

Portsmouth City Health Department

**605 Washington Street
Portsmouth Ohio 45662**



2016 – 2019 Strategic Plan

**Chris Smith, RS, MA
Health Commissioner**

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Mission, Vision, Values

Mission

Prevent disease, promote optimal health and safety, bridge the gap of unmet health care needs, and respond to public health emergencies for the citizens of Portsmouth.

Vision

A fully accredited, financially stable, professional organization committed to improving the health of our community.

Values

- ◆ Accountability
- ◆ Communications
- ◆ Customer Service
- ◆ Excellence
- ◆ Learning
- ◆ Leadership
- ◆ Team Work
- ◆ Trustworthiness

Message from the Health Commissioner

To the City of Portsmouth and all other stakeholders:

I am pleased to present the Portsmouth City Health Department's 2016 – 2019 Strategic Plan. This plan, developed by the staff of the Health Department, is the roadmap for us to effectively carry out our roles and responsibilities aimed at improving Public Health for those who live, work, and visit Portsmouth, Ohio.

Our planning for the 2016-2019 Strategic Goals reflects the findings of our Community Health Assessment, promotes National Accreditation and supports the Scioto County Community Health Improvement Plan. Public Health's assumed responsibility in local communities is to promote health and prevent disease. We meet this broad goal by conducting surveillance, providing services, regulatory action, health education and activities embedded in community collaboration. There is collective community trust placed upon the Board of Health, the Health Commissioner and Health Department staff to ethically and efficiently serve the local public interest.

The apportionment of Public Health resources under a constrained budget raises issues of fairness and equity. Decisions on the appropriate allocation of funds demand a disciplined commitment to a formal decision making process, that is evidence based, resulting in clearly identified priorities.

Our continued success is the result of those individuals throughout our Health Department who strive to improve the Public Health in the city of Portsmouth every day.

Chris Smith, RS, MA

Agency Overview

While the population of the city of Portsmouth is just over 20,000, the Portsmouth City Health Department (PCHD) serves all who live, learn, work, and play in the city. The department is governed by a Board of Health appointed by the Mayor. The following is a brief description of PCHD; please refer to our Annual Report for a complete overview of our divisions and services provided.

Board of Health

Mayor James Kalb, President
Timothy Angel, PhD, President Pro tem
Elie Saab, MD, Vice President
George L. Davis, III, Esq.
Jennifer LeMaster
Angela Hodge, DNP, FNP

Administrative Staff

Chris Smith, RS, MA, Health Commissioner
Andrew Gedeon, RS, Environmental
Director/Deputy Health Commissioner
Christine Thomas, BSN, RN
Nursing Director
Cindy Charles, Air Division Director
Celeste Tucker, BSBA,
CFO/Director of Administrative Services
Belinda Leslie, BSBA, PHR,
Special Projects Officer

Environmental Health

Josh Shepherd, Field Counselor
Helen Trapp, Receptionist/Billing Clerk/Deputy Registrar
Lisa Roberts, RN, Drug Free Communities Program
Louis Boerger, RS, Registered Sanitarian
Marissa Wicker, Recovery Gateway Coordinator /Injury Prevention Specialist
Melissa Spence, Registrar/Payroll Clerk
Rebecca Miller, Drug Free Communities Program Assistant
Wendy Payton, Animal Control Officer/Code Enforcement Officer

The Environmental Health Division is responsible for safeguarding the health and welfare of the public. This includes but is not limited to food service and retail food establishment inspections, public swimming pool inspections, school inspections, other state mandated inspections, animal control, solid waste/housing/nuisance complaint abatement, emergency preparedness, the issuance of birth and death certificates and burial permits.

Injury Prevention is also under the umbrella of environmental Health. This is a component of safety and public health, and its goal is to improve the health of the population by preventing injuries and hence improving quality of life. Drug Free Communities and Recovery Gateway are programs within Injury Prevention that are designed to reduce the use of illegal drugs, prevent the spread of communicable disease and assist clients with rehabilitation.

