

Lincoln Trail District Health Department Strategic Plan



Picturing a Brighter Future
2014-2016

Annual Update

July 2015

Methodology

After completing our community health assessment, we evaluated the direction of our community health improvement plan. Concurrently we determined the strategies our health department must develop in order to carry out any plan to achieve our objectives. Basic concepts guide all businesses: marketing, finances, quality improvement, and workforce development. Teams were developed to address each of these basic concepts. Each team began the task of listing, defining, and categorizing our SWOT (strengths, weaknesses, opportunities, and threats). The teams then identified those areas with the greatest potential impact to narrow the focus.

The Lincoln Trail District Health Department Community Health Assessment (CHA) identified obesity and mental well-being as the greatest key health risk factors. The Community Health Improvement Plan (CHIP) defines key partners and strategies necessary to achieve our objectives. In order for Lincoln Trail District Health Department to endure changes in funding, ensure a sustainable future, and remain a functional organization we must embrace the key concepts of financial solvency, community visibility, a competent workforce, and processes to assess and improve upon our efficiency. Following this plan is crucial to achieving our objectives.

The following documents are the SWOT analysis and strategic plans for each of those groups.

LTDHD

Finance Workgroup

<p>Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?</p>	<p>Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?</p>
<ul style="list-style-type: none"> • Checks and balances on outflow and inflow (internal controls) • Efficiency • Educated and informed Boards of Health • Strong finance department 	<ul style="list-style-type: none"> • Matched grants • No grant writer • Processing system for payments, Custom Data Processing (CDP) • Program requirements do not match funding • High no show rate • Unfunded mandates
<p>Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?</p>	<p>Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?</p>
<ul style="list-style-type: none"> • Workplace wellness • Increased services for MCO's (Managed Care Organizations) • Contract services for community partners • Grant funding 	<ul style="list-style-type: none"> • State funding cuts • Federal funding cuts • Compensation package • Retirement and benefit costs • Medicaid match • Decreased WIC (Women, Infants, and Children) participation • Taxation

LTDHD

Finance Workgroup

Goals and Objectives

Goal: To be financially solvent

Objectives:

1. Continually research alternative funding such as grants, new programs, etc.
 - A. Use existing talent in grant writing
 - B. Keep updated through community partners on grants and programs available
2. Continually educate Legislators, stakeholders, Boards of Health, and funding sources on health department services and programs for potential funding
 - A. Health Department Director will stay informed and be in contact with local legislatures on Bills pertaining to public health, and funding sources for the health department
 - B. The LTDHD Board of Health will be updated and kept abreast of current, potential, and new laws and funding opportunities
3. Annually educate LTDHD staff in program funding and finances
 - A. Educate on how finances are received and how they are used
 - B. Educate staff on benefits and the way their salary and indirect costs are computed
4. Ongoing monitoring of program efficiency to maximize productivity and cost effectiveness
 - A. Continue to incorporate and evaluate new ways to increase efficiency with financial programs
 - B. Continuous checks and balance of finances through auditing and reports

Lincoln Trail District Health Department

Strategic Planning Meeting

Finance Committee

7/6/15

Present: Wendy Keown, RN, BSN

Sara Jo Best, RS, MPH

Lisa Pollock, BBA, BSA

Agenda: Review outcomes for Measures of Success

Measures of Success:

1. Successfully obtain 5 grants over two FY cycles.

Status: Obtained the following grants: IHOP 10/2013; Bless Your Heart 10/14 and 2/15; Care Collaborative 7/14 and 7/15; Preparedness 9/14; Dental 7/14.

2. Conduct annual meetings regarding funding with Board of Health, Legislatures, and/or State and National Associations.

Status: Finances, including funding sources, are reviewed and approved by the governing BOH quarterly. BOH meeting dates are: 9/11/14, 11/13/14, 2/23/15, 5/21/15.

3. Annually educate LTDHD staff in program funding and finances (should be associated with number 2).

Status: Annual budget and financial training was conducted in FY 2015 and is currently in the process of being conducted in FY 2016 for all LTDHD employees.

