



205 N 7th Street
Zanesville, OH
43701

Ph: 740-454-9741
Fax: 740-452-5107

www.zmchd.org

Board of Health

Jennifer Agin
Bill Bird
James Brown
Nathaniel Norris
Lee Roach
Thomas Ruggles, MD
James Shepherd

Corey Y. Hamilton
Health Commissioner

Vicki A. Whitacre, MD
Medical Director

Mike Kirsch
Deputy Health Commissioner
Director of
Environmental Health

Carol Howdysshell
Director of Nursing

Bonnie Kirsch
Director of Community Health
Promotion and Planning

Zanesville-Muskingum County
Health Department
Strategic Plan
2011-2013



Public Health
Prevent. Promote. Protect.



205 N 7th Street
Zanesville, OH
43701

Ph: 740-454-9741
Fax: 740-452-5107

www.zmchd.org

Board of Health

Jennifer Agin
Bill Bird
James Brown
Nathaniel Norris
Lee Roach
Thomas Ruggles, MD
James Shepherd

Corey Y. Hamilton
Health Commissioner

Vicki A. Whitacre, MD
Medical Director

Mike Kirsch
Deputy Health Commissioner
Director of
Environmental Health

Carol Howdysshell
Director of Nursing

Bonnie Kirsch
Director of Community Health
Promotion and Planning



Public Health
Prevent. Promote. Protect.

November 2, 2010

Dear Partner in Health:

As the Health Commissioner, I am proud to present the ZMCHD Strategic Plan 2011-2013. This three-year strategic plan was developed by a cross-section of staff and reflects the current and future activities of our agency that are focused on improving the health of our community and reducing adverse conditions and hazards that affect our residents.

The plan's development is based on a self-assessment of our agency using a recognized national tool to rate our current level of operations. Areas of weaknesses and strengths are addressed in this strategic plan.

We hope to partner with the community to address the urgent health needs of our community and will share our progress with the community each year.

Please join us in our efforts to improve the health of residents in Muskingum County. Together we can make a Healthier Muskingum County!

Have a Healthy Day!

**Corey Y. Hamilton, MS, RD, LD
Health Commissioner**

TABLE OF CONTENTS

1.	<i>Letter from the Health Commissioner</i>	<i>Page 1</i>
2.	<i>Table of Contents</i>	<i>Page 2</i>
3.	<i>History of Zanesville-Muskingum County Health Department (ZMCHD)</i>	<i>Page 3</i>
3.	<i>Mission, Vision, and Guiding Principles</i>	<i>Page 4</i>
4.	<i>10 Essential Public Health Services</i>	<i>Page 5</i>
5.	<i>Description of ZMCHD Department's Sections and Services</i>	<i>Page 6-8</i>
6.	<i>ZMCHD Organizational Chart</i>	<i>Page 9</i>
6.	<i>ZMCHD Goals, Objectives, and Strategies</i>	<i>Pages 10-20</i>

History of the Zanesville-Muskingum County Health Department

The Zanesville-Muskingum County Health Department is the local public health agency for all Zanesville and Muskingum County residents. Before 1971, public health services were provided by two separate departments, the Zanesville City Health Department and the Muskingum County Health Department.

As early as 1888, the City Health Department was working to keep residents healthy. Historic records indicate that the staff consisted of a health commissioner with a medical degree, along with clerical, nursing, sanitarian, and plumbing inspector staff. The Health Department had eight basic functions: control of communicable diseases; maternal, child, and adult hygiene; public health education; environmental sanitation; laboratory service; maintaining vital records, and training of personnel for civil defense.

The Muskingum County Health Department was developed by state legislation out of necessity, because of the great pandemic of 1918. The Influenza Epidemic of 1918 emphatically revealed the weakness of local health organizations in Ohio to manage this threat. The County Health Department was formed on January 1, 1920. In 1936, under provisions of the Social Security Act, the Office of County Sanitation was created to manage water and sewage issues in the county.

In the late 1960's, serious talks of merging the two Health Departments began. On November 9, 1970, Zanesville City Council authorized the City of Zanesville to enter into a contract to merge the city health district and the general health district and to form the Zanesville-Muskingum County Board of Health, which began business effective on January 1, 1971. Board of Health members are selected by the District Advisory Council which consists of township trustees, village and city mayors, and Zanesville City Council members. Currently, the Board of Health consists of 7 members, three represent from the city, three county representatives, and one member from the District Licensing Council. The District Licensing Council was created through state legislation in the 1990's and provides for a representative from all of the entities licensed by the local Board of Health.