Air

Carla Shultz, Administrative Secretary/Fiscal Officer
Anne Chamberlin, Permit Specialist
Matt Freeman, Permit Specialist
Robert McCann, Engineering Technician
Darrell Pennington, Instrument Technician

The Air Division, or the Portsmouth Local Air Agency (PLAA), works as a contractual representative of the Ohio Environmental Protection Agency (OEPA) and the United States Environmental Protection Agency (USEPA). The PLAA monitors the compliance status of the businesses and industries with air pollution sources in the four-county region (Adams, Scioto, Lawrence, and Brown). Additionally, the PLAA prepares permits, conducts facility inspections and reviews quarterly deviation and excess emission reports, observes source stack tests, reviews and issues or denies permission to open burn, monitors asbestos removal activities, initiates enforcement actions and responds to air quality complaints.

The PLAA also maintains continuous and intermittent monitors measuring pollutants on a daily basis throughout three of its four-county area in Southern Ohio. The PLAA performs anti-tampering (vehicle emission control devices) inspections and observes and validates stack (source) testing that occurs in the four-county area.

Nursing

Beth Monroe, RN Linkage to Care Coordinator/Case Manager
Bobbi Bratchett, Rural AIDS Coordinator
Heather Shoemaker, RN Ryan White Part C Case Manager
Lisa Meyers, Billing Coordinator/Administrative Assistant
Molly Dargavell, Epidemiologist
Priscilla Pennington, LPN HIV Intervention Specialist
Randy Parker, Disease Intervention Specialist
Rebecca Murphy, Receptionist/Billing Assistant
Susan Smith, RN MSN Emergency Response Coordinator/Car Seat Program Technician
Tiffany Wolfe, RN FNP Family Nurse Practitioner

The Nursing Division is responsible for the surveillance of Communicable Disease within the city of Portsmouth and 56 other counties through the Rural AIDS grant, public immunization and providing a variety of assessments and services as required by the Children with Medical Handicap's program.

The Division also operates a Clinic that is open to patients Monday through Friday from 8:00AM to 4:30PM. The Clinic is staffed with a part time Nurse Practitioner, Nurses, and a Receptionist. Appointments are available, and walk-in patients are accepted. The clinic offers evening hours, until 7:00 PM on the first Tuesday of each month for patients who cannot come during regular business hours.

There is a strong emphasis on providing care to low income and indigent patients, although patients of all socio-economic groups are accepted. The Clinic accepts a large variety of medical insurance plans. Patients who are uninsured are offered services on a sliding fee scale, based on annual income. Patients who are not enrolled in an insurance program are offered assistance by Clinic staff with enrollment into a Medicaid managed care program or a market-place insurance program offered through the Affordable Care Act.

Executive Summary

Introduction

The Portsmouth City Health Department (PCHD) Strategic Plan describes the agency's operational framework and key priority areas as revised from the plan ending in 2015 and will be in place from 2016 through 2019. This plan is an ever evolving product of the collaboration of PCHD staff, Board of Health, customers and community partners. It is designed to focus on areas of need for the public health of Portsmouth, as well as to meet operational goals set for PCHD.

We must invest in policies, programs, community environments, and preventive care that are known to protect and restore health. By doing so, we can lower our rates of disease and disability, and therefore moderate the cost of expensive medical treatment in the future in addition to making our world a better place to live.

Planning Process

Portsmouth City Health Department is governed by an appointed Board of Health. The Board of Health, Health Commissioner, Management Team, and department staff collaborated to determine the focus areas outlined in this plan.

All staff were invited to participate, via work sessions, email, and questionnaires, to provide their ideas and opinions for the Plan. The Management Team led the creation process. The team met monthly and email was utilized to gather input from the rest of the stakeholders. Meetings with the Board of Health were also used to gain input and give up dates regarding the process.