4. Program Directors will monitor financial reports monthly. Improvements in efficiency and/or cost reductions will be reported to the Director of Administrative Services and included in the Monthly Board of Health Reports under Finance.

Status: Changed the vehicle usage policy and obtained leased vehicles to reduce mileage reimbursement and reduce expenses associated with repairs. Employee reimbursement decreased by 12%. Agency costs for fleet increased by 16%.

Created a purchase formulary for office/janitorial/medical supplies and centralized all ordering thru the central office. Janitorial supplies decreased by 12%. Medical supplies decreased by 12% and office supplies decreased by 6%.

Reduced excess inventory and rental storage facilities from seven off-site storage sites to two off-site storage sites.

Reduced travel expenses in school health by utilizing a courier service in the schools.

Adjusted staffing based on program needs/demand and aligned for efficiency; actions included transfers, increasing coverage areas for regionalization, did not replace all vacancies.

Closed the Radcliff WIC clinic due to a decrease in patients and reimbursement.

Plan: Will keep current goals and objectives and continue to monitor outcomes.

LTDHD

Marketing Workgroup

<p>Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?</p>	<p>Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?</p>
<ul style="list-style-type: none"> • Quality service and care • Well trained and specialized staff • Strong community partners • Boards of Health • Teamwork • Leaders in our field • Collective impact • Cross-trained • Public health block grant 	<ul style="list-style-type: none"> • Changing requirements • CDP (outdated computer service) • Website • Public perception • Pockets of poor morale • Finances (money/lack of budget)
<p>Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?</p>	<p>Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?</p>
<ul style="list-style-type: none"> • Accreditation • Grants • Social media • Website • Rebranding (internal and external) • Public health block grant 	<ul style="list-style-type: none"> • Financial • Public perception • Morale • Public apathy

LTDHD

Marketing Workgroup

Goals and Objectives

Goal: To convey the value of public health internally and externally

Objectives:

1. By July 1, 2014 begin rebranding Lincoln Trail District Health Department 's public image through:
 - Brochure
 - Website
 - TV (i.e. HCEC TV monthly show)
 - Twitter/Facebook/Instagram
 - Radio Public Service Announcements
 - Speaking Engagements
 - Community Events (5K's, fitness opportunities)
 - Application (mobile devices)
 - Logo (i.e. shirts for staff)
2. Lincoln Trail District Health Department staff will participate in local, state, and national activities to promote public health.
3. The Public Health Director will communicate with all Lincoln Trail District Health Department staff at least weekly by email, phone, or site visit.
4. Public Health will be promoted through various avenues consistently and will be annually showcased through a variety of venues during Public Health Week.
5. Report Card, showing Lincoln Trail District Health Department's scores in health categories, will be published annually.

Lincoln Trail District Health Department

Strategic Planning Meeting

Marketing Committee Meeting

07/06/15

Present: Wendy Keown, RN, BSN

Stefanie Goff, RN, MSN

Sara Jo Best, RS, MPH

Agenda: Review marketing objectives and update progress

Marketing Objectives:

1. Rebrand LTDHD's public image through:

- Brochure – An updated LTDHD brochure for LHD services will be created, printed, and ready for distribution by November 30, 2014.
Status: Completed on 11/21/14; being revised again with revisions due by 7/2/15 (in process of getting ready to print).
- Website – website to be hosted by new entity with content revision and Facebook feed inclusion by June 30, 2015 in order to increase;
 - A. # of total users by 10% (base 1,466)
Status: Total number of users has increased to 1,660.
 - B. Increase cities within LTDHD service area that are visiting our site from four cities to seven cities; Elizabethtown, Radcliff, Hodgenville, Lebanon, Brandenburg, Bardstown, Springfield
Status: Still need to work on this thru promotion at local level of our website. Four of the top ten cities that visit our website are from the LTDHD service area.
 - C. Average number of pages looked at will increase from 2.68 to 4
Status: The number of pages visited decreased to 1.73; however, 3,313 total page views and 81.3% return users were observed during this time period.
Status: New website completed by Heartland Communications on 2-6-15.
- TV (i.e. HCEC TV monthly show) – Increase exposure to LHD services and staff to a minimum of 6 shows per fiscal year on local TV stations
Status: See attached program schedules; participate regularly in local TV station programming; Participated in KET program about County Health Rankings.

