RIPLEY COUNTY HEALTH DEPARTMENT STRATEGIC PLAN

2015 – 2019

StrategicPlanning for County Health Departments

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Ripley County Health Department

Strategic Plan Final Report
2015 - 2019

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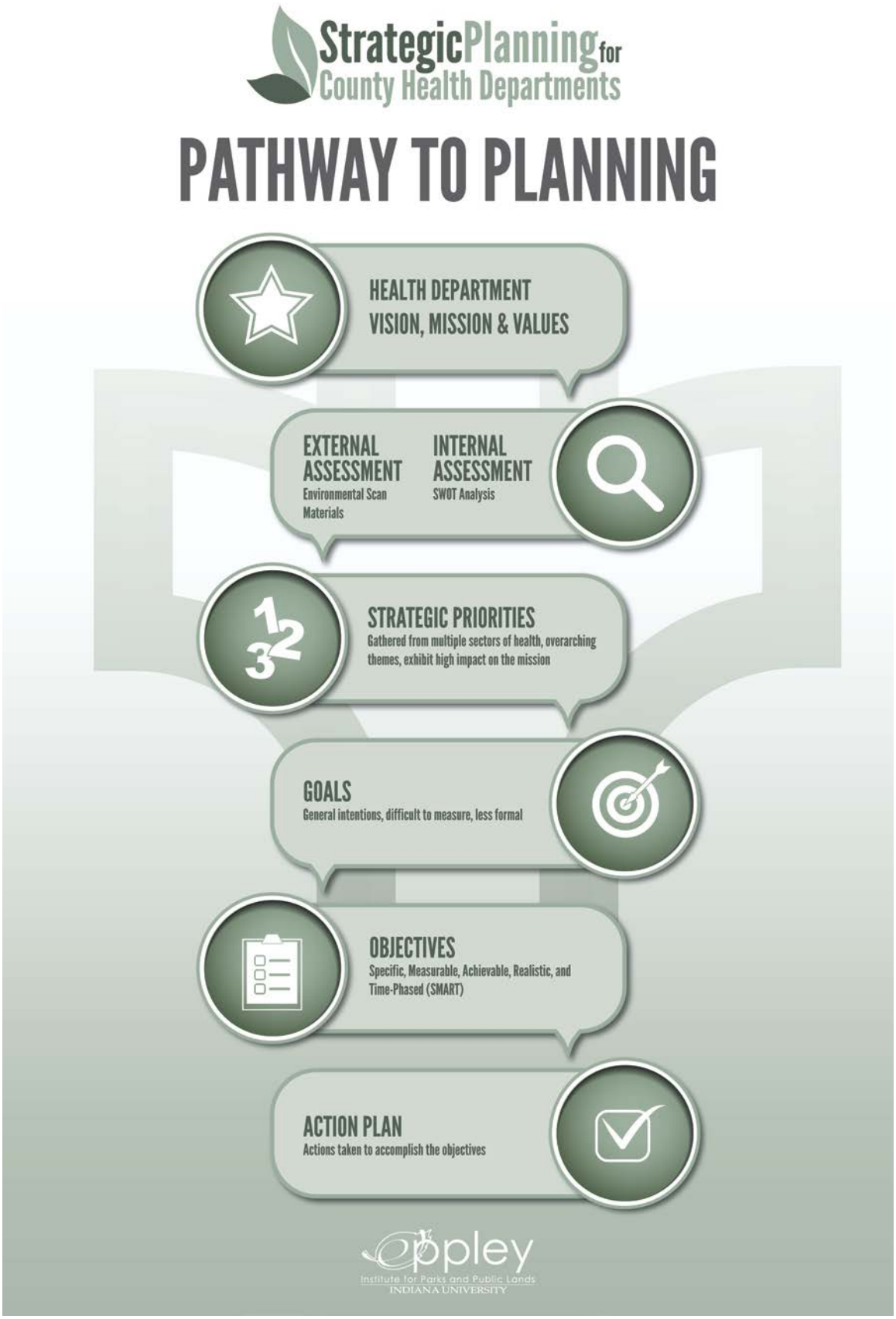
Table of Contents

PATHWAY TO PLANNING GRAPHIC 2
BACKGROUND 3
VISION 3
MISSION 3
VALUES 4
STRATEGIC PRIORITIES 4
GOALS AND OBJECTIVES 5
Operational Goals and Objectives 5
Priority I: Access to Care 7
Priority II: Childhood Obesity 12
Priority III: Substance Abuse 16
STRATEGIC PLAN DEVELOPMENT 2014 19
Process Narrative 19
RECOMMENDATIONS FOR IMPLEMENTATION OF THE STRATEGIC PLAN 22
Taking Action 22
Tracking Data 23
Reporting Progress 23
Evaluating Results 23
Revising the Plan 23
APPENDICES 25
Appendix 1: Ripley County Health Department Strategic Plan Objectives Timeline 2015 – 2019 27
Appendix 2: Eppley Coordinated Meetings and Purpose 29
Appendix 3: Ripley County Health Department Strategic Plan Stakeholder List 30
Appendix 4: Ripley County Health Department Data Sources, May 2014 31


