

# New Philadelphia City Health Department 2024-2027 Strategic Plan



**Version: 2023.10**

**Date Originally Adopted: 06/13/2018**

**Date of Last Revision: 10/11/2023**

**Date of Last Review: 10/11/2023**

## TABLE OF CONTENTS

Record of Distribution	3
Record of Changes	3
Introduction	4
Purpose	4
Overview	4
Linkages to the Community Health & Quality Improvement Plans	5
Forming the Strategic Committee	6
Strategic Planning Process Steps	7
Mission Statement	7
Vision Statement	8
Core Values	8
Environmental Scan- SWOT Analysis	9
Strategic Priorities, Goals, Objectives & Strategies	11
Quality Improvement	16
Agency Monitoring & Communicating Results	16
Acronyms	17
References	17

## Record of Distribution

This policy is available to all New Philadelphia City Health Department employees in electronic format on the Agency Shared Drive.

## Record of Changes

The New Philadelphia City Health Department Workforce Development Coordinator and Health Commissioner are responsible for maintaining the New Philadelphia City Health Department Strategic Plan. The Strategic Plan is reviewed on a three-year cycle. Revisions are noted and incorporated in the next review cycle. All attachments are reviewed and updated on the same schedule. All previous versions of the Strategic Plan are hereby rescinded.

Date	Revision Number	Description of Change	Pages	Reviewed or changed by:
10/11/2023	2023.10	Entire Plan rewritten for conciseness and clarity.	1-17	Dana Fischio, WFD Coordinator

## **Introduction**

The City of New Philadelphia and communities beyond its border trust that the New Philadelphia City Health Department (NPCHD) has the best interests for the individuals that live in, work in, and visit New Philadelphia and we want to keep it that way. Strategic planning helps us make certain we are focusing on the important issues we can have a direct impact on. It is a method to make sure we are making the best use of the time and resources entrusted to us by the residents of the City of New Philadelphia.

The New Philadelphia City Health Department 2024-2027 Strategic Plan results from a deliberate decision-making process and defines the future for NPCHD. The strategic plan sets the direction for NPCHD over the next three years and, through a common understanding of the mission, vision, and core values, provides a template for all staff and stakeholders to make decisions that move NPCHD forward.

Building upon the work completed for the 2018-2023 NPCHD Strategic Plan, this version provides an updated framework for action and direction for NPCHD. Staff at all levels and stakeholders were engaged at various stages to create a clear template to make decisions that will continue to move NPCHD ahead within the public health sphere where we operate.

## **Purpose**

Like a road map, the 2024-2027 NPCHD Strategic Plan indicates NPCHD's current position and the directions the agency can follow to achieve its goals. The strategic plan provides a guide for making decisions and allocating resources to pursue its strategies and priorities. The strategic plan also provides criteria for monitoring the progress and outcome of the strategic plan.

Additionally, the strategic plan can make decision-making and change easier for NPCHD as it defines the agency's identity and goals while providing clear direction for achieving these goals. However, because NPCHD needs to remain nimble and adapt to changing environments and needs, this strategic plan must also remain flexible and continuous.

## **Overview**

NPCHD completed this Plan to:

- State the top priorities NPCHD will focus on over the next three years.
- Outline the goals NPCHD would like to accomplish while working on the top priorities over the next three years.
- Set measurable action steps or objectives to reach those goals.
- Clearly communicate NPCHD's purpose and goals to internal and external stakeholders over the next three years.

The 2024-2027 NPCHD Strategic Plan includes specific Strategic Priorities, Goals and Objectives for the work of the organization. The strategic plan outlines the overall direction of the agency based on organizational mandates, mission, core values & beliefs, and data that define strengths, weaknesses, opportunities, and threats/ challenges related to the organization. The Strategic Plan is also part of the NPCHD Performance Management System because it provides a basis for the development of operational plans and performance measures for NPCHD.

It is important to note that there is no attempt in this document to detail *all* the programs or services that exist within NPCHD. The strategic priorities, associated goals and measured objectives are intended to be reviewed annually and revised as necessary to continue progress toward the NPCHD mission, priorities, and goals.

