Carroll County General Health District

Strategic Plan 2016-2020
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The 2016-2020 Carroll County General Health District Strategic Plan was developed by the internal Carroll County General Health District Strategic Planning Team that consisted of:

**Carroll County General Health District Strategic Planning Team:**
- Leann Cline, BSHSA, MPH, Health Commissioner
- Amy Campbell, BS, Accreditation Coordinator
- Scott Lenigan, RS, Director of Environmental Health
- Marcy Greaves, BSN, RN, Director of Nursing
- Susie Frew, BSN, RN, Health Educator
- Natasha Yonley, MPH, Epidemiologist and Health Educator
- Thomasine Moore, Fiscal Officer and Registrar
- Corinne Ren, Deputy Registrar and Environmental Secretary
- Susan Beveridge, RN, BCMH Nurse
- Keri Hashbarger, Nursing Clerk
- Barb Warner, RN, BCMH Nurse
- Sue Miller, Carroll County Help Me Grow
- Rae Fry, Carroll County Help Me Grow

A special thank you to all the members of the political subdivisions, Board of Health, community partners and community members who took the time to complete the Carroll County General Health District Strategic Planning Survey. Participation and input from this survey assisted the Strategic Planning Team to identify goals and priorities over the next five years for the health department.
Dear Residents and Public Health Community Partners,

The Carroll County General Health District (CCGHD) presents to you our strategic plan for fiscal years 2016-2020. With this plan we begin our journey to find better ways to improve the health and wellbeing of our residents. We recognize that our current success is built upon identifying our barriers and gaps through conducting a Community Health Assessment and developing solutions to improve our health in our Community Improvement Plan. We will show you where we are today and where we want to be in the future. Please read this plan as it was intended, as a transition plan for us to clearly define the challenges ahead and to work with our partners within the county, region, and state to make a difference in public health and health services. Strategic planning is an iterative process that should remind us of the importance of our mission and how we must continually adapt and grow to become even more effective as an agency. We seek your input and support as we start this journey once again.

The Carroll County General Health District is the lead agency on public health matters in Carroll County. Our focus is first and foremost on the residents of Carroll County. As a result, our strategic plan is to develop the capability and programs that will help solve the important public health problems in Carroll County. Surprisingly, Carroll County and Ohio has some of the most challenging public health problems in the nation. For example, Ohio ranks 46th out of 50 states in infant mortality. We also have high rates of smoking, obesity, and cancer. The Carroll County General Health District has implemented programs to help mitigate such health problems and have partnered with community agencies to battle certain issues head-on. We, as a community, must take our health serious in order to overcome these morbidities that ultimately become mortalities. How does the Carroll County General Health District take on such big problems? Our answer is to focus on the issues that affect Carroll County residents the most, develop a plan to address these issues, devise a funding source, implement an evidence based solution, and analyze the results.

Sincerely,

Leann L. Cline, BSHSA, MPH
Health Commissioner
The Carroll County General Health District was established in February of 1920, and is the sole provider of public health services in the county. Carroll County is a rural and Appalachia county with a total population of approximately 28,836 (2010 Census Bureau Data), spread out over 395 square miles. The health district is located in the village of Carrollton, which has the largest population and serves as the county seat. The health district operates on a one million dollar annual budget and is staffed by fourteen full and part-time employees. The federal government identifies Carroll County as both a geographic (too few doctors for the population) and special population (low income) Health Professional Shortage Area. Our community has two urgent care facilities and zero hospitals with the closest hospital 28 miles.

The Carroll County General Health District services support: a clean and healthy environment, quality clinical services, control of communicable disease, education to promote lifelong health and wellness, and ongoing assessment of environmental and health needs. The CCGHD offers a variety of programs including:

**Community Health Promotion and Planning:**
- Tobacco cessation education
- Safe Kids Carroll County
- Nutrition education & Obesity prevention
- Emergency preparedness
- Workplace wellness information
- Safe Communities Carroll County
- Injury Prevention
- Communicable disease prevention
- Promotion of healthy lifestyles
- Carroll County Help Me Grow

**Nursing Services:**
- Immunizations
- Flu immunizations
- Prenatal & reproductive health
- Pregnancy testing
- BCMH (*Bureau for Children with Medical Handicaps*)
- TB testing
- Bloodwork
- Blood pressure
- Sexually transmitted disease screening
- HIV testing & risk reduction counseling
- Lice education
**Environmental Division:**

