



Health Department

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Massillon City Health Department

Strategic Plan 2019-2024



Public Health
Prevent. Promote. Protect.

Community members and partners,

I am pleased to present the Massillon City Health Department 2019-2024 Strategic Plan. This plan is the health department's collective vision and serves as a blueprint for where we are going, how we plan to get there, and how we will monitor our progress. The staff of the health department is continuously working to assess, assure, and protect the health of the Massillon community through our public health programs and services. In addition to these services, we continue to collaborate through the Community Health Assessment and Improvement Process to strengthen the local public health system and to provide programs and services to improve the health and well-being of Massillon citizens. We continue to work with partners to achieve a healthier community.

The development of this plan was a collaborative effort involving all MCHD staff members and Board of Health members. In developing our Strategic Plan we learned that building a stronger, healthier community begins with an assessment of how we can use our strengths to address opportunities, overcome weaknesses, and mitigate threats. On our assessment we have identified 13 strategic priorities, based on the 10 essential services of public health to serve as our roadmap. We are committed to a happy, healthy community.



Terri Argent, RS, REHS
Health Commissioner
Massillon City Health Department

This plan will serve as our guidance for achieving our vision of the future. We are looking forward to the journey ahead while sharing our progress as we implement our Strategic Plan over the next 5 years.

Your partner in health,

Terri Argent RS, REHS
Health Commissioner
Massillon City Health Department

Contents

Introduction/Executive Summary 4

Vision, Mission, and Values 5

 Vision Statement 5

 Mission Statement 5

 Values 5

Strengths, Weaknesses, Threats, & Opportunities 6

 Strengths 6

 Weaknesses 6

 Opportunities 6

 Threats 7

Strategic Priorities 9

Appendix A-Strategic Plan Participants 12

Appendix B –Strategic Plan Dashboard 13

Introduction/Executive Summary

- This departmental strategic plan covers the period January 1, 2019 to December 31, 2025.
- The scope of this plan is for internal departmental programming and is not intended to be a generalized community health improvement plan. This is not a specific action plan. Divisions are encouraged to use this strategic plan as they develop programs and procedures.
- This plan was developed using a series of internal planning meetings with the core leadership of the Massillon City Health Department. Department staff were consulted in setting the priorities through a series of team meetings. The meeting minutes as well as additional planning background information are documented in the meeting minutes, recorded by the appointed secretary, Bethany Perkowski.
- The Board of Health of the Massillon City Health Department approved the strategic plan during the June 2018 board meeting.
- This plan will be reviewed on an annual basis by January one of each year by the leadership staff. Contact Terri Argent, Health Commissioner for questions and additional information regarding this plan.

Vision, Mission, and Values

Vision Statement

A community where all residents have access to services to achieve a healthy lifestyle, both mentally and physically.

Mission Statement

The Mission of the Massillon City Health Department is to help promote and protect the health and well-being of the citizens in the Massillon community.

Values

- M- Mission and vision driven
- C- Community focused
- H- Health equity for all
- D- Disease prevention and education

Through our Mission, Vision, Values and branding we aspire to have the Massillon City Health Department be recognized as a leader in the community for health education, promotion, and prevention.

10 Essential Services of Public Health

The 10 Essential Public Health Services, developed by the Centers for Disease Control & Prevention's Office for State, Tribal, Local and Territorial Support (CDC, OSTLTS), provide a framework of the local public health system and describe essential public health activities that should be performed across communities:

1. Monitor health status to identify and solve community health problems
2. Diagnose and investigate health problems and health hazards in the community
3. Inform, educate, and empower people about health issues
4. Mobilize community partnerships and action to identify and solve health problems
5. Develop policies and plans that support individual and community health efforts
6. Enforce laws and regulations that protect health and ensure safety
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable
8. Assure competent public and personal health care workforce

Figure 1. Ten Essential Public Health Services



9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services
10. Research for new insights and innovative solutions to health problems

In addition to the essential services, public health professionals perform three core functions: Assessment, Policy Development, and Assurance, which are depicted around the perimeter of the wheel (see Figure 1. Ten Essential Public Health Services). Throughout the course of the development of this Strategic Plan, MCHD considered its unique role and contributions towards advancing population health outcomes by examining its performance of the 10 essential services and core functions.

