ Birth and Death Certificates
- ✦ WIC Services – Nutrition Education
- ✦ Breast Feeding Support
- ✦ Health Information Resource

Areas that were recognized as topics that are in need of awareness efforts include:

- ✦ Public Pool Inspections
- ✦ Campground Inspections
- ✦ Rabies Surveillance



During a PCHD staff meeting, employees were asked to brainstorm ideas in response to the following key questions. The information below summarizes the discussions from the Strategic Planning portion of the staff meeting.

<p>What sets PCHD apart as an agency?</p>	<ul style="list-style-type: none"> • Want to make the community better • Knowledgeable staff • Small and familiar • Personable & compassionate staff • Expertise of staff • Willingness to help out • Ability to assist with different areas • Diverse education
<p>Where do we need to build our internal capacity so that we can capitalize on future opportunities?</p>	<ul style="list-style-type: none"> • Grant funding • Grant writing • Accreditation • Continued Education • Staff Trainings • Promote BCMH • Strengthen partnerships • Increase social media presence • More equitable, diverse care • Narcan program • Expanding staff • Advertise services better • Board support to expand programs needed
<p>What do we need to control, externally, that could influence our ability to achieve our vision?</p>	<ul style="list-style-type: none"> • Continue Education • Develop + Partnerships • Increase public relations • More promotional events • Accreditation • Funding Opportunities • Work with public • Meet with law makers • Networking • Outreach (person & media) • Hold our own events • Organize current files
<p>Where do we need to act now in order to minimize threats that may prevent us from achieving our vision?</p>	<ul style="list-style-type: none"> • Standard operating guidelines • Get messages and services out there (Community outreach) • Translation • CHA/CHIP • Need of PIO • Increase funding • Establish relationships • Educate the community

Paulding County Health Department employee’s identified trends, situations, or issues that may affect the health of Paulding County residents through an External Assessment survey. Items identified may also affect health department services and programs. The results of the assessment help to evaluate the needs of the agency and assist with the development of the action plan. The following are the results of the of External Assessment.

Economic – What economic trends might have an impact on public health?

- Funding levels
- Unemployment
- Lower population
- Recession
- Passing of the levy
- Hiring of qualified staff
- Public health funding
- Cost of vaccines versus reimbursement
- Political climate
- Fading employment opportunities
- Increase economic insecurity
- Without funding, we can’t do much
- Government funding
- Increase in goods and services
- Inflation
- More jobs than people needing jobs
- People moving outside the county
- Young people moving that would vote for levy

Technological – To what extent are existing technologies maturing? What technological development or trends are affecting or could affect the health department?

- Social media
- Ability to track data
- On line applications & appointments
- Utilizing the data to make decisions
- Online payments
- Hospital taking over health in the county
- Classes given via zoom/recorded
- Technology is changing quickly & we don’t adapt fast
- PCHD only accepts cash & check, not credit cards
- More social media presence
- Misinformation on social media to combat
- Texting system for alerts
- Telehealth options

Government – What changes in regulation are possible? What will their impact be on public health? What budget/grant or other incentives are being developed that might affect strategy development? Are there political or government stability risks?