Strategic Planning for County Health Departments
PATHWAY TO PLANNING
HEALTH DEPARTMENT VISION, MISSION & VALUES
EXTERNAL ASSESSMENT
Environmental Scan Materials
INTERNAL ASSESSMENT
SWOT Analysis
STRATEGIC PRIORITIES
Gathered from multiple sectors of health, overarching themes, exhibit high impact on the mission
GOALS
General intentions, difficult to measure, less formal
OBJECTIVES
Specific, Measurable, Achievable, Realistic, and Time-Phased (SMART)
ACTION PLAN
Actions taken to accomplish the objectives
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BACKGROUND

The Eppley Institute at Indiana University, School of Public Health-Bloomington facilitated the development of a strategic plan for Ripley County Health Department. The strategic planning process is required as a part of the health department's application for accreditation by the Public Health Accreditation Board (PHAB). The strategic planning process, sponsored by the Indiana State Department of Health, consists of the following components: an Environmental Scan, Development of Organizational Values, Mission and Vision Statements, Strategic Priorities and Goals, and Action planning.

This Strategic Plan covers the five-year period 2015 through 2019. It also describes the process used in the development of the plan, as well as recommendations for its use.

VISION

Ripley County Health Department is a highly utilized and trusted leader offering multiple public health services to better support and prepare our community.

MISSION

Ripley County Health Department is committed to promoting public health and enhancing the quality of life and safety for all Ripley County residents and visitors by preventing, planning, and protecting against disease and injury.

VALUES

Members of the Strategic Planning Work Group for Ripley County Health Department chose the following five core values as representative of their organizational approach to work:

Efficiency - We provide accurate, timely and quality services through individual efforts and teamwork.

Integrity - We act fairly and honestly with the public and one another while being accountable for our actions.

Teamwork - We work together responsibly as a unified team for the mutual benefit of the community through constant sharing of information, resources and ideas to achieve a common goal.

Leadership - We creatively and proactively apply the most advanced approaches to achieve constructive results in Public Health.

Solution-orientation - We take the initiative to provide expertise and action to be a part of the solution.

STRATEGIC PRIORITIES

The Ripley County Health Department targets the following three priority health issues as part of its strategic approach to achieving its mission and vision. These areas were identified by the Strategic Planning work group based on an environmental scan, including external and internal assessments.

Access to Care

Childhood Obesity

Substance Abuse

GOALS AND OBJECTIVES

Goals, the longer term desired outcomes of strategic work, address each of the health department's priorities as well as operational issues that support the overall function of the department. For each goal, more specific objectives with associated action statements are listed. These objectives and action strategies outline the work to be done over the five year life of this plan. Appendix 1 shows the timeline of activity for all of the goals and objectives.

Unless otherwise noted, the individual responsible for implementing each action is the lead staff for the division indicated. Also, timelines for action strategies may extend beyond the deadline associated with the related objective. These actions are necessary for the completion of later-dated objectives and/or they require ongoing attention to maintain a level of performance after the stated date of objective attainment.

Operational Goals and Objectives

Goal 1: Improve operational efficiency and communication across the health department

Objectives:

1.1 Beginning January 2015, establish structured departmental monthly staff meetings with required representation from all divisions

Action	Who	Timeline	Resources	Indicator(s)
Schedule recurring meetings	Health Admin	Jan 2015	Staff time	Schedule
Develop standard recurring agenda	Health Admin	Jan 2015	Staff time	Agenda template
Define protocol for monthly (when/what) additions to agenda	Health Admin	Jan 2015	Staff time	Agendas
Define protocol for recording (who) and distributing (who/when/how) minutes	Health Admin	Jan 2015	Staff time	Distribution list and Minutes

1.2 By January 1st 2017, compile all health department policies and procedures

Action	Who	Timeline	Resources	Indicator(s)
Identify policies and procedures for each division	Health Admin Admin Advisor	Jan 2015 – Dec 2016	Staff time	Listing or index

Action	Who	Timeline	Resources	Indicator(s)
Draft/edit as needed	Health Admin Admin Advisor	Jan 2016 – Dec 2016	Staff time	Policy documents
Review of policies/procedures by each division	Division leaders	Oct 2016 – Dec 2016	Staff time	Dated sign-off sheet for review
Develop a file (electronic folder) of policies and procedures	Health Admin Admin Advisor	July 2016 – Dec 2016	Staff time	Hard-copy or electronic files

1.3 By January 1st 2017, establish a protocol for annual review of departmental policies and procedures

Action	Who	Timeline	Resources	Indicator(s)
Determine optimal timeline for review	Health Admin	Nov – Dec 2016	Staff time	
Assign and schedule review	Health Admin	Dec 2016	Staff time	Schedule

1.4 By January 1st 2018, implement annual review of departmental policies and procedures

Action	Who	Timeline	Resources	Indicator(s)
Review annually for additions/changes	Division leaders	Jan 2018 – ongoing	Staff time	Dated sign-off sheet(s)
Compile additions and changes	Health Admin	Jan 2018 – ongoing	Staff time	Revised documents

Priority I: Access to Care

Goal 1: Expand free and subsidized health services

Objectives:

1.1 By March 2015, provide space for clinical services in exam room 2 within the Ripley County Health Department (RCHD)

Action	Who	Timeline	Resources	Indicator(s)
Relocate items currently stored in the room	PH Nurse	Jan – Mar 2015		Room empty, clean, & ready for occupancy
Establish phone and data service	PH Nurse	Jan – Mar 2015	County IT Phone equip	Verified service (contract or bill)
Create a room description	PH Nurse PH Coordinator	Mar 2015		Completed information packet for prospective partners

