



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

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**Wayne County Health Department**

**2023-2026**  
**Strategic Plan**

### Strategic Planning Process

The strategic planning process began February 2023 and concluded June 2023. The process was facilitated by staff. The process utilized was based upon *Developing a Local Health Department Strategic Plan: A How-To Guide* by NACCHO. We started by convening a committee of staff and leadership to revisit the current mission, vision and values of the agency. The group retained the same mission as the previous version and changed the vision of the agency and changed some of the values. In March of 2023, two Strengths, Weaknesses, Opportunities and Challenges analyses were performed. One was with conducted with staff and the other with directors. The leadership team met several times at the start of 2023 to discuss new goals and objectives. In April of 2023, we surveyed community stakeholders for their input on direction of the Wayne County Health Department. Each programmatic unit met to also discuss and propose goals and objectives. The preliminary goals and objectives were shared with the Board of Health to ask for their input in May and June of 2023.

### Strategic Plan Team Members

Kelly	Starliper	Environmental Health Specialist in Training
Rebecca	Norris	Community Health Promotions Specialist
Jason	Murvine	Registered Environmental Health Specialist
Taylor	Ewing	Registered Dietitian
Melissa	Ahrens	Public Health Nurse
Ashley	Kuehn	Senior Clerical Specialist
Carli	Gump	Public Health Nurse 2
Vaughn	Anderson	Director of Environmental Health
Wendy	Anderson	Director of WIC
Patricia	Reining	Director of Community Health
Theresa	Schlauch	Director of Finance and Human Resources
Nicholas	Cascarelli	Health Commissioner

### **Mission**

***The Wayne County Health Department safeguards the health of its residents by:***

- ***Promoting healthy lifestyles through education***
- ***Preventing and monitoring disease***
- ***Protecting and preparing against environmental and public health risks***

### **Vision**

***The Wayne County Health Department, as a trusted community leader, will advocate for the optimal health of its residents through education, outreach and the provision of services***

### **Values**

***Customer Service - Creating positive relationships by exceeding the needs of others through kindness, professionalism, communication and outstanding service.***

***Integrity – We strive to conduct ourselves in an honest and ethical way. We honor our commitments and take ownership of everything we do with transparency.***

***Collaboration – We work as a team and with the community for the betterment of Wayne County.***

***Education - We believe a well-trained workforce empowers the public by helping them take charge of their health and well-being.***

***Respect - We treat everyone with dignity. We value all individuals by recognizing their merits.***

### **Strategic Priorities**

**The strategic priorities for the Wayne County Health Department were based upon a SWOC analyses, one conducted with several staff members and the other with the Directors in March of 2023. There common themes identified were an increased need for workforce development, communications, improving operations and financial sustainability. These**

themes correspond to the overarching goals of the strategic plan. Below is the summary of the SWOC analyses with staff and directors.

### SWOC Analyses

#### Strengths

- Staff cares about community
- Broad scope of work
- Good customer service
- Agency is manageable size
- Good management team
- Teamwork
- Communication
- Family-Friendly Employer
- Respect Differences amongst each other
- Engaged Board Members
- Opportunities for Training
- Newer Staff bring energy/long time staff bring institutional knowledge

#### Weaknesses

- Communication issues at times between staff and management
- 2 Separate buildings
- Time for Team building across units
- Records retention
- Antiquated systems/Technology
- Broad scope in some units
- Board members being regulated entities
- Lack of Diversity
- Onboarding needs improved
- Need to be more innovative/growth-oriented
- Community perception that we don't care
- Some policies need to be revised

## Opportunities

- Elected officials support
- Social Media
- Community Partners
- Community Events
- Community ready to be educated
- New programmatic opportunities
- Interns
- Technology opportunities
- Funding
- College of Wooster/OSU OARDC
- Realtors
- Chambers of Commerce
- Partnerships with the Amish
- Media partners
- Health District Advisory Council

## Challenges

- Social Media response
- Our values clash with national public health narrative
- Loss of trust left over from Covid19 pandemic
- Community Fear of us
- Anti-vax movement
- Postponed programs during Covid-19 pandemic
- Funding
- Other Health Departments
- Interoperability with antiquated systems at state /county offices

## Stakeholder Input

Over 100 stakeholders were sent a 5 question survey to get their opinion on the future of the health department. Below are the questions and a summary of the responses.

**Q1- What would you identify as the Wayne County Health Department's three most important strengths?**

**Common themes:**

- Our staff are friendly and responsive.
- Good strategic planning.
- Do a great job with disease control and offering a full line of vaccines. One person indicated we "support the health and wellness of every Wayne County resident."
- Accessible, flexible and willing to do whatever it takes to meet the needs of the community.
- Data collection and analysis.

