

2019-2024

# Knox County Health Department's

## Strategic Plan



Prepared by

Measurement Resources Company

614-947-8899

February 2019

Approved by Knox County Board of Health

03/27/2019



**Measurement**  
Resources

*Measurement moves missions*

# Knox County Health Department 2019-2024 Strategic Plan

## Overview

The following document contains the results from the Knox County Health Department (KCHD) strategic planning process that occurred in February 2019. These results are based on an analysis of the current state of KCHD and clear vision of the future. KCHD leadership believe that strategically focusing on the following five focus areas will help strengthen KCHD's ability to promote healthy lifestyles, prevent illness, and protect the environment:

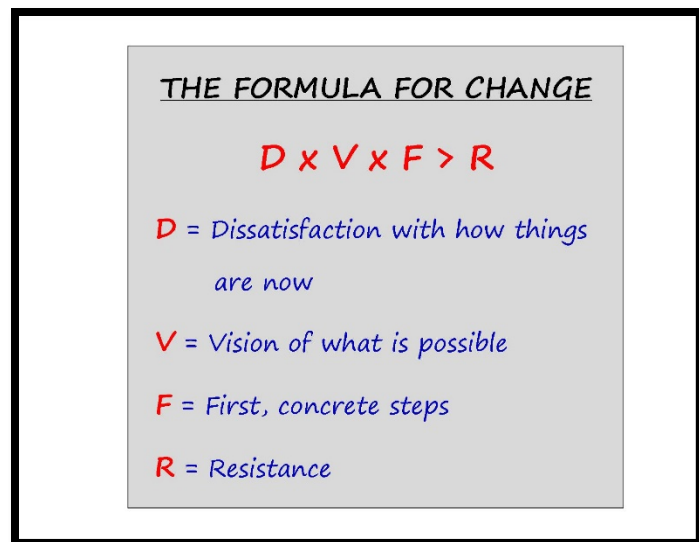
- Strategic community outreach and education
- Technology and data-driven decision-making
- Sustainable funding
- Access to care
- Workforce development and succession planning

A process of strategic planning implementation is also highlighted in this report.

Increased impact, efficiency, and effectiveness requires strategic changes and moving away from the status quo to create new patterns of behavior and activities designed to reach the new objectives and outcomes. For any change initiative to be successful, three crucial elements must be considered: dissatisfaction, vision, and first steps toward change. To achieve significant organizational change, all three must be present.

David Gleicher's well-known formula, described in *Organization Development: Strategies and Models* by Richard Beckhard, outlines the essential elements that result in change.

This model, often called Gleicher's Formula, provides a way to assess the relative strengths affecting the likely success of organizational change efforts. The formula suggests that for successful change to occur, dissatisfaction with the current state (D), a desired future vision (V), and the concrete first steps (F) must be stronger than the natural resistance to change (R). Dissatisfaction, vision, and first steps must be combined to overcome the natural resistance to change if organizational change is to occur. If any of these three ingredients is absent or present in a weakened state, resistance will dominate and change will not occur.



An assessment of the current state of KCHD was conducted to “unfreeze” the situation and create dissatisfaction with current realities. A facilitated strategic planning process was conducted to achieve the future vision.

## Knox County Health Department’s Vision

To continue to be a leader in public health by addressing community issues through proactive and innovative solutions so that all residents may experience optimal health and a safe environment.

## Knox County Health Department’s Mission

Committed to the health of the community by promoting healthy lifestyles, preventing illness, and protecting the environment.

## Knox County Health Department’s Core Values

Core values allow organizations to communicate to their stakeholders what they stand for and believe in. KCHD staff and leadership agreed upon the following values:

- **Teamwork**
- **Education**
- **Respect**
- **Reliability**
- **Integrity**
- **Fiscal Responsibility**
- **Innovation**
- **Compassion**

## Vision for 2024

As of 2024, KCHD is the leading resource in Knox County for health, environmental information and education with the support of strong community partners. KCHD’s services are breaking down barriers affecting health and, as a result, Knox County residents are making health-conscious decisions. KCHD’s programs and services are sustainable, contributing to a culture of health among residents. Employees are educated and led by innovative leaders who support personal and professional development. Technology and data are utilized to make informed decisions and communicate KCHD’s impact. KCHD is located in an accessible and larger facility and has satellite and mobile services to ensure comprehensive care.