**Licenses:**
- Food service operations
- Recreational vehicle parks
- Septic haulers
- Septic installers
- Swimming pools & spa
- Tattoo parlors

**Inspections:**
- Food service operations
- Point of sale evaluation
- Private water systems
- Recreational vehicle parks
- Resident camps
- Schools (environment)
- Septic systems
- Swimming pools
- Tattoo parlors

**Investigations:**
- Animal bites
- Food borne illnesses
- Nuisance complaints—Sewage, trash, etc.
- Rabies education & prevention

**Permits:**
- Resident camps
- Private water systems
- Septic systems
- Temporary park camps
- Commercial plumbing

**Services Provided:**
- Approval of major & minor subdivisions
- Private & new well water sampling
- Radon information outreach
- Site approval for on-lot septic systems & water systems

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“This has been the easiest health department that I have worked with. No other person has taken the time to show me where I can locate information and forms online. Thank you for being so helpful and taking the time to explain and assist me with completing my septage hauler license permit.”

~ Environmental Health

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**Vital Statistics:**

- Certified birth certificates
- Certified death certificates
- Notary public
The Carroll County General Health District completed a six step process to develop a five year Strategic Plan for the agency. Planning for the strategic plan began in February 2014, and concluded in December 2015. A summary of the process and timeline of strategic planning activities is provided in the next two pages.

**⇒ Step 1: Planning**

Leadership identified the CCGHD Strategic Planning Team. A timeline was created for the development and completion of the CCGHD Strategic Plan.

**⇒ Step 2: Mission, Vision, and Values**

Evaluated and revised the mission statement, vision, and values of the health department, to better represent the organization’s purpose.

**⇒ Step 3: Assess Current State of the Agency**

Developed and implemented a survey that was provided to staff, Board members, political subdivisions, community partners, and community members. This survey identified the CCGHD’s strengths, weaknesses, opportunities, and threats (S.W.O.T. Analysis).

**⇒ Step 4: Determine Priorities**

CCGHD Strategic Planning Team analyzed the S.W.O.T. Analysis, the Carroll County Community Health Assessment, and the Carroll County Community Health Improvement Plan. After review of each of these documents the Strategic Planning Team determined three priorities for the CCGHD to focus on over the next five years.

**⇒ Step 5: Develop Goals, Objectives, and Action Steps**

CCGHD Strategic Planning Team met and developed goals, activities, and timeframes for each of the three priorities. Each goal was put into a work plan listing the objectives, action steps, completion date, and position responsible.

**⇒ Step 6: Complete Strategic Plan**

Finalization of the plan and adoption by the Board of Health.
<table>
<thead>
<tr>
<th><strong>Timeline</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>February 2014</strong></td>
</tr>
<tr>
<td><strong>March 2014</strong></td>
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<tr>
<td><strong>April 2014</strong></td>
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<tr>
<td><strong>May 2014</strong></td>
</tr>
<tr>
<td><strong>June 2014</strong></td>
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<tr>
<td><strong>July 2014</strong></td>
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<tr>
<td><strong>August 2014</strong></td>
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<tr>
<td><strong>September 2014</strong></td>
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<tr>
<td><strong>June 2015</strong></td>
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<tr>
<td><strong>August 2015</strong></td>
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<tr>
<td><strong>September 2015</strong></td>
</tr>
<tr>
<td><strong>November 2015</strong></td>
</tr>
<tr>
<td><strong>December 2015</strong></td>
</tr>
<tr>
<td><strong>January 2016</strong></td>
</tr>
<tr>
<td><strong>Jan. 2016– June 2017</strong></td>
</tr>
<tr>
<td><strong>July 1, 2017</strong></td>
</tr>
</tbody>
</table>
Mission

To promote healthy lifestyles and protect the health and well-being of its residents by providing for personal and environmental health services.

Vision

A Healthier and Safer Carroll County.