Strengths, Weaknesses, Threats, & Opportunities

Over the course of several meetings, MCHD staff examined the Health Department's perceived strengths, weaknesses, opportunities, and threats (SWOT) analysis. The purpose of this assessment was to identify the Health Department's current state considering both internal and external factors, where the "strengths" and "weaknesses" are generally considered internal factors, and "opportunities" and "threats" are considered to be external. This form of an environmental scan is helpful to inform MCHD's strategic priorities. Staff reflected on the Department's internal operations and external environment to identify how the department could better leverage its strengths to address its weaknesses, harness new opportunities available, and mitigate threats. This assessment led to the four identified strategic priorities.

Strengths

- Excellent support for staff and programming from Board of Health.
- Staff holds multiple licensure and specialties in a variety of Public Health areas.
- Excellent support from City Administration.
- Strong collaboration between community partners and local health departments.

Weaknesses

- Staff shortages throughout departments.
- Lack of IT support.
- Lack of permanent location for Health Department stability.
- Lack of access to on-site, full-time doctor.
- Non-standardized forms within the Health Department.
- Potential language and cultural barriers.

Opportunities

- Increase the use of partnerships with local colleges and universities.
- Increased cloud-based mobile accessibility to programs for community outreach.
- Increased quality improvement of Health Department programs through accreditation.
- Potential new and permanent location for the Health Department.
- Cross-training of staff to help with departmental shortages.

- Seek additional grants for outside funding sources.

Threats

- Massillon population decreasing in size.
- Changing funding and programming pattern for public health programs.
- Limited budget for implementing electronic documentation and advancement of technology.
- Language and cultural barriers.
- Increased workload.

Consideration of key support functions

MCHD considered key support functions necessary to build a strong infrastructure, which would be adaptable to the changing needs of residents, while considering potential political, funding, and legislative changes. The three strategic priorities identified, are critical areas in which MCHD can feasibly make improvements to operations, which will improve efficiency and effectiveness across the entire health department. Specific aspects in which each priority will support key functions of the health department include:

1. Increasing awareness of public health services in the community through expanded use of social media, new signage, and attendance during health fairs will help to build trust and relationships among community members and partners.
2. Recruiting and retaining a highly effective workforce while continuing implementation of the Workforce Development Plan, are critical to MCHD operations. While MCHD has effectively retained staff, succession planning and mentoring new employees will be essential in order to transfer knowledge and support the future public health workforce.
3. Updating of all policies and procedures while providing training on policies and procedures and further organization of the shared drive, while help to support all staff across the agency to understand shared responsibilities and operations.
4. Maintaining a strong fiscal core in order to continue to provide services to local residents.

Alignment of Local, State, and National Priorities

Community Health Improvement Plan Priorities

A CHNA/CHA was completed by the Advisory Committee in 2015 which provided a valuable overview of the health issues and status of Stark County's residents. The first phase of the project consisted of a random sample telephone survey and an oversampling of African-American and Canton City residents. The second phase consisted of reviewing and analyzing secondary data sources to identify priority areas of concern. The third phase consisted of a web survey of community leaders who were knowledgeable about public health. Using all available data, the top five priority health areas were identified as part of the CHNA/CHA process. An annual Health Improvement Summit has been organized each year since 2011. The 2016 Health improvement Summit was held Wednesday, February 24th at Walsh University. The purpose of

the 2016 Summit was to narrow down the top five priority health areas identified within the 2015 CHNA and to create the framework for Stark County's 2017-2019 Community Health Improvement Plan (CHIP). Over 100 advocates with representatives from healthcare, mental health, non-profit organizations, public health, local business, governmental leaders, and community members attended the 2016 Summit to discuss the assessment findings and vote on the top three priority areas to be addressed within Stark County's CHIP. The three priority health areas voted the most important for Stark County were:

1. Access to Health Care
2. Mental Health
3. Infant Mortality

Ohio Health Priorities

Massillon City, along with its Community Health Improvement Plan (CHIP) partners deliberately selected priorities which closely mirror State Health Improvement Plan (SHIP) priorities, but based on the unique needs of Stark County residents. The County CHIP aligns with the State's SHIP of the Ohio Department of Health (ODH), in the following areas:

- Priority 2: Prevent and reduce the burden of chronic disease for all Ohioans
- Priority 4: Promote public awareness, policy, programs and data that demonstrate that injury and violence are preventable
- Priority 5: Implementing integrated mental and physical health care models to improve public health

National Health Priorities

National Prevention Strategy & Health People 2020

The Community Health Improvement Plan also aligns with four of the National Prevention Strategies for the U.S. population: healthy eating, active living, mental and emotional well-being and preventing drug abuse and excessive alcohol use. Stark County's priorities also fit specific Healthy People 2020 goals. For example: Mental Health and Mental Disorders (MHMD)-2: Reduce suicide attempts by adolescents; Substance Abuse (SA)-2: Increase the proportion of adolescents never using substances; and, Nutrition and Weight Status(NWS)-8: Increase the proportion of adults who are at a healthy weight.

Strategic Priorities

MCHD's objectives provide actionable strategic direction, measurability and accountability as the foundation of performance goals for every staff member. Four strategic priorities were identified based on input collected from staff, Board of Health members, partners, and community member. Using the information from the State of Ohio Health Improvement Plan (SHIP) as well as the Stark County Community Health Improvement Plan (CHIP), and input from the strategic planning participants, and from board of health members, the following strategic priorities were selected to be addressed.

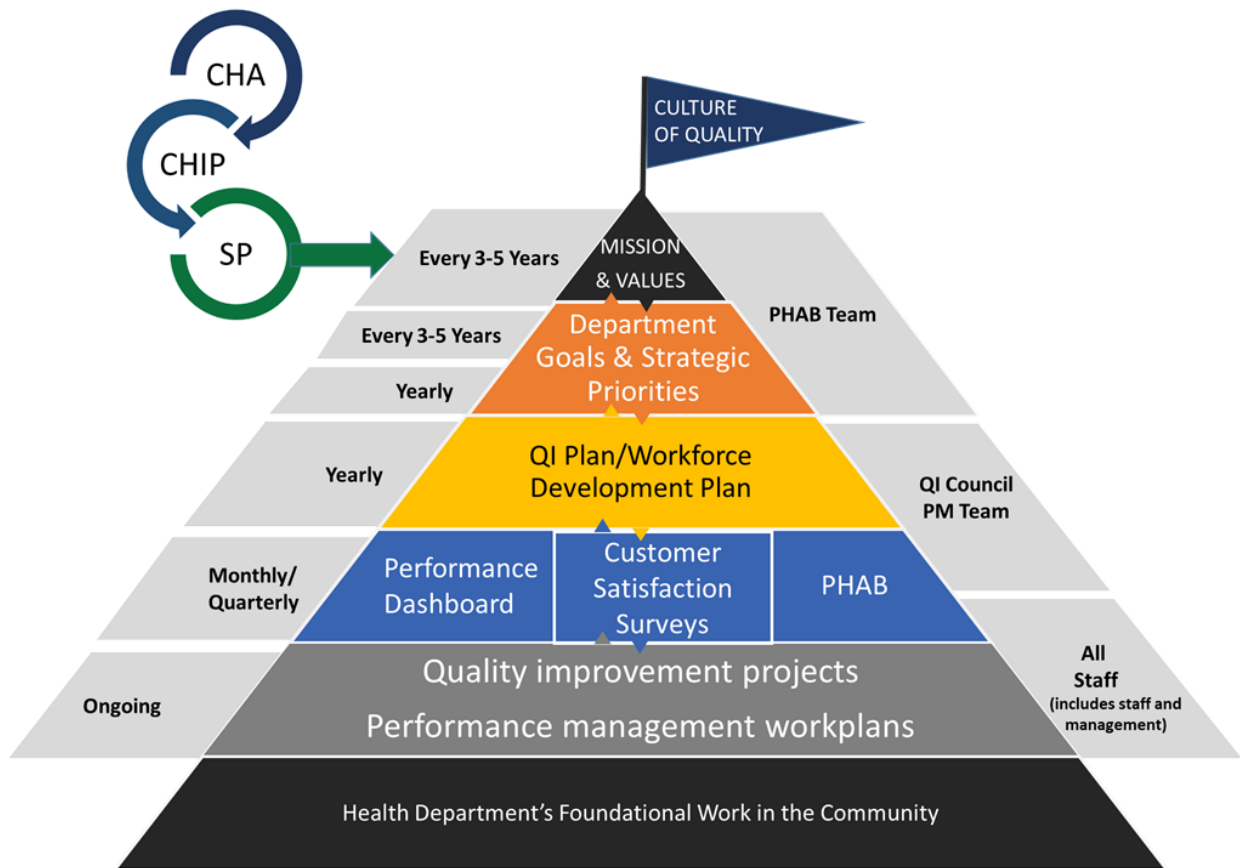
As reflected in the table below, each strategic priority contains corresponding goals and objectives. Additional detail, including time-frames, responsibilities, targets, and strategies, can