## Strategic Focus Areas

KCHD leadership agreed upon the following five strategic focus areas. These areas are the primary strategies leadership believes will help KCHD achieve its future five-year vision. Leadership determined the current baseline number for where they believe KCHD has achieved this strategic focus area on a 1- 10 scale. Leadership also identified strengths that will help KCHD achieve these objectives and the barriers that may interfere with success. The results are outlined below. This information is helpful for ongoing discussion and future action item development

### 1: Strategic Community Outreach and Education

**Baseline: 3.5** on a 1-10 scale (where 10 is a fully achieved vision and 1 is opposite from the vision).

#### 2024 Strategic Community Outreach and Education Objectives:

- Identify and implement needed educational programming (e.g. nutrition, chronic disease, dental, environmental, breastfeeding)
- Make “public health” a household term through branding and marketing efforts

Strengths	Barriers
<ul style="list-style-type: none"> <li>✓ Committed Employees</li> <li>✓ Community partners</li> <li>✓ Community Health Assessment</li> <li>✓ Community Health Improvement Plan</li> <li>✓ Health Center</li> <li>✓ Grant Availability</li> </ul>	<ul style="list-style-type: none"> <li>✓ Funding</li> <li>✓ Staffing/education of technology and information</li> <li>✓ Lack of staff time available</li> <li>✓ Location of education rooms (onsite or offsite)</li> <li>✓ Lack of motivation in the community to make health a priority</li> <li>✓ Lack of planning/organization</li> </ul>

### 2: Technology and Data-Driven Decision-Making

**Baseline: 3** on a 1-10 scale (where 10 is a fully achieved vision and 1 is opposite from the vision).

#### 2024 Technology and Data-Driven Decision-Making Objective:

- Implement a well-utilized and up-to-date system of robust data collection and analysis

Strengths	Barriers
<ul style="list-style-type: none"> <li>✓ Board of Health</li> <li>✓ Future and current state of public health supporting data-driven decision-making</li> <li>✓ Money</li> <li>✓ Community partners</li> <li>✓ Staff engagement</li> </ul>	<ul style="list-style-type: none"> <li>✓ Need for staff training</li> <li>✓ Staff engagement</li> <li>✓ Personnel and time resources</li> <li>✓ Access to data</li> </ul>

### 3: Sustainable Funding

**Baseline:** 5 on a 1-10 scale (where 10 is a fully achieved vision and 1 is opposite from the vision).

**2024 Sustainable Funding Objectives:**

- Achieve a funding level that supports the strategic priorities of KCHD

Strengths	Barriers
<ul style="list-style-type: none"> <li>✓ Board of Health</li> <li>✓ Community levy</li> <li>✓ Politics</li> <li>✓ Capturing all revenue streams and grants</li> <li>✓ Staff engagement</li> </ul>	<ul style="list-style-type: none"> <li>✓ Levy - lack of knowledge and support</li> <li>✓ Politics</li> <li>✓ Ohio Revised Code and Rules</li> <li>✓ Not capturing all revenue streams</li> <li>✓ Grants</li> <li>✓ Staff disengagement</li> </ul>

### 4: Workforce Development and Succession Planning

**Baseline:** 4 on a 1-10 scale (where 10 is a fully achieved vision and 1 is opposite from the vision).

**2024 Workforce Development and Succession Planning Objectives:**

- Ensure each leadership team member has identified and appropriately cross-trained a division staff member by June 2020
- Assess employee performance to measure one’s educational growth pertaining to personal and/or professional development

Strengths	Barriers
<ul style="list-style-type: none"> <li>✓ Engaged workforce development committee</li> <li>✓ Opportunities</li> <li>✓ Supportive Board of Health</li> <li>✓ Robust leadership team and leadership team engagement</li> <li>✓ Engaged health center</li> </ul>	<ul style="list-style-type: none"> <li>✓ Funding</li> <li>✓ Time (lack thereof and effective time management)</li> <li>✓ Change of culture</li> <li>✓ “Growing pains”</li> <li>✓ Lack of funding</li> </ul>

## 5: Access to Care (Including Facilities and Transportation)

**Baseline:** 4 on a 1-10 scale (where 10 is a fully achieved vision and 1 is opposite from the vision).

### 2024 Access to Care Objectives:

- Establish more effective coordination and collaboration process to address access to care

Strengths	Barriers
✓ Understanding and supportive governing body ✓ The need/demand exists ✓ Great partner agencies ✓ KCHD is resilient to change ✓ Community connectedness	✓ Lack of centralized location ✓ Limited funding and costs associated with improvements ✓ Operational costs of expanded hours ✓ Limited transportation services ✓ Lack of informational infrastructure (database)

\*Please note that the Knox County Community Health Center Co-Applicant Board (KCCHC) [a sub-board of the Knox County Board of Health] has developed a strategic plan for Health Center specific services. The KCCHC Strategic Plan correlates to this plan through all of the 5 strategic focus areas and additional focus areas as required by Health Center grant requirements.