Core Values

<table>
<thead>
<tr>
<th>Accountability</th>
<th>We take responsibility for our performance in all of our actions and decisions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>We work collaboratively amongst ourselves &amp; the greater community to improve public health services.</td>
</tr>
<tr>
<td>Efficiency</td>
<td>We strive to identify the best methods to deliver high quality service with the most effective use of our time and resources.</td>
</tr>
<tr>
<td>Empowerment</td>
<td>We continually seek to teach and learn to empower ourselves as well as the community.</td>
</tr>
<tr>
<td>Quality</td>
<td>We believe in serving the greater community by providing quality public health services.</td>
</tr>
<tr>
<td>Respect</td>
<td>We are dedicated to approach all people with respect, understanding, compassion, and dignity.</td>
</tr>
</tbody>
</table>
The Carroll County General Health District conducted a S.W.O.T. analysis to identify internal strengths and weaknesses as well as external opportunities and threats. A Strategic Planning survey was developed in the summer of 2015 and distributed to CCGHD Board members, CCGHD staff, township trustees, community partners and Carroll County residents. A summary of themes from the S.W.O.T. analysis are shown in the table below. The information from this survey, along with the Carroll County Community Health Improvement Plan (CHIP) priorities and additional input from CCGHD staff, provided the basis for identifying the CCGHD’s strategic priorities and goals.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ Community outreach &amp; education</td>
<td>❖ Funding</td>
</tr>
<tr>
<td>❖ Community partnerships</td>
<td>❖ Staff turnover</td>
</tr>
<tr>
<td>❖ Dedicated &amp; helpful staff</td>
<td>❖ Salary</td>
</tr>
<tr>
<td>❖ Team Work</td>
<td>❖ Technology</td>
</tr>
<tr>
<td>❖ Variety of services</td>
<td>❖ Internal &amp; External Communication</td>
</tr>
<tr>
<td>❖ Customer Service</td>
<td>❖ Continuing education &amp; training</td>
</tr>
<tr>
<td>❖ Committed</td>
<td>❖ Cross training</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ Establish 501c3 Public Health Foundation</td>
<td>❖ Limited staff</td>
</tr>
<tr>
<td>❖ Cross training</td>
<td>❖ Decrease in funding sources</td>
</tr>
<tr>
<td>❖ Enhance public knowledge on health</td>
<td>❖ Public health emergencies</td>
</tr>
<tr>
<td>department services</td>
<td>❖ Increase traffic flow</td>
</tr>
<tr>
<td>❖ Traffic safety program</td>
<td>❖ Unfunded mandated programming</td>
</tr>
<tr>
<td>❖ Enhance department technology</td>
<td>❖ Limited media outlets (No local or</td>
</tr>
<tr>
<td>❖ Enhance internal &amp; external communication</td>
<td>radio stations)</td>
</tr>
<tr>
<td>❖ Expand services</td>
<td>❖ Access to Care (Carroll County is a</td>
</tr>
<tr>
<td>❖ Continuing education</td>
<td>designated health professional</td>
</tr>
<tr>
<td></td>
<td>shortage area)</td>
</tr>
</tbody>
</table>

The Carroll County General Health District Strategic Plan
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## 2016-2020 Strategic Priorities

### Priority #1: Funding/Financial Stability

<table>
<thead>
<tr>
<th>Objective #1:</th>
<th>Maintain and increase funding/revenue for the CCGHD.</th>
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#### 2016 Results:
The Carroll County General Health District as of 12/20/16 has increased revenue by approximately 10.3%, moving forward CCGHD will modify the objective to increase annual revenue by 15% from 2016.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Action Steps</th>
<th>Timeframe</th>
<th>Position Responsible</th>
<th>Evaluation Measure</th>
<th>Progress/Accomplishments</th>
</tr>
</thead>
</table>
| 1.1 Achieve 501c3 Public Health Foundation. | • Research other health department's with a 501c3.  
• Complete required components  
• Submit fee to begin 501c3. | July 1, 2017 | CCGHD Administration | Established 501c3 Public Health Foundation. | 2016: CCGHD has researched, achieved board members, and completed required documents. 501c3 status has not officially been achieved. |
| 1.2 Explore public health levy. | • Evaluate community and determine support for a CCGHD levy. | December 31, 2019 | All CCGHD Staff | Public health levy incorporated on ballot; Support of community evaluated | 2016: CCGHD researched and was incorporated on the November 2016 ballot. Health Commissioner attended meet the candidates night around the county. The CCGHD levy did not pass, and is being looked at to be put on an upcoming ballot in 2017. |
| 1.2a: Obtain public health levy. | • Levy committee established.  
• Discussion for a combined levy.  
• Health district levy | December 31, 2019 | All CCGHD Staff | Public health levy incorporated on ballot; public health levy committee developed; public health levy passage. | 2016: N/A-New for 2017 |
## Priority #1: Funding/Financial Stability