In the last ten years, many changes in public health services have occurred. After the events of September 11, 2001, public health became a major player in emergency preparedness, especially related to environmental disasters and infectious disease outbreaks. In 2006, Ohio voters passed the Smoke-Free Workplace Act which essentially required all workplaces to maintain smoke-free buildings. This public health state law is enforced by the local health department. In 2008, the Muskingum Valley health Centers opened its doors to ensure that any resident needing medical care would have the necessary services available to them.

Regardless of the political or economic climate, Zanesville-Muskingum County Health Department will be prepared to manage any public health threats in our community.

Mission Statement:

To promote, protect and improve public health in Muskingum County.

Vision Statement:

- ◆ Monitor the health of residents, environmental health, and safety in Muskingum County.
- ◆ Anticipate, evaluate, and respond to influences affecting public health.
- ◆ Gather public health data to serve as a resource for our community.
- ◆ Lead the way and inspire community leaders and partners to promote the best public health practices for optimal health of our community.

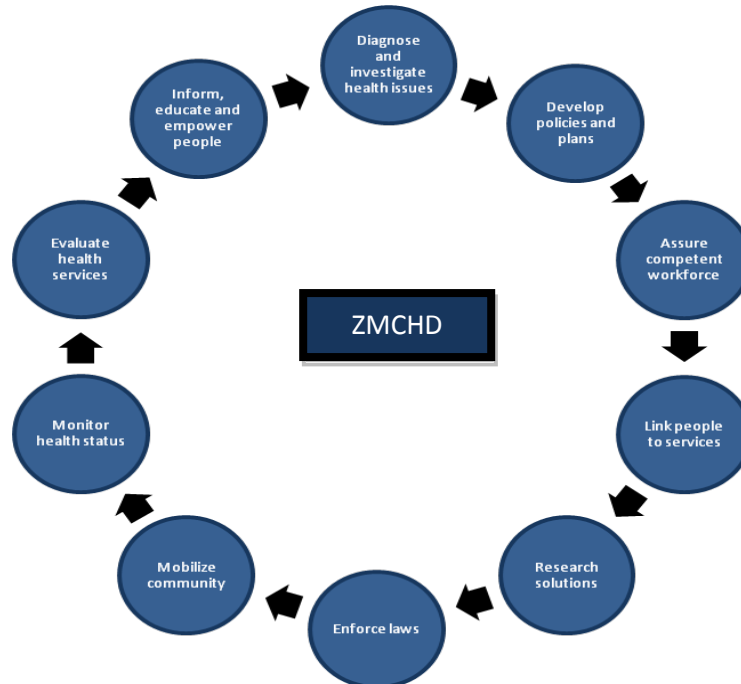
Guiding Principles:

- ◆ We believe that people should be treated fairly, respectfully, with sensitivity to their culture and needs in order to support their healthy behaviors.
- ◆ ZMCHD makes decisions based on ethical standards, health outcomes, mandated activities, experience and best practices.
- ◆ ZMCHD strives to be trustworthy, accountable, dedicated, compassionate, and intentional when providing public health services.
- ◆ ZMCHD employees strive to achieve the highest quality of performance.
- ◆ ZMCHD public health activities are based on the 10 Essential Public Health Services.