1.2 By September 2015, explore feasibility with health care service partners for providing services at RCHD

Action	Who	Timeline	Resources	Indicator(s)
Propose expansion of SEIC services to RCHD location	Health Admin PH Nurse	Jan – Mar 2015	Staff time	Discussion notes from meeting with Dr. Parker, SEIHC, on feasibility of satellite clinic
Draft plan for establishing satellite clinic services at RCHD	Health Admin PH Nurse	Jan – June 2016	Staff time SEIHC representatives	Outline of potential services, schedules, and needed resources
Inform and seek approval from key decision-makers	Health Admin	Sept – Dec 2015	SEIHC representatives BOH support County Commissioners support	Board and Commission approval
Create/sign MOU	Health Admin	Jan 2016	Staff Time, SEIHC Representative	Signed MOU

Action	Who	Timeline	Resources	Indicator(s)
Market new clinic services	Health Admin PH Nurse	Jan 2016 – ongoing	Staff Time, funding, informational materials	Informational materials

1.3 By January 2016, utilize existing or potential funding opportunities to expand free and subsidized health services to at least six times a year

Action	Who	Timeline	Resources	Indicator(s)
Monthly search for clinical funding opportunities	Admin Advisor PH Nurse	Mar 2015 – ongoing	Staff time	Log sheet with monthly activity
Explore medical billing, trust fund account (TFA), and health maintenance (LHMF)	Admin Advisor PH Nurse	Mar 2015 – ongoing	Staff time	Log Sheet with Monthly activity
Identify clinical service needs and resources needed to meet them	Admin Advisor PH Nurse	Sept 2015	Staff time	Clinic resource list with contact information
Draft plan for services based on accessible funding	Admin Advisor PH Nurse	Sept – Dec 2015	Staff time	Complete plan

1.4 By December 31st 2019, annual immunizations administered by RCHD will average 2% more than the annual average over the 2009 – 2014 five year time period

Action	Who	Timeline	Resources	Indicator(s)
Initiate Immunization PR Campaign	PH Nurse, Health Educator	Jan 2015 – ongoing	ST, Funding, Media, Immunizations Info Materials	Printed materials, press releases,
Hold Kindergarten "Round-up" Clinics at HD & at Schools	PH Nurse	April 2015, 16, 17, 18, 19	School official buy in, immunization go-kits	CHIRP data entry
Hold Back to School Immunization Clinics at HD & 1 day/week at Ripley County schools during Bookstore opening week	PH Nurse	July 2015,16,17,18,19	School Official Buy-in, immunization go-kits	CHIRP Data Entry

Goal 2: Increase access to health services in underserved areas in Ripley County

Objectives:

2.1 By September 30th 2016, create service directory of health care providers south of US 50

Action	Who	Timeline	Resources	Indicator(s)
List and map services from RCHD and other organizations	Health Educator	Oct-Dec 2015	Staff time, GIS, Community Resource listings	Data collected
Create distribution materials	Health Educator	Jan – April 2016	Staff time	Brochure/map
Distribute to churches in the region south of US50	Health Educator	May-June 2016	Staff time	Inventory record
Distribute at town board meetings	Health Educator	June 2016	Staff time	Sign in sheet form meeting

2.2 By September 30th 2017, attend at least one township trustee/town board meeting in each of the five townships south of US 50

Action	Who	Timeline	Resources	Indicator(s)
Call to obtain schedule	Health Educator	March 2017	Staff time	schedule
Arrange to be placed on agenda	Health Educator	March-September 2017	Staff time	agenda

2.3 By January 1st 2017, offer mobile health services six times per year in locations in underserved areas of Ripley County

Action	Who	Timeline	Resources	Indicator(s)
Establish locations throughout Ripley County south of US 50 for mobile clinics.	PH Nurse, Health educator	Jan 2016 – 2019	Staff time, community cooperation	Locations identified
Establish mobile (health care) clinic date(s)	PH Nurse, Health Educator,	Jan 2016 – 2019	Staff time, community partners/cooperation	Mobile Clinic schedule
Determine health topics and dates for mobile environmental health education	Environmental Health, Health Educator	Jan 2016 – 2019	Staff time, community cooperation	Schedule and materials for distribution

Action	Who	Timeline	Resources	Indicator(s)
Deploy Mobile Health trailer to school facilities during registration / book store days	PH Nurse, Health Educator	July 2016 – 2019	Staff Time, School Nurses, Trailer driver	Students vaccinated, completed CHIRP entry
Deploy Mobile Health trailer for special events (environmental health education)	Health Educator	March 2016 – ongoing	Staff Time, Trailer driver	Trailer log sheet and visitor count at events

Goal 3: Expand health department staffing for supporting direct health services

Objectives:

3.1 By September 2015, establish monthly staff time devoted to exploring funding strategies for supporting part-time health services staff positions

Action	Who	Timeline	Resources	Indicator(s)
Monthly search for part-time staff funding opportunities	Admin Advisor, PH Nurse	Jan 2015-ongoing	Staff Time	Monthly Log Sheets
Update to Administrator	Admin Advisor	Jan 2015-ongoing	Staff Time	Staff meeting minutes