The Mission, Vision and Core Values were reviewed to determine needed changes. A Strengths, Weakness, Opportunity, and Threat (SWOT) analysis was conducted and five priority areas of concern were identified.

The planning team focused on the following criteria when considering the development of the PCHD Strategic Plan:

- ◆ What do the residents of Portsmouth believe to be the top public health issues, as reported in the 2016 Community Health Assessment?
- ◆ What are the top health issues as indicated by evidence based data?
- ◆ What is the current operational capacity of the Health Department?
- ◆ What training, equipment, funding, etc. do staff need to fulfill our mission?
- ◆ From start to finish, how will the proposed goals be met?

Time Line

Organize	Assess	Plan	Finalize	Implement
<i>August 8-16, 2016</i>	<i>August 17 - 24, 2016</i>	<i>September 5, 2016</i>	<i>October 2016</i>	<i>October 2016</i>
Administrative staff agreed they should comprise the Strategic Plan Committee	Feedback from committee members reviewed, priorities set, and work plans developed	The Planning Committee reviewed feedback	After review of the feedback from the draft, Plan revised and another draft created	The Plan will be implemented and reported on monthly during the division staff meetings
Decided that meetings should be held every two weeks until a draft of the plan is created	Individual and group SWOT analysis completed	A draft of the Strategic Plan created	Final draft presented to the Board	The Plan will be reviewed and updated annually by the Strategic Plan Committee
Agreed that all staff must be involved	Priorities and SWOT analysis presented to the Board for review			
Staff sent copies of the CHA, CHIP, SHIP, & current Strategic Plan for review and asked to identify and prioritize issues of importance				

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> ◆ Grant funding ◆ Knowledgeable /dedicated staff ◆ Innovative ◆ Leadership / Board of Health support ◆ Connected to community and seen as the “go to” organization ◆ Improved training program ◆ Good collaboration with stakeholders 	<ul style="list-style-type: none"> ◆ Funding / requirements ◆ Physical building ◆ Silos / Communication between divisions / Morale ◆ Resistance to change (employee) ◆ Outdated monitoring systems / equipment ◆ Staffing
Opportunities	Threats
<ul style="list-style-type: none"> ◆ Building / Strengthening partnerships ◆ Develop more collaboration with the County Health Department ◆ Educating the public regarding our services ◆ Leverage political connections to impact legislation to further our mission ◆ Becoming a fully accredited Health Department 	<ul style="list-style-type: none"> ◆ Local, State, and Federal funds decreased or terminated ◆ Public Health threats (Zika, West Nile, etc.) ◆ The South West district is geographically enormous, travel difficult for employees, service to clients impacted ◆ Opiate epidemic in the area ◆ Declining economy and poor physical health of the population places additional burden on PCHD

Priorities

Below is a list of PCHD priorities and goals for PCHD to achieve over the next three years. A separate Work Plan for achieving the goals is available upon request

1. Achieve and maintain Accreditation through the Public Health Accreditation Board (PHAB).

Goals:

- a. Develop and maintain a Community Health Assessment, Community Health Improvement Plan and Strategic Plan.
- b. Develop and implement a Workforce Development Plan that meets accreditation standards.
- c. Develop and implement Performance Management and Quality Improvement Plans that meet accreditation standards.
- d. Finalize all prerequisites for accreditation
- e. Apply for accreditation

2. Ensure qualified and engaged staff

Goals:

- a. Monthly in-services will be conducted.
- b. Employees will be given many opportunities to attend education programs and conferences to receive further education and /or knowledge pertaining to their Public Health roles and responsibilities
- c. Leadership will participate in management/leadership training
- d. Annual Employee Surveys will be conducted
- e. Recruitment and retention plans / activities will be developed

3. Provide the core functions of Public Health

Goals:

- a. Stay in compliance with and meet expectations with all state regulatory agencies that conduct site visits, audits, and evaluations.
- b. Monitoring and benchmarking to ensure all needed services are provided in a manner that reflects our core values.
- c. Develop and implement a system for surveillance and data tracking.
- d. Ensure evidence based practices.
- e. Work with local, state and federal agencies and legislature to advocate for Public Health funding.
- f. Seek public feedback regarding services needed and services provided by PCHD.