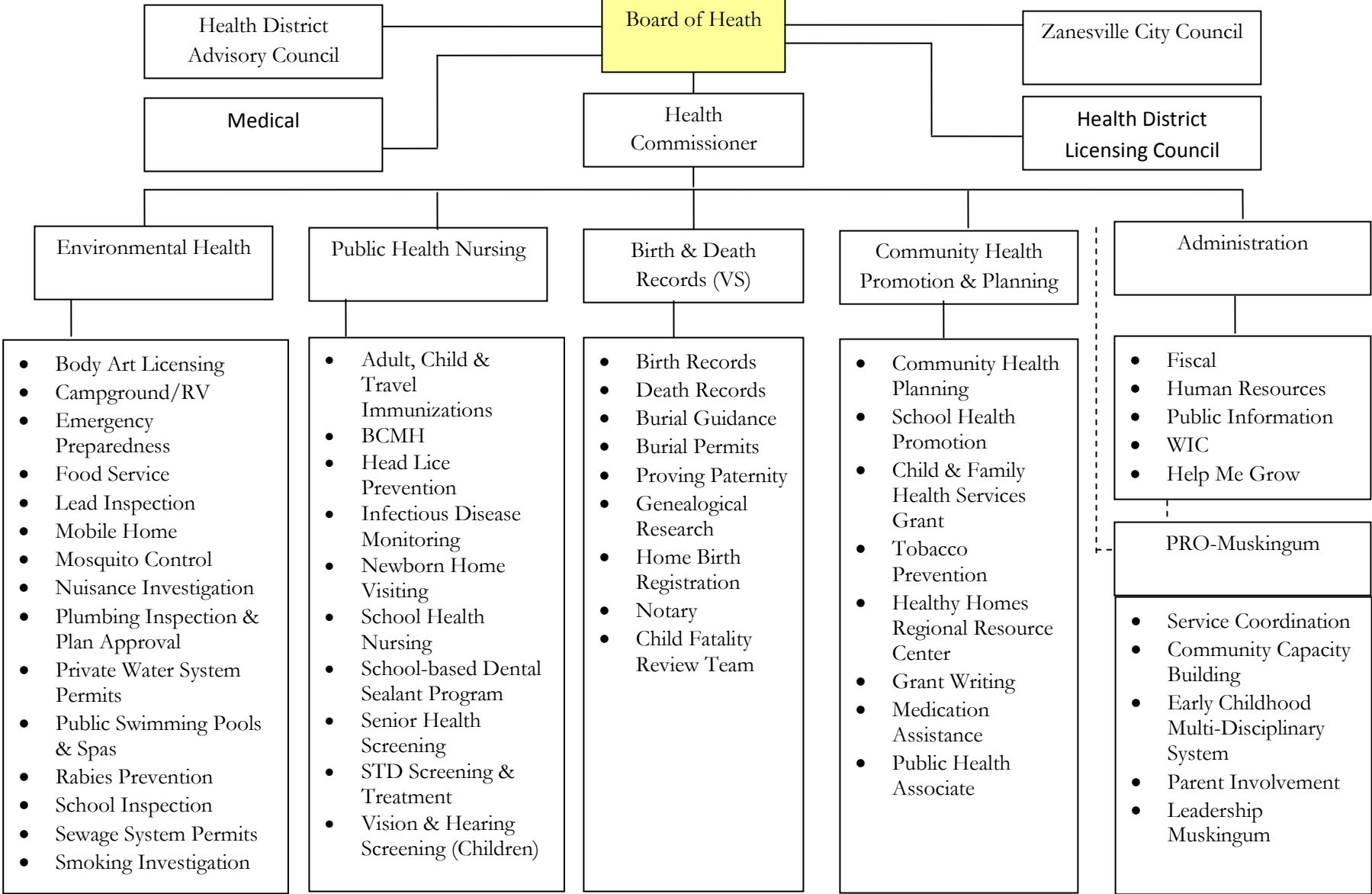
10 ESSENTIAL PUBLIC HEALTH SERVICES

The 10 Essential Public Health Services provide the fundamental framework nationally to describe the public health activities that should be undertaken in communities. ZMCHD will align their strategic plan and activities with this framework. The 10 Essential Public Health Services are as follows:

- 1: Monitor health status to identify community health problems
- 2: Diagnose and investigate health problems and health hazards
- 3: Inform, educate, and empower people about health issues
- 4: Mobilize community partnerships to identify and solve health problems
- 5: Develop policies and plans that support individual and community health efforts
- 6: Enforce laws and regulations that protect health and ensure safety
- 7: Link people to needed personal health services and assure the provision of health care when otherwise unavailable
- 8: Assure a competent public and personal health care workforce
- 9: Evaluate effectiveness, accessibility, and quality of personal and population-based health services
- 10: Research for new insights and innovative solutions to health problems



ZMCHD Programs and Services Organizational Chart





Description of Zanesville-Muskingum County Health Department

Our Mission

To promote, protect and improve public health in Muskingum County.