3.2 By March 31st 2016, determine the resources needed to hire key clinical staff

Action	Who	Timeline	Resources	Indicator(s)
Create job description for new position	PH Nurse	Jan – March 2016	Staff Time	Job Description
Consult with other Health Depts who offer similar services to identify any resources	PH Nurse, Admin Advisor	Jan – March 2016	Staff Time	Information gathered

3.3 By January 31st 2017, present to the County Commissioners a recommendation for hiring key clinical staff

Action	Who	Timeline	Resources	Indicator(s)
Prepare recommendations, including resources needed	Administrator PH Nurse	April – June 2016	Staff Time	Briefing statement to Commissioners

Action	Who	Timeline	Resources	Indicator(s)
Attend Commissioners meeting to request approval to hire staff	Administrator PH Nurse	Sept 2016	Staff Time	Slated on agenda

3.4 By January 31st 2019, hire at least one part-time key clinical staff to support health department services

Action	Who	Timeline	Resources	Indicator(s)
Post open position	Admin Advisor	Jan – Mar 2017	Staff time	Position posted
Conduct interviews	Administrator PH Nurse	Mar – April 2017	Staff Time	Staff position filled

Priority II: Childhood Obesity

Goal 1: Establish a county-wide task force for coordinating efforts to address childhood obesity

Objectives:

1.1 By January 1st 2016, identify potential partners and roles for taskforce

Action	Who	Timeline	Resources	Indicator(s)
Contact potential partners: (School nurses; School cafeteria staff; District food service staff; PE teachers; Pediatricians; Extension Agents; YMCA) To determine interest and availability	PH Nurse Health Educator	Jan – Oct 2015	Staff time Interested partners	Notes and emails
Establish taskforce with representative membership	PH Nurse Health Educator		Staff time Interested partners	Membership listing
Designate regular meeting schedule for taskforce	PH Nurse Health Educator	Jan 2016 – ongoing	Staff time Space for meetings	schedule

1.2 By October 31st 2015, create a comprehensive list of existing programs addressing childhood obesity and related issues in Ripley County

Action	Who	Timeline	Resources	Indicator(s)
Contact program providers	Admin Health Educator	Jan – Oct 2015	Staff time	Call log and notes
Research programs in Ripley County	Admin PH Nurse Health Educator	Jan – Oct 2015	Staff time	Collection of materials and contact information
Create list of programs in Ripley County	Admin PH Nurse Health Educator	Jan – Oct 2015	Staff time	Directory of programs

1.3 By January 1st 2017, coordinate with taskforce members to draft key childhood obesity messages for action

Action	Who	Timeline	Resources	Indicator(s)
Hold regular meetings with the taskforce	Admin Health Ed PH Nurse	Jan 2016 – ongoing	Task force members Staff time	Meeting minutes with action items
Expand/verify list of current programming	Admin	March 2016	Task force members Staff time	Revised List
Draft key messages with taskforce members	Admin Health Ed PH Nurse	March – Dec 2016	Task force members Staff time	Messaging
Draft plan for promoting key messages with audiences in new or existing programs	Admin	Dec 2016	Task force members Staff time	Plan for messages and implementation

Goal 2: Identify all applicable funding opportunities that could affect child obesity in Ripley County

Objectives:

2.1 By October 1st 2015, create a list of at least five organizations that offer childhood obesity program funding

Action	Who	Timeline	Resources	Indicator(s)
Research grant opportunities	Admin Advisor	Jan – Oct 2015	Internet Staff time	Log sheet showing monthly activity and monthly report
Compile a list grants and funders	Admin Advisor	Jan – Oct 2015	Internet Staff time	List of grant opportunities and funding contacts

2.2 By September 1st 2015, develop a Standard of Practice for routinely searching childhood obesity funding opportunities

Action	Who	Timeline	Resources	Indicator(s)
Determine schedule and place on calendar	Admin Advisor	March – Aug 2015	Staff time	
Maintain list of resources	Admin Advisor	March – Aug 2015	Staff time	Revised/current list of grant opportunities and funding

Action	Who	Timeline	Resources	Indicator(s)
				contacts
Draft SOP	Admin Advisor			SOP document

2.3 By January 1st 2016, implement funding search protocol for childhood obesity resources

Action	Who	Timeline	Resources	Indicator(s)
Monthly search for current funding opportunities	Admin Advisor	Jan 2016 – ongoing	Staff time Listing of funders/ opportunities	Log sheet with monthly activity and monthly report

Goal 3: Work with partners to educate families in Ripley County on healthy diet and exercise

Objectives:

3.1 By September 30th 2016, compile and adapt education materials for use in community agencies

Action	Who	Timeline	Resources	Indicator(s)
Use task force meetings to review educational materials	Health Educator	Jan – July 2016	Staff time Involved task force members	Meeting minutes with action items
Coordinate task force involvement in adaptation of materials	Health Educator	March – Sept 2016	Staff time Involved task force members	Meeting minutes with action items
Match materials with potential outlets/events	Health Educator	March – Sept 2016	Staff time Involved task force members	Targeted materials
Establish annual process for taskforce review/revision of materials	Health Educator	Jan 2017 - ongoing	Staff time Involved task force members	Meeting Agenda/minutes

3.2 Beginning January 2017, use existing events and programs (at least five per year) to distribute healthy diet and exercise materials

Action	Who	Timeline	Resources	Indicator(s)
Identify outlets/events for distribution	Health Educator	Jan – Dec 2016	Staff time	Calendar/List of outlets/events
Distribute materials via taskforce meetings/membership	Health Educator	Jan 2017 – ongoing	Staff time	Inventory chart