be found within MCHD’s Strategic Plan Dashboard (Appendix A), which is used by MCHD’s leadership team, staff and Board of Health to monitor progress on an annual basis.

2019-2024 Strategic Priorities	
Strategic Priority	Goals & Objectives
Engage Community to Address Health Problems	<ul style="list-style-type: none"> • Foster relationships with outside organizations • Conduct and disseminate assessments focused on population health status and public health issues facing the community • Use data accumulated within the community to address the health needs of the public.
Maintain Competent Public Health Workforce	<ul style="list-style-type: none"> • Promote the benefits of advanced education, work-group participation, team building, and professional credentialing to staff.
Provide Consistent Public Health Communication	<ul style="list-style-type: none"> • Provide consistent communication to the public, community partners and stakeholders regarding public health issues and public health functions
Maintain Financial Stability	<ul style="list-style-type: none"> • Continue to ensure the financial sustainability of the Massillon City Health Department

Alignment between the MCHD Strategic Plan, Performance Management and Quality Improvement Plan

MCHD has developed an integrated performance management system (see Culture of Quality Pyramid diagram below).



As reflected in the pyramid, the CHACHIP establishes health priorities and strategies to improve health at the County level. MCHD's strategic plan is informed by the CHACHIP priorities, but also includes strategic goals and objectives specific to the health department. MCHD recognizes that the department's goals and strategic priorities may lead to quality improvement projects, which must be supported by competent staff. MCHD also uses its performance management dashboard, customer satisfaction surveys, and the accreditation process to monitor performance, which inform the QI and Workforce Development Plan.

Both the implementation of performance management workplans and QI projects are generated through MCHD's foundational work to provide programs and public health services in the community. The pyramid also reflects the timeframes for reporting and the teams responsible, although MCHD regularly engages all staff at each level of the pyramid.

Record of Revisions				
Date	Revision Number	Description of Change	Pages Affected	Reviewed or Changed by
6/5/19	1	Annual Strategic Planning Retreat held among all staff to review progress and update the plan based on implementation.	Entire plan	All staff

Signatures & Record of Revisions

This plan has been approved by the following individuals for adoption by MCHD:



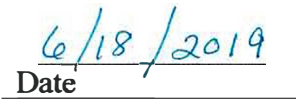
 Kathy Catazaro-Perry, Board of Health President



 Date



 Terri Argent, RS, REHS, Health Commissioner



 Date

Appendix A- Strategic Plan Contributors

We would like to thank the following individuals who contributed time, thought, energy, and actively contributed towards the development of this plan:

Board of Health Members

Kathy Catazaro-Perry
President

Reginald Hye
Board Member

Jeffrey Thornberry
President Pro-term

Catherine Heitger
Board Member

Jim Johnson
Board Member

Dr. Louis Schaner, DO
Medical Director

Sonia Glick-Ullum, DVM
Board Member

Strategic Planning Committee Members

Terri Argent-Health Commissioner

Bethany Perkowski-Sanitarian and Environmental Health Director

Audrey (Milburn) Sylvester-Public Health Nurse and Accreditation Coordinator

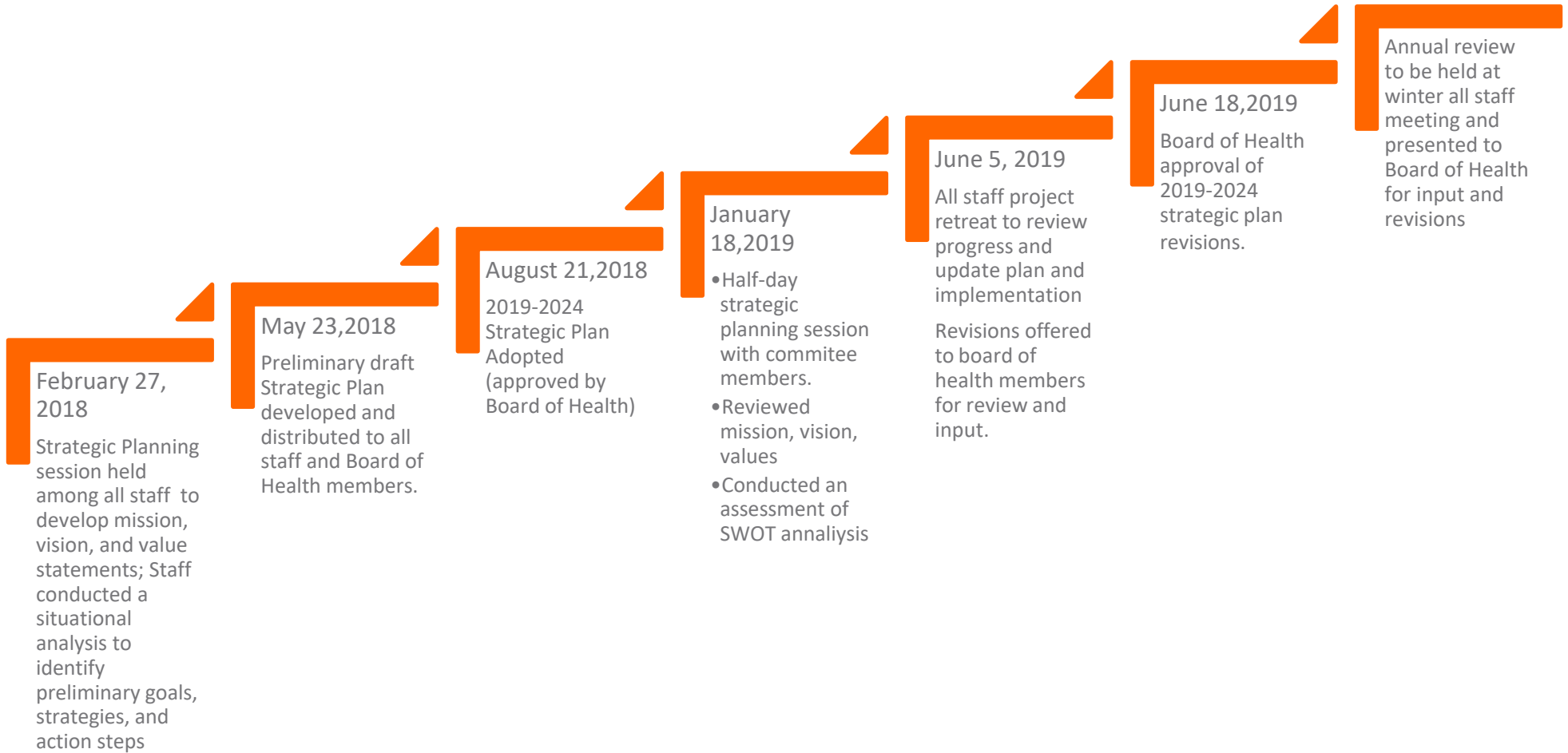
Erin Wise-WIC Director.