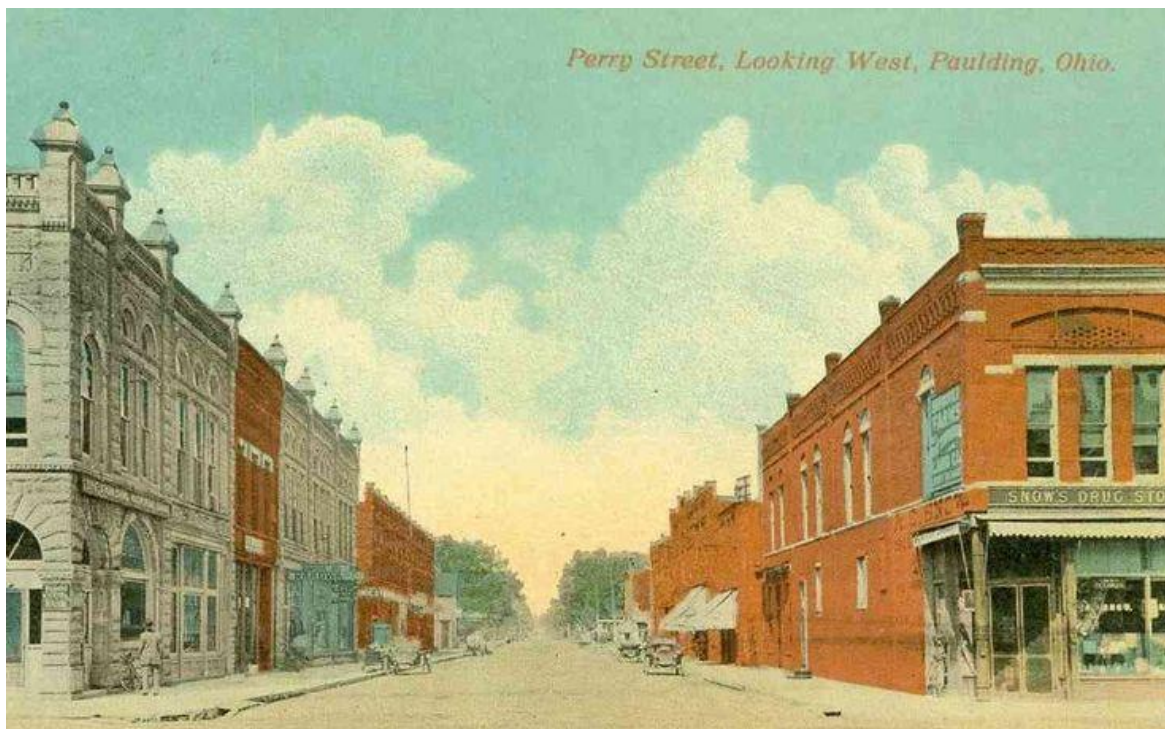
- Lowering of funding
- Federal budget unknown
- Health policies to prevent disease
- Funding could cause people to wait
- Accreditation
- Reduced budget for public health
- Challenges with enforcement of regs
- Challenges with support from local gov’t
- Budget cuts
- Changing in law on vaccine & comm. Disease
- Mandatory immunization laws
- Health policies to promote health
- Funding of different departments & programs
- Restrictions on agencies – decrease regs by 30%
- Restrictions on grants and funding
- Political involvement with public health
- Government shut down
- More competitive grants

Socio-cultural – What are the current or emerging trends in lifestyle and other components of culture? What are the implications? What demographic trends will affect public health? Do these trends represent an opportunity or a threat?

- Need to be equipped for Hispanic families
- HD put info out to reach most people
- National origin
- Gender and sexual orientation
- Disability and socioeconomic status
- Unemployment rates
- Farm jobs
- Anti-vaccine movement
- Increasing older population
- Concerns of passing levy
- Birth hospitals
- Facebook and social media as a news outlet
- HD put info out against misinformation
- Language barriers
- Aging population
- Places to live
- Housing increase
- Anti- government movement
- Cost of living
- Decrease in the number of births annually
- Staffing for businesses
- Advertisement of services and items available

Future – What are significant trends and future events? What are the key areas of uncertainty as to factors that have the potential to impact the strategy?

- Lack of funding
- Mobile technology
- Mistrust in government
- Decrease in vaccinations
- Changes in policies and laws
- Ability to hire qualified staff
- Housing crisis in Paulding County
- Social media
- Changes in political parties in office
- Politics and the separation in government
- Last of trust and support for public health
- Increase in grant requirements with little to no benefit
- Yodel calendar
- Substance abuse



STRATEGIC PRIORITIES

Paulding County is experiencing a time of regrowth and progress; it is essential for our department to be innovative, flexible, and nimble while continuously promoting our mission to protect, promote, and improve the health, safety, and quality of life of the Paulding County Community.

As such, PCHD has established our strategic priorities to provide clarity, direction, and focus for the department as a result of the brainstorming during a Strategic Planning meeting with all staff. To complement the priorities, goals and objectives were created. The plan outlines strategies to advance PCHD's work in the community to reduce health inequities, increase access to programs and services, and support public health professionals.