Priority III: Substance Abuse

Goal 1: Increase participation and partnering on substance abuse issues

Objectives:

1.1 By January 1st 2016, RCHD member or proxy attends at least four Local Coordinating Council (LCC) meetings per year

Action	Who	Timeline	Resources	Indicator(s)
Schedule on staff calendar	PH Nurse	Jan 2015	Staff time	Calendar of LCC meetings
Attend the meetings	PH Nurse	Jan – Dec ongoing	Staff time	Sign-in sheet
Disseminate relevant information from meetings	PH Nurse	Jan – Dec ongoing	Staff time Meeting notes	Standing Agenda item minutes from monthly RCHD staff meetings

1.2 By November 30th 2016, explore opportunities to partner and support existing programs at Margaret Mary Health

Action	Who	Timeline	Resources	Indicator(s)
Discuss current programming with Cardio-Pulmonary Manager	PH Nurse Educator	Feb – May 2016	Staff time MMH CP Manager	Meeting notes
Determine opportunities for HD assist MMH	PH Nurse Educator	June – Sept 2016	Staff time	Listing of MMH programming and RCHD role
Draft a partnership plan	Educator	Oct – Nov 2016	Staff time Trust Fund Acct	Plan

1.3 By November 30th 2018, establish a formal partnership with law enforcement officers to better support the prescription recycling program

Action	Who	Timeline	Resources	Indicator(s)
Meet with local law enforcement and solid waste representative(s)	Health Educator EHS Nurse	June 2018	Staff time Willing partners	Meeting notes with action items
Establish prescription recycling committee	Health Educator	Sept 2018	Staff time Willing partners	Meeting minutes

Action	Who	Timeline	Resources	Indicator(s)
Draft/sign MOU with partners	(Administrator) Health Officer	Nov 2018	Staff time Willing partners	MOU

Goal 2: Expand substance abuse education to reach new audiences

Objectives:

2.1 By November 30th 2018, work with school officials from each of Ripley County's five school districts to identify substance abuse education needs that can be addressed by the health department

Action	Who	Timeline	Resources	Indicator(s)
Meet with nurses or resource officers from each district	Health Ed PH Nurse	Aug 2018	Staff time School Contacts	Meeting Notes
Develop plan for substance abuse education	Health Ed PH Nurse	Aug – Nov 2018	Staff time	Plan
Collect and design educational material	Health Ed PH Nurse	Dec 2018	Staff time Material Trust Fund	Materials Invoices
Deliver educational material	Health Ed PH Nurse	Jan 2019	Staff time	Materials delivered at least one school in each district
Meet with nurses or resource officers annually to evaluate	Health Ed PH Nurse	May 2019	Staff time	Meeting Notes Revision notes

2.2 By June 30th 2019, identify target audiences and messages for prescription recycling education

Action	Who	Timeline	Resources	Indicator(s)
Meet with local law enforcement officers and Solid Waste District	Health Ed PH Nurse EHS	Jan 2019	Staff time Interested Stakeholders	Meeting notes with actions items
Compile audiences and messages	Health Ed PH Nurse EHS	March 2019	Staff time	List
Develop a plan to deliver and disseminate materials	Health Ed PH Nurse EHS	April 2019	Staff time Interested Stakeholders	Plan

2.3 Beginning September 2015, expand annual poster competition with South East Indiana Career Center to include up to 18 topics per school year.

Action	Who	Timeline	Resources	Indicator(s)
Determine topics for each month	PH Nurse Health Ed	July 2015	Staff time	List
Schedule entry deadline with SIECC health instructor	PH Nurse Health Ed	Every Aug	Staff time SIECC Health Instructor	Schedule
Provide space in HD to display posters and PowerPoint	PH Nurse Health Ed	Every Aug – May	Staff time IT	Display
Touch base with SIECC health instructor to determine deadlines and topics	PH Nurse Health Ed	Every Aug	Staff time SIECC Health Instructor	Meeting Notes

STRATEGIC PLAN DEVELOPMENT 2014

Process Narrative

The development of an organizational Vision and Mission statement is a facilitated process that includes reflection on the nature of an organization's business and its values. Since this process is meant to satisfy a requirement of the Public Health Accreditation Board (PHAB) application for accreditation, guidelines from PHAB were incorporated into the approach. Throughout the planning process, structured activities, guidelines and other educational materials were supplied by the facilitators. These materials were created by the Eppley Institute and adapted from the National Association of City and County Health Officials (NACCHO) and PHAB resources regarding strategic planning for public health departments.

The strategic plan working group comprised all full time staff at the Ripley County Health Department (the Health Department Administrator, the Accreditation Officer, the Public Health Nurse, and the Administrator Advisor). This group met regularly over a six-month period during the spring and summer of 2014 to craft their strategic plan with the guidance of facilitators from the Eppley Institute at Indiana University. A list of the meetings coordinated by the Eppley Institute can be found in Appendix 2. At the same time a 'partner county,' Monroe, participated in a similarly facilitated strategic planning process. Staff and Board members from both Monroe and Ripley Counties met during two facilitated workshops (May and August, 2014). The first workshop introduced the participants to the strategic planning process and the role of data in the planning process. The second workshop provided the participants an opportunity to share their draft strategic plans and review their objectives.