## **Linkages to the Community Health and Quality Improvement Plans**

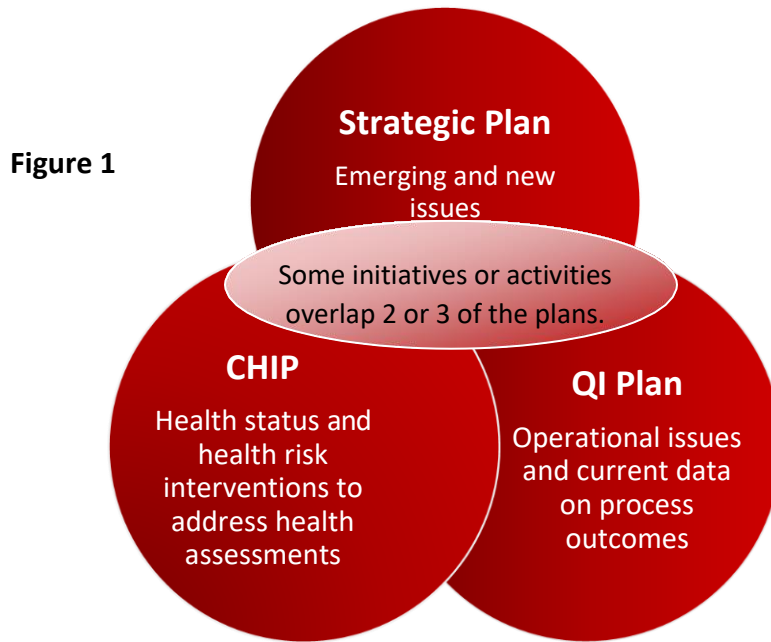
During the writing stages of the strategic plan, NPCHD answered the following questions:

- What is the current status of health for the people of New Philadelphia? - Linking the NPCHD 2024-2027 Strategic Plan to the most recent Tuscarawas County Community Health Assessment (CHA).
- What do we think NPCHD needs to accomplish to make health and healthy living better for the residents of New Philadelphia? - Linking the NPCHD 2024-2027 Strategic Plan to the most recent Tuscarawas County Community Health Improvement Plan (CHIP).
- What does NPCHD need to accomplish to become a more impactful community partner? - Linking the NPCHD 2024-2027 Strategic Plan to the NPCHD Quality Improvement (QI) Plan.
- As an organization, what are our strengths and weaknesses? Are there threats or opportunities for NPCHD moving forward over the next three years? - Creating a SWOT analysis or an environmental scan of the public health setting NPCHD participates in.

Ultimately the community wide strategic planning processes of the entire New Philadelphia community, accomplished through the community health assessment and improvement planning processes, are connected with the 2024-2027 NPCHD Strategic Plan. Through this strategic plan, NPCHD assessed its contributions to the total local public health system to strategically plan for a healthier community. The CHA serves to inform the CHIP and the NPCHD 2024-2027 Strategic Plan. The results serve as the foundation to inform the priorities to be addressed in the CHIP and the strategic plan (Figure 1).

In collaboration with the community and stakeholders, the CHIP was developed with, and as, a community plan. The CHIP was developed based on the CHA to address priorities in the community that impact the overall health of the community. NPCHD is deeply involved in the

community health improvement process and is a leading organization throughout the process. The CHIP results in a shared community plan where multiple stakeholders have a role in implementing and monitoring its benchmarks and outcomes.



**The Community Health Assessment informs all three plans.**

## Forming the Strategic Planning Committee

Key to the success of the strategic plan is a broad representation of staff at various levels within the department along with key stakeholders. Each member of the planning committee provides invaluable input and consultation during the planning stages of the Plan.

The planning committee for the 2024-2027 NPCHD Strategic Plan included the following individuals internal to the agency:

- Vickie Ionno, RN, Health Commissioner
- Nichole Bache, BSN, RN, Director of Nursing
- Zachary Phillips, REHS, Director of Environmental Health
- Sue Geist, Registrar, Office Manager
- Maegan Cummings, RN, Immunization & CMH Nurse
- Itati Lopez, Bilingual Health Educator
- Karleigh Spence, REHS
- Dana Fischio, MPH, MBA, REHS, Workforce Development & Accreditation Coordinators
- Nicholas V. Varrati, BSPH, MD, Medical Director

The planning committee for the 2024-2027 NPCHD Strategic Plan included the following individuals of the NPCHD Board of Health (BOH):

- Mayor Joel Day, BOH President
- Dr. Lori Kuehne, MD
- Barb Schwartz
- Judee Dzigiel, Esq.
- Matthew Tharp
- Diane Rusznak, RN
- Dean Holland, City of New Philadelphia City Council Representative