Paulding County Health Department's four strategic priorities are:



Strategic Priority 1: Increase Communication

Strategy 1: Internal Communication	<p>PCHD staff will update the Board of health of activities monthly</p> <p>Continue to update PCHD staff on activities and implement methods of communication with employees</p>
Strategy 2: External Communication	<p>Annually, PCHD and staff will participate in 5 community engagements with partners and/or the community</p> <p>Communication with partners will be evaluated annually</p>

Strategic Priority 2: Financial Stability

Strategy 1: Methods for increasing public health funding	<p>Annually complete at least 4 new applications for grant funds from various sources.</p> <p>Each quarter, monitor the budget for actual and expected revenue and expenditures.</p>
Strategy 2: Increase cost saving measures by working with partners	<p>Continue to work with commissioners to continue assisting with public health funding.</p> <p>Collaborate with partners to assist with funding of public health programs and plans that prioritize public health needs.</p>

Strategic Priority 3: Proficient Workforce

**Strategy 1:
Staff Training Needs**

Annually provide and complete competency surveys to determine the training needs of staff by implementing the Workforce Development Plan

Twice each calendar year, customer satisfaction surveys will be distributed to PCHD clients.

**Strategy 2:
Retain Staff**

Create and implement a staff recognition policy and procedure by December 2024

Annually provide and complete employee satisfaction surveys.

**Strategy 3:
Succession Planning**

Upon retirement notice, new staff should be hired to allow for ample time to train

Create onboarding and employee orientation procedures by December 2024

Strategic Priority 4: Accreditation

**Strategy 1:
Accreditation Ready**

Implement all necessary plans and requirements by July 2024

Support of all staff, Board of Health, District Advisory Council and partners by July 1, 2024

**Strategy 2:
Accreditation**

Establish domain teams by July 2024 to work on completion of domain requirements

Collaborate with Board of Health and community partners for Accreditation requirements until accredited

WORK PLAN

Strategic Priority: Increase Communication

Goal: To increase communication with employees, partners, and citizens.

PCHD is an agency that strives to provide the most accurate and pertinent material to our partners and community. In order to provide the best information, it is a necessity that the information be communicated internally to all staff. Material and all information will be shared through meetings and technology. Information to partners and the community will be shared through various means including meetings, technology, and print. Communication is vital and necessity for Paulding County.

Key Measure: Employees, partners, and citizens reveal effective communication with the Paulding County Health Department.

Strategy #1: INTERNAL COMMUNICATION					
Objective	Measure	Action Steps	Time Frame	Lead	Status
Objective 1.1 PCHD staff will update the Board of Health on activities monthly	Evidenced in Board of Health meeting packets and minutes	<ul style="list-style-type: none"> ▪ Division supervisors will provide monthly division updates to Board of Health ▪ Division updates will be reviewed at the regular monthly meetings of Board of Health 	Start: January 2024 End: December 2026	Supervisors	
Objective 1.2 Continue to update PCHD staff on activities and implement methods of	Evidenced in monthly staff meeting agenda and minutes	<ul style="list-style-type: none"> ▪ During staff meetings, divisions will share activities and updates. 	Start: January 2024 End:	Supervisors	

communication with employees.		<ul style="list-style-type: none"> Communication methods will be reviewed Communication Plan will be reviewed and updated as needed. 	December 2026		
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Strategy #2: EXTERNAL COMMUNICATION					
Objective	Measure	Action Steps	Time Frame	Lead	Status
Objective 2.1 Annually, PCHD and staff will participate in 5 community engagements with partners and/or the community	Evidenced by participation at engagements	<ul style="list-style-type: none"> PCHD staff will attend engagements/events to represent PCHD by providing educational information PCHD may host events for partners and/or citizens when needed 	Start: January 2024 End: December 2026	Supervisors All staff	
Objective 2.2 Communication with partners will be evaluated annually	Evidenced by results of WFD Plan	<ul style="list-style-type: none"> Attend meetings of partners Provide available the Workforce Development Plan to partners Communicate with partners and citizens through various means of communication; social media, website, etc. Collaborate with partners to share information 	Start: January 2024 End: December 2026	Supervisors	

Strategic Priority: Financial Stability

Goal: For Paulding County Health Department to maintain financial stability through progressive and achievable funding.

