



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

Zanesville-Muskingum County

Health  
Department  
Strategic  
Plan

**2014 – 2018**

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## Introduction

Dear Partner in Health:

***“Strategic planning is a continuous process of organizational evaluation and decision making. Through this process, we ask and answer the question ‘In pursuit of our mission, and in light of our shared values, and with our knowledge of ourselves and our environment, what should we be doing?’”*** Judith Faust

This 2014–2018 Strategic Plan is a reflection of ZMCHD’s commitment to work toward creating and maintaining a healthy community in which Muskingum County residents can live, work, and play. A community in which both quality health care and population-based public health prevention are considered central to ensure each resident’s ability to achieve his or her desired quality of life. ZMCHD’s public health workforce is committed to actively engaging the community to work together to achieve the best health possible.

Drafted by an internal group we call our **Performance Improvement Group**, this plan is a roadmap to guide our next 5 years in pursuit of our mission ***To promote, protect, and improve public health in Muskingum County.***

This strategic plan will serve as our foundation for decision-making, resource allocation, performance management, and evaluation of our efforts. Our intent is to build on that foundation by developing cascading operational plans for each Division in the organization followed by individual employee action plans outlining the activities each of us will be accountable to complete in order for ZMCHD to be successful. We believe that one benefit of this format will be to have every employee directly linked and engaged in working toward agency priorities and subsequently improved community health.

I would like to thank all who contributed to this plan including our group facilitators, Beverly Huth and Dedra Parsons who did an outstanding job of mapping out the process and keeping the group moving; community members (stakeholders) who shared their ideas and perspectives; the ZMCHD Board of Health for setting the bar high and providing valuable feedback and guidance; and finally PI Group members, Jennifer Hiestand, Carol Howdyshell, Bonnie Kirsch, Mike Kirsch, Jody Stones, and Erin Wood for committing the time needed to read, research, gather information and opinions from others and for persevering through what was sometimes an exhausting process to reach consensus on the resulting priorities contained in this plan.

Yours in good health!

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

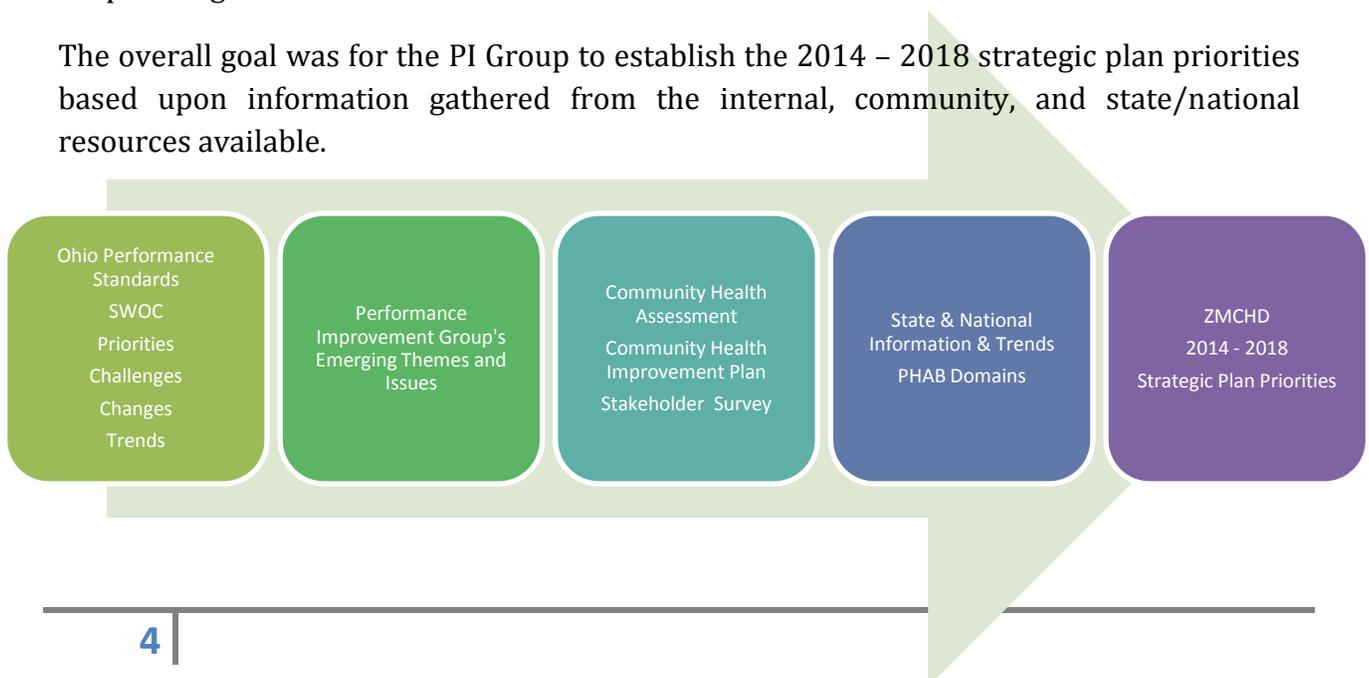
## Strategic Planning Process

ZMCHD has established a Performance Improvement Group (PI Group) to oversee strategic planning for the agency. As a standing committee, the PI Group plans, oversees implementation, and monitors progress related to the priorities outlined for the adopted strategic plan.