### Strategic Planning Process Steps

Timeline	Description
July 2023	<ul style="list-style-type: none"> <li>• Internal all staff meeting outlining the purpose of a strategic plan and the need to revise the current plan.</li> <li>• BOH meeting outlining the goal of revising the current strategic plan and BOH input will be sought in future meetings.</li> <li>• Internal staff open discussion/suggestions for revising NPCHD Mission, Vision, and Value statements.</li> </ul>
August 2023	<ul style="list-style-type: none"> <li>• BOH meeting presenting revised Mission, Vision, and Value statement based upon staff feedback.</li> <li>• BOH approval of revised Statements.</li> <li>• SWOT analysis with BOH and staff.</li> </ul>
September 2023	<ul style="list-style-type: none"> <li>• Internal all staff open discussion reviewing SWOT analysis and selection of strategic priorities.</li> <li>• BOH approval of strategic priorities.</li> </ul>
October 2023	<ul style="list-style-type: none"> <li>• Internal all staff meeting reviewing final version of 2024-2027 NPCHD Strategic Plan.</li> <li>• BOH approval of final 2024-2027 NPCHD Strategic Plan.</li> </ul>

### Mission Statement

In July 2023, NPCHD staff were presented with a short fact sheet outlining the purpose of an agency mission statement. The fact sheet also detailed a sample of mission statements from other Ohio local health departments and compared these samples to the current NPCHD mission statement. NPCHD staff were asked to develop a revised mission statement based upon the suggestions from staff that better reflected NPCHD’s purpose for being. The updated mission statement was written to answer the questions: What NPCHD does, How NPCHD does it and Why NPCHD does it. The updated Mission Statement was presented to the BOH for approval in August 2023.

Former Mission Statement: New Philadelphia City Health Department is working to promote better health for our citizens, to provide personal and community health services, to maintain a healthful environment while cooperating with other community and State agencies in the prevention and control of diseases and disabilities.

Revised Mission Statement: New Philadelphia City Health Department improves the health of our community by preventing disease, promoting healthy living, and protecting against public health threats through education, policies, programs, and partnerships.

## **Vision Statement**

In July 2023, NPCHD staff were presented with a short fact sheet outlining the purpose of an agency vision statement. The fact sheet also detailed a sample of vision statements from other Ohio local health departments and compared these samples to the current NPCHD vision statement. NPCHD staff were asked to develop a vision statement based upon the suggestions from staff that better reflected NPCHD's goals for the future and the impact it aims to make on the community. The updated vision statement was written to describe an ideal future that is relevant to NPCHD and makes sense as part of the NPCHD 'brand'. The updated Vision Statement was presented to the BOH for approval in August 2023.

Former Vision Statement: The New Philadelphia City Health District staff will serve the public with the most professional healthcare that can be offered while maintaining a personal regard for each individual's well-being. This will be accomplished by honoring our core values.

Revised Vision Statement:

Preventing disease.

Promoting healthy living.

Protecting against public health threats.

## **Core Values**

In July 2023, NPCHD staff were presented with a short fact sheet outlining the purpose of an agency values statement. The fact sheet also detailed a sample of value statements from other Ohio local health departments and compared these samples to the current NPCHD values statement. NPCHD staff were asked to develop a value statement based upon the suggestions from staff that better reflected NPCHD's priorities and values. The updated value statement was written to inform others, including customers and staff, of what principles are most important to NPCHD. The updated Vision Statement was presented to the BOH for approval in August 2023.

Former Core Values Statement:

- **Accountability-** We are transparent in our report processes and results to each other, the Board of Health, City Council, our funders, our community, and our stakeholders.



- Collaboration- We actively seek opportunities to work with other local health departments, task forces, organizations and agencies, schools, state departments, and our community members to meet the needs of those we serve.
- Evidence-Based Strategies- We use strategies and interventions that are based on scientific evidence.
- Integrity- We value honesty and alignment with our values, saying what we do and doing what we say.
- Professionalism- We value the profession of public health, maintain licensure, participate in continuing education, and treat all with kindness and respect.
- Quality- We seek to engage our clients, customers, and communities to do what matters to them, providing effective and efficient value- added services.
- Respect- We strive to listen with respect, meeting each individual and community where they are, to deliver culturally competent services.
- Responsiveness- We anticipate what's needed and meet our customers' expectations for timeliness.