PCHD is an agency that strives to provide services and programs that are vital to our community. However, those services and programs are done so with fiscal responsibility in mind. Forecasting is a crucial component to the stability of PCHD. PCHD will continue to look at outside resources to assist in meeting the needs of the community. We will continue to be good stewards of the levy funds from taxpayers.

Key Measure: Annual expenditures for the year are equal to or less than the annual revenue.

Strategy #1: INCREASE PUBLIC HEALTH FUNDING

Objective	Measure	Action Steps	Time Frame	Lead	Status
Objective 1.1 Annually, complete at least 4 applications for grant or other funding from various sources	Grant applications	<ul style="list-style-type: none"> ▪ Research available grants and funding options, along with the application requirements ▪ Complete applications as deemed appropriate in relation to PCHD plans and programs ▪ Determine appropriate coordinator of the grant/funding ▪ Submit the application and complete grant/funding activities, if funded. 	Start: January 2024 End: December 2026	Supervisors All PCHD staff	

<p>Objective 1.2 Each quarter, monitor the budget for actual and expected revenue and expenditures</p>	<p>Financial reports</p>	<ul style="list-style-type: none"> ▪ Deputy Health Commissioner and fiscal officer will review the budget at least quarterly ▪ Supervisors will review fees for services at least annually and propose needed changes ▪ Quarterly, financial reports will be shared with the board of health and staff 	<p>Start: January 2024</p> <p>End: December 2026</p>	<p>Deputy Health Commissioner</p> <p>Fiscal officer</p>	
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Strategy #2: INCREASE COST SAVING MEASURES BY WORKING WITH PARTNERS					
Objective	Measure	Action Steps	Time Frame	Lead	Status
<p>Objective 2.1 Continue to work with commissioners to assist with public health funding</p>	<p>Receive public health funding</p>	<ul style="list-style-type: none"> ▪ Meet with county commissioners bi-annually to discuss importance of public health ▪ Provide public health futures both financially and programmatic 	<p>Start: January 2024</p> <p>End: December 2026</p>	<p>Health Commissioner/ Deputy Health Commissioner</p>	
<p>Objective 2.2 Collaborate with partners to assist with funding of public health programs and plans that prioritize public health needs</p>	<p>Programs and services with partners are maintained or implemented</p>	<ul style="list-style-type: none"> ▪ Develop new and maintain current partnerships ▪ Determine needs partners and how to work together on common goals 	<p>Start: January 2024</p> <p>End: December 2026</p>	<p>Supervisors</p> <p>All PCHD Staff</p>	

		<ul style="list-style-type: none">▪ Evaluate funding for the partnership▪ Implement programs, services and/or plans if funding is available			
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Strategic Priority: PROFICIENT WORKFORCE

Goal: To ensure that all staff are trained, retain current staff and prepare for staff retirements.

PCHD is an agency that strives to provide the high-quality services to Paulding County residents. In order to do so, the staff will be well trained. A well-trained staff will be able to offer programs and services efficiently and competently. Retaining the qualified and trained staff is important for the citizens of Paulding County. Also, planning for retirements and changes in staff is critical for onboarding and training of new staff and the continuity of services and programs.

Key Measure: Employee survey results show a high level of employee satisfaction with their employment and competency at the Paulding County Health Department.

Strategy #1: STAFF TRAINING NEEDS					
Objective	Measure	Action Steps	Time Frame	Lead	Status
Objective 1.1 Annually, provide and complete competency surveys to determine the training needs of staff by implementing the Workforce Development Plan	Completed surveys and training	<ul style="list-style-type: none"> ▪ Conduct the Training Needs Assessment ▪ Review the results ▪ Determine training needs by completing the gap analysis ▪ Update the Workforce Development Work Plan with new goals and objectives ▪ If needed, work with partners to provide trainings 	Start: January 2024 End: Decemhber 2026	Supervisors	
Objective 1.2 Twice each calendar year, customer satisfaction	Completed surveys	<ul style="list-style-type: none"> ▪ Division specific surveys will be developed and reviewed as needed 	Start: January 2024 End:	Supervisors All PCHD staff	