**Q2- What would you identify as the Wayne County Health Department's three needs for improvement?**

**Common Themes:**

- STI control
- More mental health awareness and community outreach.
- Hoarding
- More publicizing the great work the health department does we do and the supports we provide.
- Move past Covid-19 and get back to other health issues.
- More emergency planning
- More input from municipalities.

**Q3- What programs/services would you like the health department to consider adding?**

**Common themes:**

- Expanded ability and exercise of nuisance property maintenance and enforcement of health regulations where zoning and property maintenance codes don't exist.
- More health education specific to healthy dietary choices,
- Bed bugs
- Bike helmets and safety for kids.

**Q4- What programs/services would you like the health department to consider removing?**

None of the respondents indicated any specific programs to eliminate.

Q5- Do you have any additional comments on how the Wayne County Health Department can better serve the residents of Wayne County?

Common themes

- Most of the respondents were encouraging and expressed appreciation for all that we do for the community.
- Reiterated concern for STIs, especially among the homeless populations.
- There was also a request for an easier process for getting birth/death certificates.
- There was also a request for us to take a look at our food safety program to look at the inspection/permitting process.
- A suggestion for us to create a purposeful marketing plan to get information out to everyone in the County of the great work we do.

**Wayne County Health Department  
Strategic Plan Goals and Objectives 2023-2026  
Workplan**

**Goal:** The Wayne County Health Department will emphasize Workforce Development to ensure a competent workforce to be responsive to the changing landscape of public health.

**Success Metrics:**

- WCHD will maintain yearly retention rates of 90% at the end of 2023, 2024 and 2025. Baseline 2022: 71%.
- 100% of new staff will receive a full orientation based on the new orientation schedule in 2024 and 2025.
- 90% of all staff receive coaching or mentoring from their immediate supervisor in 2024. 100% will receive mentoring in 2025

Objective	Timeline	Person(s) Responsible	Evaluation
The leadership team will assess the needs of the staff related to workplace as well as training needs.	July 2023	Leadership	All staff will be anonymously surveyed about satisfaction in the workplace and the Council on Linkages between public health practice and academia assessment tool

<p>The leadership team will revise the current Orientation schedule to make standard for all employees. Each unit will also department specific orientation schedules with timelines</p>	<p>December 2023</p>	<p>Leadership Team</p>	<p>Consolidate common orientation for new employees into one document</p>
<p>A workforce retention and recruitment plan will be developed</p>	<p>December 2023</p>	<p>Leadership Team</p>	<p>Completed workforce retention and recruitment plan</p>
<p>Leadership Team members will be required to attend at least three leadership development courses in this strategic planning cycle</p>	<p>June 2026</p>	<p>Leadership Team</p>	<p>Each member of the leadership team will attend at least three trainings specific to leadership development.</p>
<p>Each staff will be mentored/coached one to one by their immediate supervisor at least once for performance improvement and evaluation.</p>	<p>March 2024</p>	<p>Leadership Team</p>	<p>Will review and revise as necessary by July each calendar year</p>



**Goal: WCHD will emphasize Marketing/Communications for both internal and external customers.**

**Success Metrics:**

- **50% of inspection reports will be available online by December of 2025. 100% of inspection reports will be available online by June 2026.**
- **An actionable marketing plan will be completed by September of 2023**
- **Employees will report better internal communication as evidenced in yearly staff satisfaction survey. There will be an increase of 5% more positive responses in 2024, 2025 and 2026.**
- **An increase in social media, web interaction by the community by 5% in years 2024, 2025 compared to 2023.**

<b>Objective</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>	<b>Evaluation</b>
<b>Make environmental health inspection reports available online for public</b>	<b>December 2024</b>	<b>EH Director, EH supervisor</b>	<b>Documentation of which program inspection reports will be available online</b>
<b>Leadership or staff will assume new leadership role(s) in at least 3 community collaborative groups</b>	<b>June 2026</b>	<b>All staff</b>	<b>Successful completion of this objective will be evidenced by staff or leadership team members being new leaders of community collaborative groups</b>
<b>Will develop and implement a marketing plan for Health Department services.</b>	<b>September 2023</b>	<b>HC, Health Promotions Coordinator, Directors</b>	<b>Increase in utilization of our services business as a result of the marketing campaign</b>
<b>The leadership team will implement strategies suggested by staff to increase and enhance communication</b>	<b>Ongoing</b>	<b>Leadership Team</b>	<b>Increase in internal communication strategies</b>
<b>Implementation of education campaigns from Community Health Improvement Plan</b>	<b>Ongoing</b>	<b>HC, Health Promotions Coordinator Director of Nursing</b>	<b>CHIP Annual Reports will indicate education campaigns implemented by Health Department.</b>