Revised Core Values Statement:

**N**urturing health and wellness- to prevent disease, to promote healthy living and to protect against public health threats.

**P**roviding professionalism- honesty, integrity, and competency in all interactions

**C**ommunity collaboration- a partnership with the community, respecting everyone who interacts with us in any capacity.

**H**health equity for all- everyone should have the opportunity to attain their highest level of health, regardless of social or demographic factors.

**D**edication- to the community, the people, and our mission.

## **Environmental Scan- SWOT Analysis**

In August 2023 NPCHD staff and BOH participated in a SWOT analysis of the public health sphere in which it operates. Conducting a SWOT analysis involves identifying the agency's internal strengths and weaknesses and external opportunities and threats and is a framework that informs the big picture view for NPCHD.

After the SWOT was completed in August 2023, the data was reviewed, analyzed, and sorted. Connections between quadrants were identified, specifically:

- Matching strengths up with external opportunities.
- Linking or offsetting threats and challenges with opportunities and/or strengths.
- Matching weaknesses with strengths to offset or minimize the weaknesses.
- Looking for emergence of patterns or crosscutting themes.

## Weaknesses

- Physical space- lackof office & parking space.
- Staffing numbers- small staff limits number of programs offered.
- Outdated/underused information technology- website & cashless payments.

## Threats

- Hostile legislation- limiting or restricting public health activities.
- Merger- local & state agencies, HB 110.
- Critical clinic information technology system available from a single source.
- Increasing costs of supplies.

**S**

**W**

**O**

**T**

## Strengths

- Unique NPCHD programs- HIV testing & tire program.
- Responsiveness to public health concerns- power outages.
- Teamwork across divisions- interpretation services for clinic, environmental health & vital statistics staff.
- Growing social media presence.

## Opportunities

- External funding- external grant opportunities.
- Better visibility- community/health education events.
- Community partnerships- share common goals.

## Strategic Priorities, Goals, Objectives & Strategies

Strategic priorities are fundamental policy questions or critical challenges that must be addressed for an agency to achieve its vision. Strategic priorities are forward thinking and often take advantage of current opportunities.

There are three categories of strategic priorities:

1. Those for which no action is required at present, but which must be monitored.
2. Those that are coming up on the horizon and are likely to require some action in the future and perhaps some action now.
3. Those that require an immediate response.

With these categories of strategic priorities in mind and reviewing the themes of the SWOT analysis, NPCHD attempted to balance mission impact and financial viability when selecting strategic priorities. Mission impact refers to the importance of an activity or program to the agency's goals while financial viability considers if costs are covered, whether revenue is produced or if there is financial sustainability. The overall goal for this process was to establish a balance and to combine a set of programs and activities that result in high mission impact and long-term financial viability where possible.

Table 1 outlines the strategic priorities NPCHD will focus on over the next three years. Each strategic priority has a set of associated goals and objectives. The goals are long range outcome statements that are broad enough to guide the organization's programs, administrative, financial and governance functions. Objectives are the intended change or outcome. The outcome objectives are short to intermediate outcome statements that are clear, measurable, and specifically tied to the goal. Strategies are specific steps that need to be taken to meet the objective.

Table 1

Strategic Priorities, Goals, Objectives, and Strategies

Strategic Priority: Community Focus and Engagement				
Goal	Objective	Strategy	Responsible Party	Status Update
Protect and promote a healthy community	In the next 3 years, reduce the percentage of population not prepared for a large-scale emergency.	Educate community and partners regarding emergency preparedness.	Health Educator, WFD Coordinator, NPCHD Leadership	
		Collaborate with partners on emergency preparedness.	NPCHD Leadership, EH staff	
	In the next 3 years, reduce community concerns on environmental health hazards.	Educate community and partners and promote awareness of different areas of environmental health.	EH Staff, Health Educator	
		Track community perception of environmental hazards through the CHA.	WFD Coordinator	
	In the next three years, increase number of residents reporting healthy behaviors.	Educate community and partners and promote healthy behaviors for the community.	Health Educator, Clinic Staff	
		Post and track physical activity topics on NPCHD social media.	Health Educator, WFD Coordinator	
		Track community healthy behaviors through the CHA.	WFD Coordinator	