Throughout 2018-2019, a series of Strategic Plan developmental meetings were held to determine the key factors that departmental staff valued as critical to the both the Health Department as well as the Massillon community as a whole. Meeting minutes were taken by Bethany Perkowski, and all parties revised draft forms. Other members of the Health Department were consulted on an as needed basis. In-services and staff meetings were held to address progress and implementation of the Strategic Plan. Health Department Board Members were given regular updates on the progression and contributed towards its development.

Key responsibilities of the planning committee included:

- Updating the Health Department's mission, vision and values
- Conducting an environmental scan to identify internal and external strengths weaknesses, opportunities and threats;
- Continue monitoring to ensure that Health Department goals align with the local CHA;
- Selecting strategic priorities that will advance the infrastructure and community health needs;
- Create measurable goals and objectives to be monitored annually for continuous monitoring of the strategic plan's implementation.

Strategic Planning Process Timeline



Appendix B – Strategic Plan Dashboard

Strategic Priority 1: Engage with the community to address health problems.			
Goals	Objectives	Target	Assigned to
1.1 Foster strong partnerships with external community organizations	1.1.1 By December 2019, each staff member will serve as a member of at least one external advisory group and/or board (e.g., schools, Senior Center, Recreation Center, and neighborhood associations).	100% of staff	
	1.1.2 By May 2019 and through 2025, work in partnership with local FQHC (Lifecare) to host community-wide events, including a biannual baby shower.	At least 2 events per year	
	1.1.3 Decrease food insecurity in children- In collaboration with the Massillon City School system the Massillon Health Department will help to organize and act as a collection site for annual food drive for school children.	Increase weight of food collected by 5% annually.	
1.2 Gather and use population health data to address health issues facing Massillon City residents	1.2.1. Conduct focus groups in partnership with Walsh University	1 focus group report	
	1.2.2 Disseminate surveys during outreach events at the homeless shelter and blood pressure screening events	At least 4 sets of surveys collected and analyzed	
	1.2.3 By March 2020, assess death records to determine if any environmental factors played a role, synergistic or direct, in the cause of death with a monthly epigram.	100% of monthly epigrams assessed for causes of death	
	1.2.4 Increase access to “Know Your Numbers” program.	Will offer at 3 different sites per year 2019 -2025	
	1.2.5 Decrease the rates of unintentional injuries- “Matter of Balance” classes offered biannually until 2021.	Two classes annually 2019-2021.	
1.3 Contribute towards Stark County Health Improvement Plan (CHIP) goals to address <u>infant mortality</u>	1.3.1 From December 2019-2025, increase THRIVE referrals by 3% each year.	3% increase in referrals	
	1.3.2 By August 2019, establish the Massillon City Health Department as a car seat distribution site for the THRIVE program.	1 car seat distribution site developed	
	1.3.3 From 2019-2020, increase participation in the Cribs for Kids program to promote safe sleep practices	6% increase in 2019 3% each year 2020-2025	
1.4 Contribute towards Stark County Health Improvement Plan (CHIP) goals to address <u>mental</u>	1.4.1 From 2019-2025, actively participate in Opiate Task Force of Stark County – StarkMHAR by attending bimonthly meetings.	100% of meetings attended	
	1.4.2 By October 2019, implement Buddy Bench Program in all schools within Massillon City limits, in collaboration with the Massillon rotary and the Mayor’s “All in for Kindness” Campaign.	100% of interested schools implementing program	
	1.4.3 Annually in August, distribute school supplies for children in need	100% participation each year	