4. Identify and address known and emerging health disparities in Portsmouth and Scioto County.

Goals:

- a. Identify and monitor the communities need for Public Health intervention that currently includes (but not limited to): obesity, tobacco, drug overdose, and Hepatitis C.
- b. Work with community partners to jointly address disparities listed above as well as others.
- c. Address access to care.
- d. Provide opportunities and education for the community to ensure access to health care services and increase outreach to community of PCHD services provided.
- e. Be actively involved in the Scioto County Health Coalition.
- f. Maintain and grow community / stakeholder relationships.

5. Address the addiction epidemic in Portsmouth and Scioto County.

Goals:

- a. Ensure continued operation and possible expansion of the Bloodborne Pathogen Prevention program.
- b. Ensure continued operation and possible expansion of the Recovery Gateway program.
- c. Research, implement, and expand evidence based practices for decreasing the use of Opiates and other drugs.
- d. Expand public / stakeholder access to evidence based practices and become the subject matter experts.
- e. Increase success rate of Vivitrol program participants.
- f. Increase services available to the public.

Implementation and Evaluation

Upon Board approval of the Strategic Plan, the plan will be implemented and monitored (see the Work Plan for monitoring information). Implementation is the most important step in the Strategic Planning process. Goals are assigned, targets set, and data collected and reviewed. Actions will be taken based on the data.

This Strategic Plan will be published and distributed to staff and stakeholders. It will also be made available to the public via our web site and social media. After the initial dissemination, there will be ongoing communication with both internal and external stakeholders. Communication with staff will occur throughout implementation via newsletter articles, webinars, surveys, staff meetings and discussions. Input will be sought from the public. Community partners will be engaged to identify opportunities for collaboration.

Implementation has already begun for some of the essential portions found in the plan, while others will be initiated over time. For new initiatives, the Management Team and Board of Health will continue to meet to prioritize which areas must be addressed immediately, and which areas will be addressed in the near future. Part of this prioritization process involves considering resources needed for implementation. Meeting those resources needs and implementing the strategies in the plan will be an evolving process.

Evaluating progress on the goals and objectives in the plan builds accountability and flexibility in implementation. Data collection mechanisms will be established and the work plans will be updated at least annually to reflect changing needs and resources. At minimum, it will be reviewed quarterly by the Management team and bi-annually by staff, and the Board of Health.

Stakeholders are encouraged to provide input regarding the Strategic Plan by emailing belinda.leslie@portsmouthoh.org. Your input is vital to our effort to address the changing needs of the community we serve.

Appendix A

All staff and Board members were asked to participate in the creation of this Strategic Plan. Below is a list of those who chose to participate:

Chris Smith , Health Commissioner	Mayor James Kalb , Board President
Celeste Tucker , CFO/Director of Administrative Svcs	Timothy Angel , PhD, President Pro tem
Andy Gedeon , Environmental Health Director	Elie Saab , MD, Vice President
Christine Thomas , Director of Nursing	George L. Davis, III , Esq., Board Member
Cindy Charles , Air Director	Jennifer LeMaster , Board Member
Belinda Leslie , Special Projects Officer	Angela Hodge , DNP, FNP, Board Member
Lisa Roberts , Drug Free Communities Coordinator	David Byers , MD, Medical Director
Marissa Wicker , Injury Prevention/Recovery Gateway Coordinator	Darrell Pennington , Instrument Tech
Bobbi Bratchett , Rural HIV Coordinator	Beth Monroe , Linkage to Care Advocate
Rebecca Murphy , Receptionist/Billing Assistant	Molly Dargavell , Epidemiologist
Louis Boerger , Sanitarian	Susan Smith , Public Health Nurse/ERC