Below is the process the PI Group followed to determine the priorities for the 2014 – 2018 ZMCHD Strategic Plan:

1. Established resources for the PI Group to read and reference during the strategic planning process.
2. Evaluated current mission, vision, and values for the coming strategic plan.
3. Reviewed **PHAB Domains** and completed the **Ohio Performance Standards** evaluation to gauge areas of strength and needed attention.
4. Shared upcoming **priorities, challenges, changes, and trends**, both current and future (within 5 years), and **emerging themes and issues** from the perspective of each PI Group member.
5. Established **stakeholder survey**, identified key stakeholders, and conducted interviews to become educated on external view of community needs and ZMCHD's possible role in addressing the stated needs.
6. Conducted a **SWOC** (strengths, weaknesses, opportunities, and challenges) analysis.
7. Requested update from the Healthier Muskingum County Network (HMCN) about the Muskingum County **Community Health Improvement Plan's** (MCCHIP) progress and gathered recommendations for ways ZMCHD could contribute in the coming five years.
8. Presented data collected to the Board of Health and collected feedback for final planning retreat.

The overall goal was for the PI Group to establish the 2014 – 2018 strategic plan priorities based upon information gathered from the internal, community, and state/national resources available.



# Our Values

## Continuous Quality Improvement

We continually look for ways to improve our work environment, processes, efficiency, and effectiveness.

## Integrity

We are fair, honest, ethical and accountable to our customers and co-workers.

## Respect

We behave respectfully and accept the diversity of our customers and co-workers.

## Service

We are helpful, responsive, and take pride in providing excellent customer service to our community.

## Teamwork

We work together to establish common goals and achieve desired results.

# Mission

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

# Vision



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We continuously improve and use our knowledge, skills, and abilities to help our community grow to be a healthier place to live, learn, work and play.

We identify changing public health priorities; mobilize resources and partners to respond to our community's health challenges.

Our services are driven by community need and fiscal responsibility.

# ZMCHD 2014 - 2018 Priorities

## High Performing Agency

- **Goal: To strive to exceed standards and expectations**
- **Focus Areas:**
  - **Accreditation:** Achieve national standards for public health
  - **Planning and Evaluation:** Follow a structured process to decide what our contributions should be and how to achieve them; judge whether we had the impact we planned
  - **Quality Improvement:** Increase our efficiency by looking for ways to enhance processes and achieve measurable improvements

## Image

- **Goal: To enhance our image as the public health expert in the community**
- **Focus Areas:**
  - **Customer Service:** Provide customers with a positive helpful experience
  - **Public Relations:** Participate in a communication process that builds mutually beneficial relationships between the agency and the public
  - **Social Marketing:** Use marketing to influence health behaviors

## Information Management & Analysis

- **Goal: To collect, manage, and distribute public health data**
- **Focus Areas:**
  - **Health Data Resource:** Be the community "go to" for public health data
  - **Surveillance:** Monitor behavior, trends and other public health information
  - **Community Health Assessment:** Evaluate the health of our community

## Infrastructure & Capacity

- **Goal: To ensure a secure foundation for the agency**
- **Focus Areas:**
  - **Financial Sustainability and Stability:** Maintain positive cash flow and be fiscally responsible
  - **Facility Management:** Work at a location that is efficient and effective
  - **Technology:** Invest in systems that can lead to enhanced productivity and quality

## Public Health Services & Initiatives

- **Goal: To provide interventions and programs to improve the health of our community**
- **Focus Areas:**
  - **Disease Prevention:** Take measures to prevent occurrence of disease and reduce risk factors
  - **Healthy Communities and Families:** Protect the health of our community by ensuring a safe environment, promoting healthy choices and linking community members to the services they need
  - **Community Engagement:** Work collaboratively with community groups to address health issues that affect Muskingum County

## Workforce Development

- **Goal: To maintain a highly skilled and diverse workforce**
- **Focus Areas:**
  - **Succession Planning:** Prepare current staff for key positions
  - **Teambuilding:** Unite employees around common goals to improve productivity and relationships
  - **Skill Development:** Enhance knowledge and provide training or exposure to opportunities

## Strategic Plan Implementation & Monitoring

The PI Group will oversee the implementation and monitoring of the ZMCHD 2014 – 2018 Strategic Plan through monitoring of the four division work plans. The division work plans will be developed annually and align the allocation of resources and work objectives with the strategic plan. Additionally, each employee will have a work plan that aligns with their division work plan and is included in their annual performance evaluation.