## Concrete First Steps

The following first steps were identified to help move KCHD forward in the next six to twelve months. KCHD should meet to assign/review a champion and due dates to each of these action items that are missing to ensure they are completed in a timely manner.

<b>1. Strategic Community Outreach and Education</b>	<b>Who</b>	<b>Due Date</b>
a. Meet with a representative from each division to identify needed/wanted programs and timeframe for assessment & implementation	HC, QI Coordinator	September 30, 2019
b. Gather community input, support, and resources through focus groups, surveys, Community Health Assessment and Community Health Improvement Plan	QI Coordinator, PEP Division	June 30, 2020
c. Prioritize programming	Leadership Team(LT), Board of Health (BoH)	December 31, 2020
d. Designate staffing and identify training needs	LT, Workforce Development Team (WFD)	February 28, 2021
e. Collect educational resources and secure funding	WFD, HC, BoH	February 28, 2021
f. Schedule programming presentations and education sessions	WFD	April 30, 2021
g. Assess the effectiveness of education efforts	WFD, QI Coordinator	Sept. 30, 2021
h. Establish a marketing budget	PEP Director, Fiscal Supervisor, HC	December 31, 2019
i. Identify a consulting group to help with changing name and logo	PEP Director	January 31, 2020
j. Develop a marketing plan to promote KCHD's new identity and location	PEP Director, PEP Division, LT	April 30, 2020
k. Identify marketing avenues to promote agencies' programs and services	PEP Director, LT	April 30, 2020
<b>2. Technology and Data-Driven Decision-Making</b>	<b>Who</b>	<b>Due Date</b>
a. Develop training plan on data processes for leadership team and staff	QI Coordinator, LT, WFD	
b. Develop infrastructure to collect and analyze internal data	QI Coordinator, QI Council, LT	
<b>3. Sustainable Funding</b>	<b>Who</b>	<b>Due Date</b>
a. Assess revenue streams	HC, Fiscal Supervisor, BoH	Ongoing
b. Utilization of fiscal software by Board of Health and leadership team	LT, BoH	September 30, 2019
c. Increase education of elected officials on public health programs and costs	HC, BoH, LT	December 31, 2021

d. Better utilization of data to ensure fiscal responsibility	HC, Fiscal Supervisor, QI Coordinator	December 1, 2020
<b>4. Workforce Development and Succession Planning</b>	<b>Who</b>	<b>Due Date</b>
a. Establish a baseline score on a 10-point scale for employee performance assessment	WFD, HR Supervisor	
b. Cross-training for succession planning in each division	WFD, HR Supervisor	Ongoing
c. Assess educational growth of each employee on an annual basis	WFD, HR Supervisor	Ongoing
<b>5. Access to Care (Including Facilities and Transportation)</b>	<b>Who</b>	<b>Due Date</b>
a. Change KCHD's location	HC, BoH, LT	Aug. 2019
b. Collaborate with available transportation resources	HC, LT	Ongoing
c. Education - implementation of patient care navigator	HC, Center CEO	



## Strategic Planning Implementation/Meeting Structure

Successful strategic planning relies on the extent an organization takes ACTION! Use the following process to guarantee success.

**1. Weekly/Monthly:** During regular leadership team and agency QI Council meetings, time should be allotted on the agenda for each strategic focus area to report on the action items due within the time period. These should be short conversations that include the following topics:

- a. Have any action items been completed? If yes, acknowledge and celebrate the success.
- b. For each of the action items due that quarter, say if it is off track or on track.
- c. If it is off track, why? What needs to be done to get it back on track?
- d. Commit to the implementation of the strategies needed to get a focus area back on track.

**2. Quarterly:** A special strategic-planning focus time should occur at least quarterly at the KCHD Board meetings. The purpose of this section of the meeting is to establish the current state, and design and identify any broad concrete next steps to reach the vision. The following process should occur in each meeting for each strategic focus area.

- a. **Review strategic focus area definition.** The Health Commissioner should read the strategic focus area aloud to the group.
- b. **Establish the “current state” number.** The Health Commissioner should update the Board on where they believe the organization currently is on a scale from 1 to 10 (where 10 equals fully living the vision and 1 equals the opposite of the vision) for each focus area.
- c. **Acknowledge progress/discuss stagnation.** If the current state number has increased from the previous quarter, celebrate this forward movement. If there has been no progress or a lower score was identified from the previous quarter, discuss what has happened to prevent progress.
- d. **Review the strengths and barriers list.** Identify any barriers or strengths that are currently true for the organization. Add any new barriers or strengths that have developed.
- e. **Identify the next broad concrete steps.** Discuss any new broad action items that staff should consider implementing to move the organization toward the goal. Make sure to include due dates for the work.