Public Health Nursing

Adult, Child & Travel Immunizations

BCM (assists children with special health care needs)

Infectious Disease Monitoring

Head Lice Prevention & Control

Newborn Home Visits

Medication Assistance

School Health Nursing

School-based Dental Sealant Program

Senior Health Screening

Sexually Transmitted Diseases (STD) Screening & Treatment

Vision & Hearing Screening (children)

Birth & Death Records (Vital Statistics)

Birth & Death Certificates

Burial Permits

Child Fatality Review Team

WIC (Women, Infants & Children)

Nutrition screening, education & counseling

Vouchers to use at major grocery stores for nutritious foods

Referral to health & social service providers

Breastfeeding education & support

Coupons to use at Farmer's Market for nutritious foods

Community Health Planning & Promotion

Community Health Planning

Grant Writing

Lead Poisoning Prevention & Healthy Homes Programs

LifeSkills Education in Schools

School Health & Wellness

Tobacco Use Prevention Activities

Environmental Health

Body Art (tattoos, piercings) Licensing & Inspection

Campground/RV Licensing & Inspection

Emergency Preparedness
Food Service Licensing & Inspection
Lead Inspection
Mobile Home Park Licensing & Inspection
Mosquito Control
Nuisance Complaint Investigation
Plumbing Inspection & Plan Approval
Private Water System Permits & Inspection
Public Swimming Pools & Spas Licensing & Inspection
Rabies Prevention
School Inspection
Sewage System Permits & Inspection
Smoking Complaint Investigation

How is local Public Health funded?

In 2010, the Zanesville-Muskingum County Health Department had an operating budget of \$4,461,583.

Nearly half of our budget \$2,165,538 (48%) is supported by a health levy and other local funding sources. Revenue is also collected through charges for services, licenses and permits. The Health Department also receives \$854,743 in state and federal grants. Because of generous community support, we are able to apply for state and federal grants to develop stronger public health programs for you. Being a service-based agency, the majority of our expenditures were for personnel.

The ZMCHD Three Year Strategic Plan

A three year strategic plan has been developed over the last year through a combination of leadership and staff input and addressing the agency's areas of strengths and weaknesses. These Goals, Objectives and Strategies reflect the good work already accomplished by the agency as well as expansion, improvement and streamlining of processes. Each of the ten goal areas will be prioritized into action steps and Workgroups consisting of a cross section of employees will implement these strategies in the next three years. Outcomes from these efforts toward moving the strategic plan forward will be captured in an evaluation system and shared with the community as we go.

Essential Public Health Service I: Monitor health status

Objective IA: ZMCHD collects and maintains reliable data that provides information on public health.

Strategy IA1: Collect data for a baseline measurement of the health of residents in the county and the environments in which they live. Data might include causes of death and illness, hospital admissions, self reported surveys, rates of diseases, data on risk factors like blood pressure and cholesterol, environmental data, social factors, geographical mapping, and more.

Strategy IA2: Every three to five years, a community health assessment of Muskingum County will be completed by partners. (A community health assessment gathers data on resources available in the community for health, measures to describe the health of residents and the environment, how residents feel about health issues and input from community partners on health.)

Objective IB: ZMCHD analyzes public health data.

Strategy IB1: Develop the agency's capacity to perform data analysis.

Strategy IB2: Increase the agency's ability to analyze data during outbreaks and emergency events.

Strategy IB3: Increase agency capacity to analyze mortality data locally.

Strategy IB4: Partner with local medical providers to implement electronic medical records throughout the county.

Objective IC: ZMCHD uses data for public health action.

Strategy IC1: Provide a Muskingum County Health Status Report to staff and the community.

Strategy IC2: Collaborate with local public health partners to use data to inform the community on public health issues.

Strategy IC3: Encourage community partners to provide data into disease reporting systems in a timely manner.

Strategy IC4: Increase staff's capacity to use data.

Strategy IC5: Develop a process to respond to data requests internally and from the community.

Essential Public Health Service II: Diagnose and Investigate Health Problems and Health Hazards in the Community

Objective IIA: ZMCHD continues to expand their internal staff capacities for investigating health problems and hazards through documented training and continuing education.

Strategy IIA1: Train ZMCHD staff on investigative techniques and guidelines.

Strategy IIA2: Utilize the Human Resource mechanisms to document staff development through a training log. (See Goal VIII)

Objective IIB: ZMCHD utilizes a centralized data system to address urgent health problems, ongoing environmental hazards, chronic diseases, and communicable diseases and documents outcomes from initiatives implemented.

Strategy IIB1: Use data such as laboratory results, geographic information mapping, and citizen information to pinpoint health problems, ongoing environmental hazards, chronic diseases, and communicable diseases.

Strategy IIB2: Address community needs related to health problems, chronic diseases, ongoing environmental hazards and communicable diseases.