The working group identified stakeholders for the strategic planning process were identified early in the project timeline (Appendix 3) and were regularly asked for input to and review of the process. Board members participated directly in both workshops, two email requests for input, and the SWOT analysis meeting.

After completing and reviewing a readiness checklist, the strategic planning work group began collecting data from a variety of sources; including recent Community Health Assessments that included their service area:

- *Health Care Access Now. (2012). Community Health Needs Assessment for Southwest Ohio and Southeast Indiana*
- *Professional Research Consultants. (2013). Community health Needs Assessment Report, Margaret Mary Health Service Area*

These data were compiled on a dedicated, web-based project management site as well as in hard copy as part of a data binder for ease of access and review. The Eppley Institute developed and provided an environmental scan tool to the working group, and the team used the tool to review the external data for relevant health needs and issues affecting Ripley County. This review took place over several weeks both in facilitated sessions, and in work group and individual time dedicated to the

task. Data collection continued throughout the planning process, and will continue to inform plan reviews and future directions; however, a list of the external data collected as of May, 2014, can be found in Appendix 4.

Values, Mission, and Vision

The working group then identified organizational values and drafted value statements. First, the Eppley Institute distributed a brief email survey of Ripley Health Department staff and board members in order to gather input on organizational values, as well as beliefs about the purpose and activities of the health department. These data were compiled by the Eppley facilitator and presented to the working group for consideration while crafting their Value statements, Mission, and Vision.

The working group reviewed the values data from the email survey and example values provided by the facilitator. The working group selected and refined the values until they felt they had a representative list for their organization. Subsequently, the facilitator discussed the qualities of effective mission statements and shared the data from the survey. The group then participated in a collaborative activity to create and refine a mission statement for the health department. A similar approach was used in the drafting of their Vision statement; however, time constraints required that the Visioning process be conducted virtually, using a web-based interface.

In addition, the strategic plan working group invited the Board members to participate in a SWOT analysis of their department and its newly drafted mission statement. The working group and two board members generated a comprehensive accounting of strengths and weaknesses of the department and opportunities and threats in the community that affect their ability to fulfill their mission. These data were compiled and grouped into themes under strengths, weaknesses, opportunities, and threats. At this point in the process, the Health Administrator and Accreditation Coordinator presented the Mission, Vision, and Values at a Board meeting as part of an update on the strategic planning process. The Eppley Institute facilitation team contributed to the update at the board meeting by describing the process, thanking those who had participated thus far, and encouraging input from the Board at future planning events.

The external data from the environmental scan were then combined with the results from the SWOT analysis and examined closely to identify strategic priority areas for the health department. Again, this process employed some direction from the Eppley team as well as a self-directed tool used by the working group. The working group identified critical issues from the data sources and rated them with respect to the department's mission statement and the ability to address the issue effectively. The three most highly rated issues were selected as strategic priorities for the planning process.

Goals and Objectives

Once strategic priorities were determined, the working group began the process of identifying long-term goals to guide health department activities. Facilitated

meetings were conducted for generating the goals and related, more specific, S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, Time-Phased) objectives. The small working group generated, clustered, and refined goals via brainstorming, sorting, and discussion. These activities were informed by the internal and external data sources. During the second facilitated workshop to which all Health Board members were invited from both Ripley and Monroe Counties, the strategic planning team had the opportunity to review their objectives over the five-year timeline. Adjustments were made to the schedule to improve the feasibility of both individual objectives as well as the overall plan. At this point, the strategic planning team (working group and interested stakeholders) reviewed and revised the objectives, and the strategic plan committee decided to add objectives focused on improving the operational effectiveness of the health department. It was noted that staff changes already underway in the leadership of the department were going to affect departmental function, and existing practices in the department were in need of directed support to enable success on the goals across all three strategic priorities.

The strategic plan working group created action statements for each of the objectives. In preparation, the working group reviewed each objective and documented which departmental divisions would be involved. This review was used as a check in the drafting of action statements that indicated which division heads were responsible for the activities' completion. The strategic plan was shared with the project stakeholders in early September 2014. The stakeholders were given a week to provide feedback on the plan. At that point the working group discussed the stakeholder input, edited the plan, and finalized the document.

RECOMMENDATIONS FOR IMPLEMENTATION OF THE STRATEGIC PLAN

Taking Action

Once a robust strategic plan is in place, the following actions are crucial to successful implementation and utilization.

Communicating the plan

- Communicate completely and often. The strategic plan should not be for the division or section leaders only. It is for all staff, and requires everyone's participation in order to work.
- Communicating the strategic plan facilitates employee "buy-in" and a broader understanding of the organization's strategic goals and objectives.
- Do not just reach out to staff; share the strategic plan with other stakeholders, such as customers and partners. An "open book" approach will likely generate more helpful ideas and suggestions about the future of the department.

Monitoring the plan

- Review progress on a monthly or quarterly basis. Specific tasks should be part of relevant strategic management meetings.
- While monitoring the strategic plan's progress, continue to examine its underlying assumptions, the continued validity of its strategic objectives, and the influence of unanticipated events.
- Create a champion for every objective and action. The champion has to be someone other than the department head, because the latter is not accountable to anyone. The strategy champion does not necessarily have to complete the actions, but must see that they get done.
- Stay committed. Every strategy-related action must have a due date. Following up with staff about due dates will demonstrate the leaders' commitment to the plan.
- Conduct short-term strategy reviews. Scheduling quarterly team "huddles" to keep the strategic plan reviewed, reloaded and re-energized. These huddles also allow for refinement of the action strategies and reassignment of tasks, as necessary. Set strategic plan milestones. Go beyond monitoring: build into the strategic plan milestones that must be achieved within a specific time frame.