surveys will be distributed to PCHD clients		<ul style="list-style-type: none"> ▪ Surveys will be provided to clients after services are provided ▪ Survey results will be reviewed by supervisors and shared with staff ▪ As needed, a QI project may result due to the survey responses for areas identified as needing improvement 	December 2026		
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Strategy #2: RETAIN STAFF					
Objective	Measure	Action Steps	Time Frame	Lead	Status
Objective 2.1 Create and implement a staff recognition policy and procedure by December 2024.	Staff Recognition Policy and Procedure developed	<ul style="list-style-type: none"> ▪ Policy and procedure will be created by supervisors ▪ Policy will be approved by the Board of Health ▪ Implement Policy and Procedure ▪ Review the policy and procedure annually 	Start: January 2024 End: December 2026	Supervisors	
Objective 2.2 Annually provide and complete employee satisfaction surveys	Surveys completed	<ul style="list-style-type: none"> ▪ Provide employee satisfaction survey to staff annually ▪ Review results of surveys by supervisors ▪ Supervisors will review and update retention activities/programs 	Start: January 2024 End: December 2026	Supervisors	

Strategy #3: SUCCESSION PLANNING					
Objective	Measure	Action Steps	Time Frame	Lead	Status
Objective 3.1 Upon retirement notice, new staff should be hired to allow for ample time to train.	Hiring of new employee	<ul style="list-style-type: none"> ▪ Advertise open position upon receipt of notice of retirement ▪ Job positing will be listed on PCHD website, social media, print and partner websites, as appropriate for position ▪ Individual meeting qualifications will be hired ▪ New staff member will be hired with time for training 	Start: January 2024 End: December 2026	Deputy Health Commissioner	
Objective 3.2 Create onboarding and employee orientation procedures by December 2024	Complete onboarding and orientation checklist(s)	<ul style="list-style-type: none"> ▪ Supervisors will develop onboarding and new employee orientation checklists ▪ New onboarding procedures will be implemented for new staff 	Start: January 2024 End: December 2026	Deputy Health Commissioner Supervisors	

Strategic Priority: ACCREDITATION

Goal: To become an accredited health department by the Public Health Accreditation Board.

PCHD is an agency that strives to provide the best services and programs for our citizens. Becoming an accredited health department provides Paulding County citizens with assurance of the high standard of services being offered. Quality improvement is a culture at the agency that encourages continual growth, collaboration and progress.

Key Measure: Receive accreditation from the Public Health Accreditation Board.

Strategy #1: ACCREDITATION READY					
Objective	Measure	Action Steps	Time Frame	Lead	Status
Objective 1.1 Implement all necessary plans and requirements by July 1, 2024	Implementation of plans	<ul style="list-style-type: none"> ▪ Staff will work to implement approved plans ▪ Plans will be reviewed and updates made as needed ▪ Documentation of implementation will be documented as appropriate 	Start: January 2024 End: December 2026	Deputy Health Commissioner Accreditation Coordinator All PCHD staff	
Objective 1.2 Support of all staff, Board of Health, District Advisory Council and partners by July 1, 2024	Application for PHAB accreditation	<ul style="list-style-type: none"> ▪ Meet and discuss with Board of Health importance of accreditation ▪ Provide education on accreditation to Board of Health and District Advisory Council 	Start: January 2024 End: December 2026	Deputy Health Commissioner Accreditation Coordinator All PCHD Staff	

		<ul style="list-style-type: none"> Apply for PHAB accreditation with support for Board of Health 			
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Strategy #2: ACCREDITATION					
Objective	Measure	Action Steps	Time Frame	Lead	Status
Objective 2.1 Establish domain teams by July 2024 to work on completion of domain requirements	All documents completed for domains	<ul style="list-style-type: none"> Teams will be formed for each domain Teams will work to collect documents that meet the standard and measures Documents will be reviewed for completeness and suitability 	Start: January 2024 End: December 2026	Supervisors Accreditation Coordinator	
Objective 2.2 Collaborate with Board of Health and community partners for accreditation requirements until accredited	All standard and measures completed	<ul style="list-style-type: none"> Establish partnerships or strengthen partnerships Work with partners and board of health to complete and meet standards and measures Provide all necessary PCHD information to the Board of Health and partners to assist with accreditation site visit 	Start: January 2024 End: December 2026	Deputy Health Commissioner Accreditation Coordinator Supervisors	