Objective IIC: ZMCHD documents use of new mechanisms to maintain and expand epidemiological, laboratory, and community support.

Strategy IIC1: Increase access to new software programs for data analysis and increase staff skills to use the software to determine potential risk reduction activities to prevent or minimize an outbreak or public health issue.

Strategy IIC2: Explore ways to improve the timeliness of laboratory results during response to urgent health problems, ongoing environmental hazards, chronic diseases, and communicable diseases.

Strategy IIC3: Develop and implement a ZMCHD Communications Plan.

Essential Public Health Service III: Inform, Educate, and Empower People about Health Issues

Objective IIIA: ZMCHD communicates information on public health issues and activities.

Strategy IIIA1: Implement methods to inform staff of current health issues, environmental hazards, chronic diseases, and preventive health topics.

Strategy IIIA2: Improve and increase communications with partners on current health issues, environmental hazards, chronic diseases, and preventive health topics.

Strategy IIIA3: Implement communication strategies focused on general public on current health issues, environmental hazards, chronic diseases, and preventive health topics.

Strategy IIIA4: Document general public complaints and requests for information and the actions taken on the public server.

Objective IIIB: ZMCHD continues to provide prevention and wellness programs, processes, and interventions regarding priority public health issues.

Strategy IIIB1: Increase local resources to address health risks, healthy behaviors, and control of chronic diseases including prevention and wellness programs.

Strategy IIIB2: Offer community health promotion initiatives with public health partners that address community needs, current opportunities, and emerging health issues.

Strategy IIIB3: Partner with worksites, schools, and healthcare providers to increase their internal ability to offer health preventive activities.

Objective IIIC: ZMCHD provides opportunities internally, with partners, and for the general public on the services and as an agency.

Strategy IIIC1: The Public Relations Committee will offer promotional activities in the community to inform the public on the essential services offered by ZMCHD.

Strategy IIIC2: Staff will offer internal opportunities for other staff to learn about their programs and services.

Essential Service IV: Mobilize community partnerships to identify and solve problems

Objective IVA: ZMCHD leads community partners in the development and implementation of the Muskingum County Community Health Improvement Plan (MCCHIP).

Strategy IVA1: ZMCHD will convene community health related partners to focus on developing a community health improvement plan.

Strategy IVA2: ZMCHD will lead the Healthier Muskingum County Network (HMCN) in the review of community health assessment results and the brainstorming of strategies to address gaps and barriers revealed in the results.

Strategy IVA3: ZMCHD and HMCN will prioritize recommended strategies and develop goals and objectives to complete the MCCHIP. Each member of the HMCN will be encouraged to engage in the implementation of MCCHIP.

Strategy IVA4: Develop an evaluation system to routinely document outcomes from MCCHIP.

Strategy IVA5: ZMCHD and HMCN will align the MCCHIP with member agencies strategic plans.

Objective IVB: ZMCHD maintains and updates the ZMCHD Emergency Response Plan (ZERP) and participates in the Muskingum County Emergency Response Plan (MCERP).

Strategy IVB1: ZMCHD will participate in the MCERP team.

Strategy IVB2: ZMCHD will maintain the ZERP.

Strategy IVB3: Participate in local Public Information Officers' activities related to communication issues for the MCERP.

Strategy IVB4: Cross train staff in order to be ready for different roles in response situations, i.e. answering phones, vaccination assistants, and traffic control.

Objective IVC: ZMCHD evaluates partnerships in order to document outcomes related to improved public health.

Strategy IVC1: Develop a tool to evaluate partnerships in order to record outcomes.

Strategy IVC2: Incorporate lessons learned in partnerships to generate more successful outcomes.

Essential Service V: Develop public health policies and plans.

Objective VA: ZMCHD continues to establish, promote, and reinforce public health policies.

Strategy VA1: Design and implement a framework to document policy activities including: monitoring emerging and current legislative issues that affect public health, proactively participating in discussions around those issues, and communicating policies internally.

Strategy VA2: Based on the ZMCHD strategic priorities, partner with the community to promote policies and/or legislation to reduce health risks such as: school nutrition policies, tobacco policies, park space and sidewalks, school physical education, new immunization guidelines, and environmental issues.

Objective V B: Every three years, ZMCHD develops and implements their strategic plan.

Strategy VB1: ZMCHD Board of Health will adopt and implement the ZMCHD three year strategic plan.