- Twitter/Facebook/Possible Instagram – Increase total reach on Facebook page from 196 people to 5,000 people by June 30, 2015.
Status: Twitter and Instagram deleted from social media for LTDHD. Facebook was determined to be a better way to reach our target audience. Facebook “likes” went from 196 on 2-25-15 to 362 on 7-7-15.
- Radio PSA’s – Increase awareness of LHD services by providing a minimum of twelve radio PSA’s per year.
Status: Radio PSA’s were recorded seven times in Nelson County; Five PSA’s were recorded in Hardin County.
- Speaking Engagements – Increase awareness of LHD and PH services by providing a minimum of six speaking engagements per fiscal year.
Status: LTDHD staff have presented at the Realtor Association Health Fair; Hardin County Schools Coordinated School Health Committee; Elizabethtown Independent Schools Coordinated School Health Committee; Hardin County Early Childhood Council; Larue County Interagency meeting; Grayson/Meade/Hardin Alcohol Substance Abuse Prevention Coalition; Marion County Board of Education Planning Summit; Tri-County United Way.
- Community Events (5K’s, fitness opportunities, fairs, etc.) – Distribute LTDHD program information at a minimum of 12 events per fiscal year.
Status: Participated in 6 community baby showers; 3 county fairs; 6 health fairs.
- Application (mobile devices) – An Application is not feasible at this time. Removed from objectives.
- Logo (i.e. shirts for staff) – Increase visibility of LTDHD staff / services thru logo recognition by increasing apparel for staff at the rate of at least one logo apparel per staff member per year; increase visibility by increasing company vehicle usage.
Status: All LTDHD staff members received one logo apparel item and staff are encouraged to wear logo apparel for services provided in the community. Visibility of presence within the community was increase through the use of company vehicles outfitted with the LTDHD logo. Company Policy was changed to require the utilization of company vehicles when available.

2. LTDHD staff will participate in local, state, and national activities to promote public health and LTDHD successes – Highlight LTDHD accomplishments, projects, and initiatives at a minimum of six local, two state, and one national activity per fiscal year.
Status: LTDHD’s activities in Coordinated School Health was highlighted on CDC Smart Snacks webinar with national distribution, LTDHD presented generational learning at American Association of Diabetes Educators national conference; LTDHD presented training on local response to foodborne outbreaks at both the Kentucky Public Health Association conference and Kentucky Association of Milk Food and Environmental Safety conference; locally LTDHD was requested for guest speakers to present regarding the role of public health and services available to the public at Elizabethtown Leadership, Elizabethtown/Radcliff Rotary, Larue

Chamber of Commerce, Hardin Chamber of Commerce, St. Catherine College, Hardin County Schools Board of Education Meeting.

3. Public Health Director will communicate with LTDHD staff at least weekly via email, phone, or site visit.

Status: PH Director communicates PH activities weekly to all LTDHD staff via the Finally Friday email.

4. Public Health will be promoted annually through a variety of venues during Public Health Week.

Status: Public Health week along with LTDHD accomplishments in public health were highlighted on LTDHD Facebook page, via press releases to local media, and on the LTDHD website during Public Health Week to increase awareness of how public health works for the community.

5. Report Card will be published annually.

Status: The Report Card was printed, posted on the LTDHD website and Facebook page, and distributed to board of health members, stakeholders, and the community.

Plan: Will keep current goals and objectives and continue to monitor outcomes.