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<td>By January 31, 2018, the Carroll County General Health District will increase annual revenue by 15%.</td>
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<td>2016 Results:</td>
<td>The Carroll County General Health District as of 12/20/16 has increased revenue by approximately 10.3%, moving forward CCGHD will modify the objective to increase annual revenue by 15% from 2016.</td>
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</table>
| 1.3 Apply for additional funding. | • Research, identify and apply to local, state, and national foundations.  
• Research new grant opportunities.  
• Collaborate with adjacent counties, other agencies, and organizations on funding opportunities. | January 1, 2016-December 31, 2019 | All CCGHD Staff | Applied for new funding opportunities; money generated from applied funding sources; # of new partnerships on funding opportunities. | 2016: The CCGHD continued to seek and apply for new funding in 2016. The health department took the lead in partnership with the Harrison County General Health District on the Reproductive Health & Wellness Program, Maternal & Child Health Grant, and the Tobacco Prevention & Cessation grant. |
# Priority #1: Funding/Financial Stability

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<tr>
<td>1.4 Evaluate current CCGHD programs and identify opportunities for revenue in existing programs.</td>
<td>• Conduct Cost Methodology in all applicable CCGHD programs. • Increase Medicaid Administrative Claiming.</td>
<td>January 31, 2018</td>
<td>CCGHD Administration</td>
<td>Completed Cost Methodology in all applicable CCGHD programs.</td>
<td>2016: The Environmental Health and Nursing Divisions have completed a cost methodology in a few of their programs but not all at this time.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>CCGHD Staff</td>
<td># of additional CCGHD staff included for Medicaid Administrative Claiming; Increased revenue from 2015 from Medicaid Administrative Claiming.</td>
<td></td>
</tr>
<tr>
<td>1.5 Achieve PHAB (Public Health Accreditation Board) accreditation.</td>
<td>• Maintain and complete required documents. • Submit registration.</td>
<td>July 1, 2017</td>
<td>Accreditation Coordinator</td>
<td># of completed required documents in place in preparation for CCGHD’s PHAB July 2017 registration submission.</td>
<td>2016: CCGHD Administration actively enrolled all new applicable staff into the quarterly Medicaid Administrative Claiming for reimbursement. CCGHD increased Medicaid Administrative Claiming by 8% in 2016.</td>
</tr>
</tbody>
</table>
### 2016-2020 Strategic Priorities

**Goal #1:** Provide health promotion and education services in the community.

**Objective #1:** By January 31, 2018, CCGHD will implement 1 new evidence based program and develop a plan to sustain current health education programs.

**2016 Results:** The CCGHD was able to implement more than 1 new evidence based program (MCH grant/Tobacco grant); a plan for sustaining current health education programs was not developed in 2016.

<table>
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</table>
| 1.1 Utilize Community Health Improvement Plan to guide community program development. | - Implement evidence-based programs.  
- Review Carroll County Community Health Improvement Plan.  
- Seek additional funding sources to support programs.  
- Work with coalitions and groups on facilitating policy, systems and/or environmental changes.  
- Work with local coalitions and organizations on increasing Access to Care. | January 31, 2018 | All CCGHD Staff | # of new evidence-based programs established or maintained; # of new policy, systems, and/or environmental changes adopted based from CCGHD efforts; Completed update of the Carroll County Community Health Improvement Plan; # of new strategies/services implemented to increase Access to Care | 2016: CCGHD has continued to maintain evidence-based programming in 2016 (My Plate, Policy, System & Environmental Change activities through different grants) and has obtained new evidence-based programs in 2016. CCGHD continued to seek additional funding opportunities and work with local coalitions in identifying programming needs and policy development. The CCGHD led the process in updating the Carroll County Community Health Assessment and Improvement Plan which will lead to addressing... |
### 2016-2020 Strategic Priorities