The work plans will outline objectives, activities, responsible parties, timelines, and evaluation measures that align with the six priorities outlined in the strategic plan.

The strategic plan, division work plans, and employee work plans will be the performance management system for ZMCHD.



## Plan Alignment

The ZMCHD 2014 – 2018 Strategic Plan’s priority “**Public Health Services and Initiatives**” and the three related focus areas align with the Muskingum County Community Health Improvement Plan (MCCHIP). The ZMCHD Quality Improvement Plan aligns with the Strategic Plan via agency values, the priority “**High Performing Agency**”, and the focus area of Quality Improvement. These priorities will be addressed in annual work plans at the division and employee level.

## Appendix 1

### Zanesville – Muskingum County Health Department 2014 – 2018 Strategic Plan Priorities, Goals, & Focus Areas



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#### High Performing Agency

Goal: To strive to exceed standards and expectations

- Accreditation
- Planning & Evaluation
- Quality Improvement

#### Image

Goal: To enhance our image as the public health expert in the community

- Customer Service
- Public Relations
- Social Marketing

#### Information Management & Analysis

Goal: To collect, manage, and distribute public health data

- Health Data Resource
- Surveillance
- Community Health Assessment

#### Infrastructure & Capacity

Goal: To ensure a secure foundation for the agency

- Financial Sustainability & Stability
- Financial Management
- Technology

#### Public Health Services & Initiatives

Goal: To provide interventions and programs to improve the health of our community

- Disease Prevention
- Healthy Communities & Families
- Community Engagement

#### Workforce Development

Goal: To maintain a highly skilled and diverse workforce

- Succession Planning
- Teambuilding
- Skill Development

## Appendix 2

# Glossary

**Community Health Assessment (CHA):** a series of assessments to gather information about the following: themes and strengths of our residents' perceptions of health and community resources, the strength of the local public health system, the health status of the community, and the forces of change at work in Muskingum County. The results of the assessment are the foundation for the Muskingum County Community Health Improvement Plan (MCCHIP).

**Community Health Improvement Plan (CHIP):** a plan that is developed by stakeholders and residents to address key health issues and gaps in resources which are revealed in the Community Health Assessment (CHA). In this strategic plan, the CHIP is referred to as MCCHIP, Muskingum County Community Health Improvement Plan.

**Division Work Plan:** how a division will address priorities within the strategic plan.

**Emerging Themes and Issues:** themes and issues that appear from data collection.

**Employee Work Plan:** a written plan that describes how an individual will meet specific objectives within the division work plan.

**Goal:** a broad statement indicating the desired result of what we're trying to achieve for each priority.

**Healthier Muskingum County Network:** a group of individuals and organizations concerned with improving the health of Muskingum County residents.

**Implementation:** a process of putting a decision or plan into effect.

**Intervention:** a measure whose purpose is to improve health or alter the course of disease.

**Mission:** defines the purpose of an organization, describing why it exists and what it does to achieve its vision.

**Monitoring:** observing and checking the progress or quality of something over a period of time.

**Ohio Performance Standards Evaluation:** a self assessment tool provided by the state that mirrors PHAB accreditation standards and measures.

**PHAB (Public Health Accreditation Board) Domains:** twelve domains contain a set of standards and a process to measure health department performance against those standards for the purpose of accreditation.

**Performance Evaluation:** a method by which the job performance of an employee is evaluated.

**Performance Improvement Group (PI Group):** an internal ZMCHD group that plans, oversees implementation, and monitors progress related to the priorities outlined for the adopted strategic plan

**Plan Alignment:** exists when the Strategic plan, Community Health Improvement Plan, and Quality Improvement Plan are clearly linked in order to accomplish organizational goals.

**Priorities:** six key concepts endorsed by the Board of Health to be addressed in the 2014 – 2018 Strategic Plan.

**Quality Improvement Plan:** a plan to ensure the principles of quality improvement are utilized throughout the agency to improve services, programs, and processes that affect customer service and public health outcomes.

**Stakeholder:** a person, group or organization inside or outside the organization with an interest or concern in the organization.

**Stakeholder Survey:** an interview process to gather information from stakeholders to make informed public health decisions.

**Strategic Framework:** a comprehensive picture of the organization’s strategy.

**Strategic Planning Process:** a process for defining an organization’s roles, priorities and direction. It provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities.

**SWOC (Strengths, Weaknesses, Opportunities, Challenges) Analysis:** a tool used for strategic planning to analyze internal strategic factors, strengths and weaknesses, attributed to the organization, and external factors beyond control of organization such as opportunities and challenges.

**Trends:** general directions in which things are developing or changing.

**Values:** principles and beliefs that guide the organization.

**Vision:** a statement of the ideal future state of an organization based on the work it intends to do. It outlines what the organization wants to be.