## Strategic Priorities, Goals, Objectives, and Strategies

### Strategic Priority: Community Focus and Engagement

Goal	Objective	Strategy	Responsible Party	Status Update
Provide excellent service throughout the community	In the next three years, increase customer engagement.	Utilize customer surveys to obtain division specific and department wide feedback.	NPCHD Leadership, WFD Coordinator	
		Participate in partner outreach events each quarter over the next three years.	Health Educator, All Staff	
	Achieve and maintain accreditation and certifications promoting high quality service.	Achieve PHAB accreditation.	WFD Coordinator	
		Attend cross sector training focusing on social determinants of health and/or health equity.	All Staff	
	In the next three years, review outdated/underutilized information technology platforms.	Redesign the NPCHD website to increase user traffic and usability, while adhering to PHAB 3.2.5 requirements (Standards & Measures for Reaccreditation Version 2022, Measure 3.1.3 A)	NPCHD Leadership	
		Review cashless payment options and/or the ability to pay online	NPCHD Leadership	

## Strategic Priorities, Goals, Objectives, and Strategies

### Strategic Priority: Organizational Infrastructure

Goal	Objective	Strategy	Responsible Party	Status Update
Promote effective and responsible leadership to benefit the community	Monitor and assess the health of the community.	Co-ordinate the CHA and CHIP with community partners.	WFD Coordinator	
		Coordinate communication, prevention and mitigation efforts with other city departments regarding nuisance areas.	NPCHD Leadership	
	Increase strength of internal leadership	Ensure education and training through workforce development for all staff to strengthen leadership across the agency.	NPCHD Leadership, WFD Coordinator	

## Strategic Priorities, Goals, Objectives, and Strategies

### Strategic Priority: Organizational Infrastructure

Goal	Objective	Strategy	Responsible Party	Status Update
Maximize the use of public health resources	Efficiently utilize resources, through fiscally responsible planning across all divisions.	Maintain fiscal oversight of program costs across all divisions.	Health Commissioner, Fiscal Officer	
		Increase grant supported programs that align with CHIP needs and CHA goals.	NPCHD Leadership	
		Increase overall grant funding to overcome funding gaps.	NPCHD Leadership	
	Increase and strengthen partnerships with other agencies to maximize public health benefits.	Utilize community partners to avoid duplication of services.	Clinic Staff, EH Staff	
		Collaborate with regional and state-wide partners.	NPCHD Leadership	

## Quality Improvement

The 2024-2027 NPCHD Strategic Plan helps ensure that the agency's overall strategy, performance measures and improvement efforts are in alignment. It touches many components of the performance management system as it identifies NPCHD's strategic objectives and measurable time specific targets for achieving them, setting the foundation and direction for effective performance management.

NPCHD quality improvement (QI) work is intended to improve performance in areas that will lead to bigger change. The strategic plan is intended to create big change. It is important that the process and shorter-term outcomes are monitored to identify process challenges and weaknesses that can be improved to produce better results.

We intend to measure progress against strategic objectives at the implementation or process level.

- Are we doing what we set out to do?
- Are we reaching our targets?
- Are we meeting our timeline and budget?

As implementation matures or completes, we intend to measure the impact or outcomes.

- What are the results of the efforts? (How much we do).
- How efficient was the work? (How well we do).
- What are the changes in the agency, target population or community? (Is anyone better off).

## Agency Monitoring & Communicating Results

NPCHD monitors the implementation of the 2024-2027 strategic plan objectives in a variety of methods. Dependent upon the method of linkage, objectives may be monitored through performance measurement (benchmarks and/or performance measures) or through regularly scheduled meetings (CHA/CHIP). For each action step listed in Table 1, a status update will be provided.

Finally, it is crucial that the ongoing monitoring and results are shared with stakeholders. Communicating progress shows all stakeholders the importance of the plan and demonstrates that the time and resources invested in developing the plan were worthwhile.

NPCHD intends to utilize the following methods to demonstrate progress, where appropriate:

- Annual reports
- On the agency website
- At board meetings and all staff meetings
- At community meetings, especially when reporting on CHIP priorities.



## Acronyms

BOH	Board of Health
CHA	Community Health Assessment
CHIP	Community Health Improvement Plan
EH	Environmental Health
NPCHD	New Philadelphia City Health Department
QI	Quality Improvement
SWOT	Strengths, Weaknesses, Opportunities, Threats
WFD	Workforce Development

## References

Developing a Local Health Department Strategic Plan: A How to Guide. National Association of County & City Health Officials (NACCHO).

<https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/strategic-planning>