#### Priority #2: Community Health Prevention, Promotion, and Education

<table>
<thead>
<tr>
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<th>Progress/Accomplishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2 Develop a plan to sustain current health promotion, prevention, and education programs.</td>
<td>• Identify staff to formalize a plan for sustaining health education programs.</td>
<td>January 31, 2018</td>
<td>Community Health Promotion and Planning Division</td>
<td>Completed Sustainability Plan for the Community Health Promotion &amp; Planning Division.</td>
<td>2016: The sustainability plan for the Community Health Promotion &amp; Planning Division has not been completed at this time.</td>
</tr>
</tbody>
</table>
| 1.3 Utilize local data to identify programming needs within Carroll County. | • Review Carroll County Community Health Needs Assessment.  
• Child Injury Data Report  
• Carroll County Youth Risk Behavior Survey.  
• Review other county data sources.  
• Seek additional funding sources. | January 31, 2018 | Community Health Promotion and Planning Division | Carroll County Community Health Assessment; completed # of additional funding opportunities applied for from data. | 2016: The CCGHD reviewed and updated the Carroll County Community Health Assessment which from the completed assessment and other local data the top 3 health priorities were identified for Carroll County. The CCGHD continued to use local data to obtain additional funding such as addressing tobacco use and implementing injury prevention programming. |
### 2016-2020 Strategic Priorities

#### Priority #3: Technology and Communication

<table>
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<th>Goal #1:</th>
<th>Increase community awareness regarding CCGHD programs and services.</th>
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<tbody>
<tr>
<td>Objective #1:</td>
<td>By January 31, 2018, a minimum of 3 new strategies will be implemented within the community promoting CCGHD programs and services.</td>
</tr>
<tr>
<td>2016 Results:</td>
<td>3 new strategies was implemented in 2016 promoting CCGHD programs and services (levy/meet the candidates meeting, providing information through Facebook live, developed additional materials promoting services and programs).</td>
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<th>Action Steps</th>
<th>Timeframe</th>
<th>Position Responsible</th>
<th>Evaluation Measure</th>
<th>Progress/Accomplishments</th>
</tr>
</thead>
</table>
| 1.1 Increase community outreach activities. | • Conduct an open house.  
• Press releases, newspaper advertisements.  
• Conduct town hall meetings.  
• Provide CCGHD information to local businesses (restaurants, hotels, Loaves and Fishes, etc.).  
• Participation in community events.  
• Attend township meetings.  
• Maintain CCGHD brochure.  
• Maintain CCGHD website and social media outlets.  
• Identify new technology, software, and social media outlets to utilize and reach target populations. | January 31, 2018 | All CCGHD Staff | # of materials distributed; # of people reached; # of community events; # of people receiving CCGHD services | 2016: The CCGHD continued to participate in community events, submit press releases, ensure that the website and social media outlets are kept up to date. Also, CCGHD materials continued to be developed and branded, and community outreach was provided to community stakeholders. CCGHD will be looking to obtain a baseline data of the number of people reached in 2016 to identify if there was an increase of people served by additional community outreach activities in 2017. |
## 2016-2020 Strategic Priorities

### Priority #3: Technology and Communication

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<tr>
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<th>Timeframe</th>
<th>Position Responsible</th>
<th>Evaluation Measure</th>
<th>Progress/Accomplishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2 Attain community feedback on the CCGHD.</td>
<td>• Develop and implement customer service surveys within various programs of the CCGHD.</td>
<td>December 31, 2018</td>
<td>All CCGHD Staff</td>
<td>Customer satisfaction survey developed and implemented</td>
<td>2016: CCGHD has completed a Survey Monkey for customer satisfaction feedback in 2016. Cards with the survey link are provided at both CCGHD entrances. CCGHD will look to develop a more useful customer feedback system</td>
</tr>
</tbody>
</table>
**Priority #3: Technology and Communication**