Strategy VB2: Broadly share ZMCHD's mission, vision, guiding principles, and strategic plan internally and with the community.

Strategy VB3: Expand each program's ability to plan annual budgets and resolve budget issues for quality fiscal management.

Strategy VB4: Leadership team will annually decide resource allocations based on the agency's strategic plan.

Strategy VB5: Maintain public support for Levy funds and seek new funding sources to address identified public health priorities.

Essential Service VI: Enforce public health laws and regulations.

Objective VIA: ZMCHD identifies changes in rules, laws, regulations, and resolutions and educates staff, the public, and providers of the changes.

Strategy VIA1: Staff will be updated and trained on any changes and/or addition of rules, regulations, laws, or resolutions.

Strategy VIA2: Educate the public and appropriate providers on new rules, regulations, laws, and resolutions.

Strategy VIA3: Update the rules, regulations, laws, and resolutions housed on the public server and the website when changes occur.

Objective VIB: ZMCHD continues to document our response to public complaints, violations, and monitoring of enforcement activities.

Strategy VIB1: Quarterly document the results of enforcement activities on the server.

Strategy VIB2: Log complaints and their status as related to rules, regulations, laws and resolutions on the server.

Essential Service VII: Help people receive healthcare services.

Objective VIIA: ZMCHD identify gaps in healthcare services and access to healthcare services for all residents.

Strategy VIIA1: Use healthcare data to identify services needed in our community.

Strategy VIIA2: Collaboratively develop strategies to recruit healthcare professionals to fill shortages particularly for mental health and dental services.

Strategy VIIA3: Explore ways to partner with schools to promote student access to health services.

Objective VIIB: ZMCHD partners with other agencies to implement strategies to improve access to healthcare services.

Strategy VIIB1: Partner with community groups to seek resources and distribute information on resource availability to improve access to care for target populations.

Strategy VIIB2: Based on community health assessment priority issues, collaboratively design culturally appropriate strategies to increase access to healthcare services and include those strategies in the Muskingum County Community Health Improvement Plan (MCCHIP).

Essential Service VIII: Maintain a competent public health workforce

Objective VIIIA: ZMCHD continues to enhance the supports in place for staff to perform their jobs.

Strategy VIIIA1: Establish on the public server an inventory of all policies and procedures regarding agency operations and communicate with staff when changes are made.

Strategy VIIIA2: Staff will have the equipment and technology necessary to effectively carryout day to day operations.

Strategy VIIIA3: The ZMCHD Safety Committee will develop and implement strategies to increase employee safety and security including off site facilities.

Objective VIIIB: ZMCHD maintains a qualified, competent public health workforce.

Strategy VIIIB1: The Leadership Team will conduct annual employee satisfaction assessment to identify staff issues and concerns and document activities completed to address concerns.

Strategy VIIIB2: Incorporate best practices and current trends into policies and practices related to qualified, competent public health workforce.

Strategy VIIIB3: Maintain a system to provide training for staff development and document in a training log.

Essential Service IX: Evaluate and improve programs.

Objective IX A: ZMCHD design and implement an evaluation system.

Strategy IXA1: Train staff on evaluation and how to use a workplan to show the effectiveness of programs and services.

Strategy IXA2: Design and implement a system that will track the effectiveness of all agency programs and services.

Objective IXB: ZMCHD implements quality improvement projects.

Strategy IXB1: Develop and implement a ZMCHD Quality Improvement Plan as part of the agency's strategic plan.

Strategy IXB2: Continue to train staff on quality improvement and related tools and recruit other staff to implement new quality improvement projects.

Essential Service X: Contribute to and apply the evidence base of public health.

Objective XA: ZMCHD improves our methods of communicating cutting edge practices and information internally and documents the exchange of information.

Strategy XA1: Distribute information and provide training opportunities to incorporate best practices, innovative solutions, or new research into ZMCHD programs, services, and with community partners. The training plan, materials, and a staff training log will be documented in the Human Resource Office.

Strategy XA2: Implement, based on the ZMCHD strategic priorities, newly developed and innovative strategies, methodologies, programs, and projects, which have been demonstrated to be effective in improving public health; record outcomes for further validation and to use in future planning.

Objective XB: ZMCHD improves our methods of communicating cutting edge practices and information externally and documents the exchange of information.

Strategy XB1: Explore additional research focused on public health issues in collaboration with universities.

Strategy XB2: Convene community members and key community partners to promote evidence based practices that would benefit the community.