LTDHD

Quality Improvement

<p>Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?</p>	<p>Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?</p>
<ul style="list-style-type: none"> • EHMIS (Environmental Health Management Information System) • Approved health education curriculum (evidence-based) • Training requirements for programs • Regulations/Statutes/programs/policies • Audits • Required reporting of programs • Quality staff • Ability to adapt and adjust to change 	<ul style="list-style-type: none"> • Absence of written policies • Data retrieval and access • Failure to evaluate outcome of strategic plan • CDP requests that they provide info • Cumbersome processes • Untimely data – vital statistics • Training for CQI Processes (QI vs QA) • Quantity of staff • Apathy • Competition with other outside agencies
<p>Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?</p>	<p>Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?</p>
<ul style="list-style-type: none"> • Requirement for CHA (hospitals partner with local health departments) • EMR (Epidemiology, immunizations, data sets) • Health improvement assessment • Geographical information system • Accreditation process 	<ul style="list-style-type: none"> • Lack of funding • Competition with other outside agencies • Gridlock • Healthcare reform

LTDHD
Quality Improvement

Goal: To continuously evaluate and implement strategies to improve efficiency

Objectives:

1. Provide written LTDHD personnel policies for health department processes, to be reviewed and updated every two years.
 - A. Begin assessing LTDHD personnel policies currently in place by July 2014.
 - B. Establish committee to evaluate, update, or create policies that are determined to be outdated or missing by September 2014.
 - C. Have updated LTDHD personnel policies in place by July 2015.

2. Evaluate strategic plan annually and make changes accordingly.
 - A. Document outcomes of achievements. Document progress to include accomplishments, needed changes, or continued progress needed and report this information to staff and LTDHD Board of Health.
 - B. Revise strategic planning goals in order to continue quality improvement of Lincoln Trail District Health Department.

3. Receive accreditation status by September 30, 2015
 - A. Submit Statement of Intent to the Public Health Accreditation Board by December 30, 2013.
 - B. Submit documents, Community Health Assessment / Community Health Improvement Plan / Strategic Plan by June 1, 2014
 - C. Upload required documentation of standards to PHAB by September 30, 2014.
 - D. Complete accreditation site visit by July 1, 2015.

Lincoln Trail District Health Department

Strategic Planning Meeting

Quality Improvement Committee

7/13/15

Present: Mechelle Coble, MS, RD, LD, CDE Tina Wilson, APRN

Fred Singleton Brenda Sims

Beth Ross Donna Livers

Agenda: Review outcomes for Measures of Success

Measures of Success:

1. Provide written policies for health department processes, reviewed and updated every two years.

Status: Policies have been revised and updated and are in draft format to be published by July 30, 2015.

2. Evaluate Strategic Plan annually and make changes accordingly.

Status: Plan has been evaluated by each group and an updated Plan has been distributed for Board review and presentation at next BOH meeting on August 20, 2015. New QI projects have been identified and will be added to the Strategic Plan. One example will be to standardize administrative processes within the clinic at each health center site. Other QI projects will be added as needed.

3. Receive Accreditation status by September 30, 2015.

Status: Statement of Intent for Accreditation was submitted in May 2014. CHA/CHIP and Strategic Plan were submitted in May 2014. The revised date for uploading of domain documentation standards will be completed by July 2015. A mock site review by local health department accreditation coordinators to assess documentation revisions needed will be conducted by July 2015. All final documentation will be submitted to the Public Health Accreditation Board by August 2015 via E-PHAB.

Plan: Will keep current goals and objectives and add new QI projects as identified.

LTDHD

Human Resources Workgroup

<p>Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?</p>	<p>Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?</p>
<ul style="list-style-type: none"> • Dedicated employees • Human Resources change of ideas/good experience • Benefits • Work hours • Job security • High retention rate • Training opportunities • Family friendly workplace • Close working relationships • Teamwork • Local Board of Health 	<ul style="list-style-type: none"> • No incentive for furthering education • Resistance to change • Merit system limitations • Low staffing (attrition) • Salaries (non-competitive wages – need better compensation packages) • Lack of supervisor development • Limited interaction among counties/sites • Lack of communication • Lack of supervisory authority (more training needed) • Lack of structured orientation • Building security (need increased internal security) • Ignoring internal issues • CDP (Custom Data Processing) and lack of data
<p>Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?</p>	<p>Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?</p>
<ul style="list-style-type: none"> • Streamline processes • Increase supervisor training • Employee interaction for team building • Increase workplace security • Organized orientation • Make a difference in community – instill pride in employees • Increase open communication • Increase recruitment methods 	<p>Internal</p> <ul style="list-style-type: none"> • Politics • Departmental silos • Financial solvency • Lack of adherence to program protocols • Mistrust in people • Decreased raises <p>External</p> <ul style="list-style-type: none"> • DPH – HR • CDP is limiting • Inflexible merit system • Local Board of Health