<table>
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<th>Action Steps</th>
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</tr>
</thead>
</table>
| 2.1 Enhance technology equipment.  
   - New Server  
   - New Laptops  
   - Capability to send electronic scripts.  
   - Virtualize all files. | • Research and apply for funding to help support new equipment.  
   • Train staff on new equipment. | December 31, 2019 | CCGHD Administration | # of new technology equipment obtained; % of files virtualized; electronic scripts submission established | 2016: CCGHD continued to replace laptop computers through identified funding sources. CCGHD has been working in both the Environmental and Nursing divisions to virtualize all their files. This project is not complete at this time and is still in progress. |
| 2.2 Enhance communications system.  
   - New Phone System | • Contact Carroll County Commissioner's Office to discuss and negotiate a new phone system. | December 31, 2019 | CCGHD Administration | New phone system put in place. | 2016: COMPLETED |
| 2.3 Enhance internal communication among CCGHD staff. | • Continue monthly staff meetings.  
   • Email entire staff important information and updates | January 31, 2018 | All CCGHD Staff | % of staff satisfied or very satisfied with internal communication | 2016: CCGHD continues to conduct monthly staff meetings to provide department updates. CCGHD will look to develop and implement a staff survey to obtain data on the number of staff satisfied and how to improve internal
1. Please indicate the role that best describes your involvement with the Carroll County General Health District.
   
   ○ Board Member
   ○ Staff Member
   ○ Representative of the Political Subdivisions
   ○ Community Partner
   ○ Community Member

2. The mission of the Carroll County General Health District is to "promote healthy lifestyles and protect the health and well-being of its residents by providing for personal and environmental health services."

   Do you feel this mission statement reflects the purpose of the health department?
   
   ○ Yes
   ○ No

   If no, please indicate why or other key words that you feel should be described in the health department's mission statement.
3. The vision of the Carroll County General Health District over the next 5 years is "A Healthier and Safer Carroll County."

Do you feel that this vision statement is what the health department should be widely known and respected for in the community?

- Yes
- No

If no, please explain why or provide your own vision statement to be considered.

4. The Values of the Carroll County General Health District are: Accountability, Collaboration, Efficiency, Empowerment, Quality and Respect.

Do you agree that these values represent the Carroll County Health Department or are the best values to strive towards over the next 5 years?

- Yes
- No

If no, please explain why and indicate any organizational values you feel should represent the health department.
5. What do you think is the perception of the Carroll County General Health District in the community? Please mark all that apply.

☐ Excellent
☐ Helpful
☐ Valuable Resource
☐ Respectful
☐ Responsive
☐ Under Utilized

☐ Environmental/Regulatory
☐ Uninsured Provider
☐ Health Education
☐ Good Customer Service
☐ Unknown/Unaware of what the health department does

Please list any additional perceptions:


6. What do you think is a STRENGTH of the Carroll County General Health District? (Please mark all that apply)

☐ Community Partnerships
☐ Leadership
☐ Team Work
☐ Customer Service
☐ Variety of Services
☐ Personnel/Staff (experienced, dedicated, helpful, caring)

☐ Efficiency
☐ Committed
☐ Community Outreach/Education
☐ Internal Communication
☐ External Communication
☐ Fiscal Accountability

Please add any additional STRENGTHS:
7. What is an area that could be IMPROVED at the Carroll County General Health District? (Please mark all that apply)

☐ Internal Communication  ☐ Staff Turnover
☐ External Communication  ☐ Community Outreach/Education/Public Awareness
☐ Staff Morale/Attitudes/Recognition  ☐ Salary
☐ Technology  ☐ Customer Service
☐ Continued Education/Training  ☐ Limited Services
☐ Funding

Please provide any additional IMPROVEMENTS:

☐

8. Please choose 3 priorities that the Carroll County General Health District should identify as focus areas over the next 5 years:

☐ Funding
☐ Enhanced Partnerships
☐ Community Health Prevention/Promotion/Education
☐ Environmental Issues
☐ Staffing Levels/Qualified Staff
☐ Continued Education and Training
☐ Technology
☐ Emergency Preparedness
☐ Sustain/Expand Services (please explain in the comment box what services you would like to see)
☐ Communication
☐ Policy Change (Ex. Tobacco-Free Campus Policies)

Please list any additional priorities or comments:

☐
The 2016-2020 CCGHD Strategic Plan was approved and adopted by the Carroll County General Health District Board of Health on:

January 20, 2016

Updates Approved:

December 21, 2016

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<td>December 21, 2016</td>
<td>Progress/Accomplishments updated to the work plan. Objectives and</td>
<td>10-18</td>
<td>Amy Campbell</td>
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