Repeat this process until the organization achieves a score of 9 or 10 in each of the strategic focus areas.

**3. Annually:** Hold an All-Staff/Board Meeting to celebrate progress on the strategic plan over the year and ask staff for feedback regarding how the organization is doing to achieve its goals.

# KCHD Strategic Planning Day

## Meeting Notes

Below are the flip chart notes from the strategic planning meetings in February 2019.

### Defining the Current State: What stands out from the Current State Report? What must be considered in the planning process?

- Missing: there has been a lot of change in 8 years and the positive changes aren't reflected in the Current State
- "The plan is to fan this spark into a flame"
- Dental department doesn't have much guidance and structure (lacking policies and procedures processes)
- Health center has brought more access, but there is still a lot we have to figure out
- Jobs being created in Knox are low paying
- FQHC can provide some behavioral healthcare,
- We need to be making people aware of services; I think unawareness is due to it being new; people don't know we offer dental services
- Educating staff, making sure knowledge transfers down from Health commissioner to staff
- Make sure people know our services are open to everyone, not just Medicaid
- Stigma (two ends of the spectrum: people with money see it for people not like them; others don't think it's for them)
- Everything is a public health approach, focal points are behavioral health as a main concern, though we have to provide our 8 mandated services
- It all comes back to fiscal responsibility; we can only provide what we can afford
- Opportunities: Knox Health Planning Partnership - what it is working on are the things that are seen as threats and weaknesses. Interesting.
- Becoming more aware of mental health services
- Positive perception among clients means we have good customer service
- High job satisfaction among staff
- Building codes should be established, current discussion around county codes for commercial codes
- Community needs drive services offered
- Community trusts health department to take on the needs in community
- Employees are greatest asset, need to build succession plan
- We want to become the hub of information, be the data-sharing hub for the community
- Need data and outcomes so the Board of Health can make solid decisions
- Need to be able to sell our products
- Need consistency; consistency leads to good reputation
- Getting word out, need to tap into social media changes

### Future Vision – In 2024 what will KCHD look like, what will you be celebrating?

- Group 1: We have a bigger facility with larger staff serving a larger Knox County Population. WE are offering more programs and services through mobile services and at more locations. We

have an open-minded community breaking down stigmas (e.g. breastfeeding, seeking mental health services) who is served by educated staff at KCHD. KCHD is seen as the go-to agency for information and resources related to health and the safety of the environment. KCHD has expanded community partnerships, is financially stable, and led by Julie, or someone who possesses Julie's strengths. To support our mission, we use advanced technology and our community reflects a culture of health.

- Group 2: The community is aware of our services and we have satellite locations with a mobile unit. We offer comprehensive care through our community partnerships and collaboration efforts. Our residents are experiencing better health outcomes as a result of our sustainable programs and streamlined approaches. The environment allows people to value their health and make health-conscious choices without having to sacrifice other things. The department is producing revenues and led by Julie or a leader who possesses Julie's strengths.
- Combined: As of 2024 KCHD is the "go-to" resource in Knox County for all health and environmental information and are supported by strong community partnerships. KCHD's services are breaking down stigmas affecting health and, as a result, Knox County residents are making health-conscious decisions without having to make sacrifices. KCHD's programs and services are revenue producing and sustainable, contributing to a culture of health among Knox County residents.

KCHD staff are highly-educated in public health principles and led by innovative leaders who support staff, foster community relationships and encourage staff to grow personally and professionally. Data-informed decisions are made and the impact of KCHD work is communicated through the use of advanced technology. KCHD is located in an accessible and larger facility and has several satellite and mobile offices and services to ensure comprehensive care.

#### Values We Believe:

- **Teamwork**
- **Education**
- **Respect**
- **Reliability**
- **Integrity**
- **Fiscal responsibility**
- **Innovative**
- **Compassion**
- Professionalism
- Responsive
- Collaborative
- Trustworthy
- Quality
- Connection
- All-embracing

- Fair
- Ethical
- Just
- Non-judgmental
- Stewardship
- Community
- Fun
- Adaptability
- Approachable
- Innovative
- Continuous learning

What focus areas should KCHD consider to achieve the 5-year vision?

- Technology
- Funding
- Marketing
- Shared data
- Staff training
- Facilities/Location
- Outreach programs
- Networking with stakeholders
- Transportation
- Policy development (internal and external)
- Workforce development and succession planning
- Extended hours
- Analysis of services
- More staff and retention
- Sustainable funding streams
- Community education
- Knowledge of resources