LTDHD

Human Resources Workgroup

Goal: To ensure a competent workforce within a positive working environment

Objectives:

1. Implement employee training on financial procedures by July 30, 2014.
 - A. Address training and communication needs identified from 2013 workforce development survey.
 - B. Provide training to all employees to address awareness of financial procedures by July 31, 2014.

2. Continuously assess workforce training needs and provide training as identified.
 - A. Conduct employee survey on current work environment within the Lincoln Trail District Health Department by March 30, 2014.
 - B. Assess employee worksite survey to identify educational and programmatic needs to increase positive outcomes by July 31, 2014.
 - C. Conduct a post training/program implementation survey to determine outcomes or continued areas of improvement by March 30, 2015.

3. Increase communication from staff to management and management to staff by July 2015.
 - A. Develop communication plan designed by staff and management addressing how to avoid miscommunications by July 2014.
 - B. Implement communication plan, focusing on e-mail communication, and evaluate through e-mail response the effectiveness of plan by July 2014.

4. Increase overall morale of staff and management of health department by July 2015.
 - A. Recognize and make individual accomplishments more visible to the entire agency by July 2014.
 - B. Ensure continuous staff and management involvement in decision making and problem solving by each county or department having representation on the QI team by February 2014.

Lincoln Trail District Health Department

Strategic Planning Meeting

Human Resources Committee

7/13/15

Present: Jordan Davis

Mechelle Coble, MS, RD, LD, CDE

Fred Singleton

Beth Ross

Agenda: Review outcomes for Measures of Success

Measures of Success:

1. Implement employee training on financial procedures by July 30, 2014.
Status: Training was provided to all employees of the Lincoln Trail District on financial capacities of the health department, as well as the financial responsibility for each employee salary, benefits, and retirement place on the agency. Employees also received training on the LTDHD community health assessment, community health improvement plan, strategic plan, and the Governors' health initiatives for Kentucky. LTDHD employees were trained on the impact of these documents on current and future funding, grant applications, staffing, and revenue sources.
2. Continually assess workforce training needs and provide training as identified.
Status: A workforce development plan was developed and is being implemented within the health department system to provide training as indicated from survey information gathered from employees.
3. Increase communication from staff to management and management to staff by July 2015.
Status: Communication from the Public Health Director to all staff is being conducted through a Finally Friday Report and distributed to all LTDHD staff via email. The communication story board (QI project) was created based on e-mail tests that were conducted to all staff, as well as a test that was conducted from management down, and then responded back up the chain. Results indicated that 87% of staff confirmed receipt of the test email message. Any departments with 5% or greater non-participation were identified and managers were consulted for further review of lines of communication.
4. Increase overall morale of staff and management of health department by July 2015.
Status: A quality improvement project was initiated for morale improvement. The following actions have been taken based on this project; a weekly update from the Public Health Director, Finally Friday, is distributed directly via email to all staff, staff are encouraged to use shout-outs (recognition cards for above and beyond performance) to demonstrate appreciation of efforts by coworkers, during employee appreciation week all staff receive a note from the Public Health

Director, Public Health Director maintains an open door policy for accessibility for all staff to discuss issues or concerns, Public Health Director made site visits to all departments for observation of daily functions, all management staff are now included in quarterly management meetings, committee representation has been expanded to ensure greater participation of all levels of staff and departments to be more inclusive of agency decisions. A job satisfaction survey was conducted, and activities to increase morale are being implemented as well. A repeat of the job satisfaction survey will be conducted by August 2015 to measure potential changes.

Plan: Will keep current goals and objectives and add new objectives as needed.