Sticking with the plan

- The strategic plan has to be a living document that represents a shared vision of where the organization is headed and what is needed to get there in time.

- Do not wimp out. Making the tough choices, addressing long-term issues, and pushing the department's aptitude is going to be necessary.
- Keep the long-term strategic goals in mind. It is easy to be so tied up in day-to-day operating problems.
- Health departments are short on time and money. Being "too busy" may actually result from an unwillingness to confront difficult long-term issues, such as accessibility of resources, acquisition of new technology, co-ordination of personnel efforts, and even questions about the organization's overall direction. Until such issues are finally addressed, precious time is lost for other urgent needs.

Tracking Data

- Utilize standing staff meeting item to update progress using the timeline.
- Record time spent on actions.
- Include notes on the Objectives Timeline.
- Use a color system on the Objectives Timeline, such as:
  - Red = Overdue
  - Yellow = In Progress
  - Green = Complete

Reporting Progress

- Utilize the Objectives Timeline to show progress.
- Report progress to Board of Health at every meeting.
- Reward success. Find creative ways to motivate people and reward them for focusing on the strategy and vision.
- Host a party to celebrate big successes.

Evaluating Results

- Measure how well strategic plan implementation is progressing through the action plan.
- Utilize indicators within the action steps to evaluate whether objectives are achieved.
- Avoid measuring only what is easy, and not what's important.
- Measure progress on a regular basis – also ask how implementation could be done more efficiently. Record the results of these measures.

Revising the Plan

- Schedule regular reviews of the plans, twice yearly.
- Schedule reviews at the same time as other regularly scheduled procedures (e.g. prior to annual reporting).
- Be prepared to switch strategies. Over the life of a strategic plan, an organization's vision may stay the same while its strategies will probably need

to be revised. Usually, this means refining specific strategies and goals to meet changing circumstances each year.

The above suggestions are presented by the Eppley Institute for implementation of strategic plans and were informed by, among other sources:

Implementing a Strategic Plan Successfully, Last Updated: 8 September 2011
Article by Terry Irwin, TCii Strategic and Management Consultants
http://www.mondaq.com/x/140370/Operational+Performance+Management/Implementing+A+Strategic+Plan+Successfully

APPENDICES

Appendix 1: Ripley County Health Department Strategic Plan Objectives Timeline 2015 – 2019

Appendix 2: Eppley Coordinated Meetings and Purpose

Appendix 3: Ripley County Health Department Strategic Plan Stakeholder List

Appendix 4: Ripley County Health Department Data Sources Collected through May 2014

APPENDIX 1: RIPLEY COUNTY HEALTH DEPARTMENT STRATEGIC PLAN OBJECTIVES TIMELINE

	2015												2016												2017												2018												2019											
Operational Objectives																																																												
1.1 Beginning January 2015, establish structured departmental monthly staff meetings with required representation from all divisions	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.2 By January 1st 2017, compile all health department policies and procedures	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.3 By January 1st 2017, establish a protocol for annual review of departmental policies and procedures	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.4 By January 1st 2018, implement annual review of departmental policies and procedures	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Access to Care Goal 1: Expand free and subsidized health services																																																												
1.1 By March 2015, provide space for clinical services in exam room 2 within the RCHD	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.2 By September 2015, explore feasibility with health care service partners for providing services at RCHD	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.3 By January 2016, utilize existing or potential funding opportunities to expand free and subsidized health services to at least six times a year	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.4 By December 31st 2019, annual immunizations administered by RCHD will average 2% more than the annual average over the 2009-2014 five year time period	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Access to Care Goal 2: Increase access to health services in underserved areas in Ripley County																																																											
2.1 By September 30th 2016, create service directory of health care providers south of US 50	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.2 By September 30th 2017, attend at least one township trustee/town board meeting in each of the five townships south of US 50	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.3 By January 1st 2017, offer mobile health services six times per year in locations in underserved areas of Ripley County	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Access to Care Goal 3: Expand health department staffing for supporting direct health services																																																										
3.1 By September 2015, establish monthly staff and board time devoted to exploring funding strategies for supporting part-time health services staff positions	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.2 By March 31st 2016, determine the resources needed to hire key clinical staff	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.3 By January 31st 2017, present to the County Commissioners a recommendation for hiring key clinical staff	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.4 By January 31st 2019, hire at least one part-time key clinical staff to support health department services	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

Yellow shading indicates that actions are underway. Fully shaded months indicate either key developmental steps or more significant amounts of work to be done. Highlighted letters indicated monitoring and/or repeated activities.