Evaluate utilization of media, website and other social media to educate and inform community on trending public health topics	Quarterly	Website content editors, Facebook content editors	Track traffic to website and social media.
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**Goal:** WCHD will modernize to increase operational efficiency and effectiveness

**Success Metrics:**

- Installation and implementation of accounting system, electronic medical records, electronic environmental system and performance management system.
- 100% departmental policies, procedures, manuals, local regulations will be consolidated into one hub.
- Six (6) new QI projects will occur by June 2026

Objective	Timeline	Person(s) Responsible	Evaluation
Research and acquire a new internal accounting system	Accounting system should be fully implemented by December 31, 2023	Director of Finance of Human Resources, Admin Team	An accounting system will be fully implemented
Environmental Health will adopt and implement the new electronic environmental system Accela that the Ohio Department of Health is adopting.	Incremental	Director of Environmental Health	Successful installation of Accela system
Community Health will acquire and adopt an electronic medical records system that is compatible with other exiting systems for its clinical operation.	EMR implemented by July 1 2024	Director of Nursing	Evidenced by the acquisition, installment and implementation of an EMR by the clinical team
The health department will acquire a performance management software	Performance management system implemented	Leadership team	Evidenced by the acquisition and utilization of a PM system

system to measure performance	by December 2023		
The health department will acquire software to consolidate all health department policies and plans	July 2023	Leadership team, Emergency Preparedness Coordinator	The Health Department will acquire and implement Policy Stat software that will serve as a one stop ship for plans, policies
All units will digitize records when appropriate	March 2026	Leadership Team	Paper files in all units will be evaluated for their ability to be digitized. Those deemed will be digitized by the end of this Strategic planning period.
Will complete 2 QI projects per year agency wide	March 2026	All staff	6 QI projects will be completed by the end of this strategic planning cycle
Will increase outreach for clinical activities	June 2026	Community Health	Will offer 4 clinics/month offsite by the end of third planning cycle period
Review/update local regulations to ensure good and current public health practice	March 2024	EH	Evidenced by review and updating of local regulations
Increase staff time to conduct more data analysis by Health Department	Ongoing	HC, DON, Director of EH, Epidemiologist	Give epidemiologist more time to do additional data analysis on health indicators/topics

**Goal: The WCHD will continue to be fiscally sustainable**

**Success Metrics:**

- Total agency Carryover will increase by 5% in 2023 compared to 2022, 2% in 2024 compared to and 2% in 2025 in 2024.
- Will spend at least 95% of ODH grant dollars awarded for per year.
- We will receive 3 new funded grant opportunities by June 2026.
- One new service/program will be offered in Community Health and Environmental Health each. The WIC program will also examine the feasibility of adding an additional program or service as well.

<b>Objective</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>	<b>Evaluation</b>
<b>Evaluate fees to appropriate levels.</b>	<b>Ongoing</b>	<b>HC,DFHR, EH Director, PC Director</b>	<b>Will evaluate fees on a yearly basis each summer to plan for raising fees appropriately to be implemented January 1 of each year.</b>
<b>Maximize grant dollar utilization</b>	<b>Ongoing</b>	<b>HC, DFHR, CH Director, WIC Director, EH Director</b>	<b>Will spend at least 95% of ODH grant dollars awarded for per year.</b>
<b>Search out grant new opportunities to augment current services.</b>	<b>Ongoing</b>	<b>HC, EH Director, CH Director, WIC Director</b>	<b>Will apply for at least 3 new grant opportunities by 2026</b>
<b>Expand clinical services stopped during pandemic i.e. travel clinic, STD clinics as well as collaboration with other entities in the community.</b>	<b>Ongoing</b>	<b>Director of Nursing</b>	<b>Reimplementation of clinical services halted during pandemic.</b>
<b>Research and implement new programs/services</b>	<b>Ongoing</b>	<b>Directors</b>	<b>Each director will research and implement at least one new program or service for the community.</b>
<b>Ratio of human resource dollars to other direct costs will increase every year</b>	<b>Ongoing</b>	<b>HC, DFHR</b>	<b>Baseline will be established 2022 and evaluated every year.</b>

#### **Living Document**

**This is a living document. As the landscape of local public health is in a constant state of change, this document must be flexible to change. This strategic plan is or will be linked to several other documents including to the agency QI plan, Workforce Development Plan, Performance and Community Health Improvement Plan. As the above-mentioned plans are changed and/or revised, this document may also be changed and/or revised.**