<u>health issues</u>	in collaboration with Massillon City School system and local neighborhood association.		
Strategic Priority 2: Maintain a Competent Public Health Workforce			
2.1 Recruit a highly qualified public health workforce	2.1.1 Review job descriptions and ensure they provide a realistic portrayal of individual duties and responsibilities and align with Public Health Foundation's public health workforce job descriptions. Develop a review form for annual updates by January 2020.	100% of job descriptions reviewed using new form	
	2.1.2 Provide new employee orientation through Massillon Civil Service's half-day training on the city employee handbook, city policies and employee benefits and services	100% of new hires 2019-2025	
2.2 Provide professional development opportunities to retain a highly qualified workforce	2.2.1 Massillon Board of Health will continue to support staff with reimbursement of necessary licensure to function within job titles. Board of Health approves 100% of continuing education units and training.	100% reimbursement to licensure related training attendance	
	2.2.2 Host quarterly staff in-service days which feature at least 1 guest speaker to present on relevant public health topics.	4 staff in-service days conducted per year	
	2.2.3 To prepare for an emergency, and in compliance with Public Health Emergency Plan (PHEP), all staff will participate in at least one (1) tabletop exercise using Incident Command System (ICS) structure/positions	100% staff participation in annual tabletop exercises	
2.3 Promote public health as a career choice in partnership with local academic institutions	2.3.1. Beginning in September 2019, conduct at least one presentation to a local school or training facility on the role, purpose, and benefits of public health as a profession.	1 presentation provided annually	
	2.3.2 Participate as an academic health department and remain an educational and training facility for local colleges and universities.	Continuous 2019-2025 1 sponsored school annually	
2.4 Promote Cultural Competence among staff/health equity	2.4.1 Staff will continue Spanish lessons throughout 2021 to aid in the ability to better serve the Hispanic population served at the health department	100% of staff will have attended Spanish lessons	
	2.4.2 Continued production and distribution of Health Department materials in Spanish throughout 2020.	2019-ongoing – updates through 2025- three documents annually	
	2.4.3 By December 2019, establish a contract for interpretation services	1 formal agreement for	

	for use for the entire health department staff to better serve all populations regardless of language.	interpretation services	
	2.4.4 By August 2019, create and distribute Health Department brochure in Spanish.	1 brochure in Spanish	
	2.4.5 Present a bulletin board on current health topics, biannually, in Spanish, located in a highly visible area within the building.	January and June 2019-2025	
Strategic Priority 3: Provide Consistent Public Health Communication			
3.1 Establish effective internal communication strategies	3.1.1 By October 2019, develop Branding Strategy to ensure that all Health Department Information is portrayed in a uniform matter.	1 Branding Strategy developed	
	3.1.2 By January 2021, develop formal communication procedures for dissemination of Health Department information.	1 set of formal communication procedures developed	
	3.1.3 By March 2019, implement unified 24-hour access to department staff (NIXEL) system	1 NIXEL system deployed	
	3.1.4 Annual staff review of employee job scope to ensure proper information disseminated to the public.	One annual in-service 2019-2025	
3.2 Promote awareness of MCHD services through external communication strategies	3.2.1 In September each year, conduct a comprehensive review of website and social media accounts to ensure all information is correct and accurate.	100% reviews completed	
	3.2.2 By January 2019, increase distribution of quarterly newsletter by 10% and 5% each year in 2020-2025.	Increase distribution by 10% in 2019 and 5% each year 2020-2025	
Strategic Priority 4: Maintain Financial Sustainability			
4.1 Continue to ensure the financial sustainability of the Department	4.1.1 Annually in March, conduct program cost methodologies and submit Annual Financial Report (AFR) to retain traditional funds	100% program cost methodologies conducted; 1 AFR submitted	
	4.1.2 Advocate for the need to continue to invest in public health services during annual budget preparation by preparing factsheets on the value of public health and meeting with City Administration, City Council, and others.	Annually in January	

	4.1.3 Diversity funds by applying for at least 2 grants each calendar Year.	2 grant applications submitted each calendar Year.	
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