	2015												2016												2017												2018												2019											
Childhood Obesity Goal 1: Establish a county-wide task force for coordinating efforts to address childhood obesity																																																							
1.1 By January 1st 2016, identify potential partners and roles for taskforce	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.2 By October 31st 2015, create a comprehensive list of existing programs addressing childhood obesity and related issues in Ripley County	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.3 By January 1st 2017, coordinate with taskforce members to draft key childhood obesity messages for action	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Childhood Obesity Goal 2: Identify all applicable funding opportunities that could affect child obesity in Ripley County																																																					
2.1 By October 1st 2015, create a list of at least five organizations that offer childhood obesity program funding	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.2 By September 1st 2015, develop a Standard of Practice for routinely searching childhood obesity funding opportunities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.3 By January 1st 2016, implement funding search protocol for childhood obesity resources	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Childhood Obesity Goal 3: Work with partners to educate families in Ripley County on healthy diet and exercise																																																				
3.1 By September 30th 2016, compile and adapt education materials for use in community agencies	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.2 Beginning January 2017, use existing events and programs (at least five per year) to distribute healthy diet and exercise materials	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Substance Abuse Goal 1: Increase participation and partnering on substance abuse issues																																																				
1.1 By January 1st 2016, RCHD member or proxy attends at least four Local Coordinating Council (LCC) meetings per year	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.2 By November 30th 2016, explore opportunities to partner and support existing programs at Margaret Mary Health	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.3 By November 30th 2018, establish a formal partnership with law enforcement officers to better support the prescription recycling program	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Substance Abuse Goal 2: Expand substance abuse education to reach new audiences																																																				
2.1 By November 30th 2018, work with school officials from each of Ripley County's five school districts to identify substance abuse education needs that can be addressed by the health department	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.2 By June 30th 2019, identify target audiences and messages for prescription recycling education	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.3 Beginning September 2015, expand annual poster competition with South East Indiana Career Center to include up to 18 topics per school year	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

Yellow shading indicates that actions are underway. Fully shaded months indicate either key developmental steps or more significant amounts of work to be done. Highlighted letters indicated monitoring and/or repeated activities.

Appendix 2: Eppley Coordinated Meetings and Purpose

Date	Meeting Purpose	Attendees	Venue
April 11, 2014	Project Initiation Meeting	Working Group	RCHD, Versailles
April 29	Readiness Checklist Discussion	Working Group	Adobe Connect
May 13, 2014	Environmental Scanning	Working Group	Adobe Connect
May 19	Paired Workshop with Monroe County HD	Working Group	Eppley, Bloomington
June 3, 2014	Values and Mission Statement	Working Group	RCHD, Versailles
June 20	Vision	Working Group	Adobe Connect
July 15, 2014	Health Board meeting update	Working Group	Phone
July 23	Strategic Priorities and Goals	Working Group	RCHD, Versailles
Aug 5, 2014	Objectives and Action Planning	Working Group	RCHD, Versailles
Aug 13	Paired Workshop with Monroe County	Working Group	Eppley, Bloomington
Aug 26	Action Planning	Working Group	RCHD, Versailles
Sept 9 & 15, 2014	Discussion of Stakeholder Review	Working Group	Phone / email

RCHD = Ripley County Health Department

Appendix 3: Ripley County Health Department Strategic Plan Stakeholder List

Susann Abdon	Staff	Ripley County Health Department Vital Records
Traci Bauman	Staff	Ripley County Health Department Food Protection & Environmental Health
Jason Bischoff	Staff	Ripley County Health Department Environmental Health
Charlene Keck	Staff	Ripley County Health Department Vital Records
Vicky Powell, RN*	Staff	Ripley County Health Department Public Health Nurse (Administrator)
Holley Rose*	Staff	Ripley County Health Department Accreditation Coordinator/ Preparedness/ Health Educator/ Environmental Health
Tony Schneider*	Staff	Ripley County Health Department Administrator
Pat Thomas*	Staff	Ripley County Health Department Administrator Advisor
David Welsh, MD	Health Officer	Ripley County Board of Health
Bill Hisrich	Vice Chair	Ripley County Board of Health
Jim Hollis, DVM	Member	Ripley County Board of Health
Michael Parker, DO, MSPH	Member	Ripley County Board of Health
Harley Robinson, DVM	Chair	Board President & Ripley County Health Department Accreditation Steering Committee
Mary Schmaltz, RN	Member	Ripley County Board of Health & Health Department Accreditation Steering Committee
Stephen Stein, MD	Member	Ripley County Board of Health
Brenda Wetzler	Member	Ripley County Council & Health Department Accreditation Steering Committee
Geralyn Litzinger	Member	Ripley County Health Department Accreditation Steering Committee
Alec Smith	Member	Ripley County Health Department Accreditation Steering Committee

*Member of Strategic Plan Working Group

Appendix 4: Ripley County Health Department Data Sources Collected through May 2014

County Data Sources
Gap Analysis Survey, PHAB Self-Assessment Instrument.....2011
Gap Analysis Survey Completed
Gap Analysis Scoresheet
Gap Analysis Survey Report
Community Health Needs Assessment, SW Ohio/SE Indiana.....2012
Community Health Needs Assessment, Fairfield Ohio 2013
Community Health Needs Assessment Report, MMH.....2013
Health Department Stakeholder List.....2014
Funeral Director List 2014
Health Department Customer Satisfaction Survey
Food Service Establishment List
County Health System Partners Map
Septic System Ordinance 2013
Food Violation Ordinance.....2002
Health Hazard Vulnerability Assessment Results.....2012
Workforce Development Gap Analysis Results 2014
Indiana Public Health System Quality Improvement Program Performance Assessment Preliminary Report 2010
Indiana Public Health System Quality Improvement Local Governance Performance Assessment Results.....2010

Notes

Notes

Strategic Planning for County Health Departments

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