



Ashland County Health Department

Strategic Planning Process
March 2018 – August 2018

HEALTHY PEOPLE, HEALTHY
ENVIRONMENT, HEALTHY
COMMUNITY

What's the Project?

Technical assistance was provided by the Center for Public Health Practice (CPHP) at The Ohio State University for the development of a strategic plan. A Strategic Plan is intended to not only help the Ashland County Health Department (ACHD) develop a roadmap to long-term goals but also guide decision-making when allocating resources and considering operational changes. The Strategic Plan was completed by through a series of in-person meetings and remote support.

Why Was it Selected?

The Ashland County Health Department had not yet developed a Strategic Plan. In late 2016 the process had been started. The Mission, Vision, Values had been approved and the environmental scan had begun but, due to competing agency priorities, lack of in-house expertise in Strategic Planning, as well as lack of staff time and financial resources for third-party facilitation, the project was tabled. Being a prerequisite document for PHAB accreditation, the ACHD recognized that importance of completing a thorough and timely Strategic Planning process that aligned with the NACCHO Planning Guide as well as Standard 5.3 of PHAB Standards & Measures Version 1.5.

Adapted with appreciation from MN Department of Health 3.2018

What We Did

March 2018 – June 2018

The planning process started with an introductory webinar for the planning committee. The activities below describe key areas of the process.

- Online survey distributed to staff and board members to guide the development of the Mission, Vision, and Values.
- Strengths-Opportunities-Aspirations-Results (SOAR) survey utilized to assess strategic areas.
- Facilitation of work group activities to identify set agency priority areas.
- Development of a work plan including objectives, measures, and action steps.

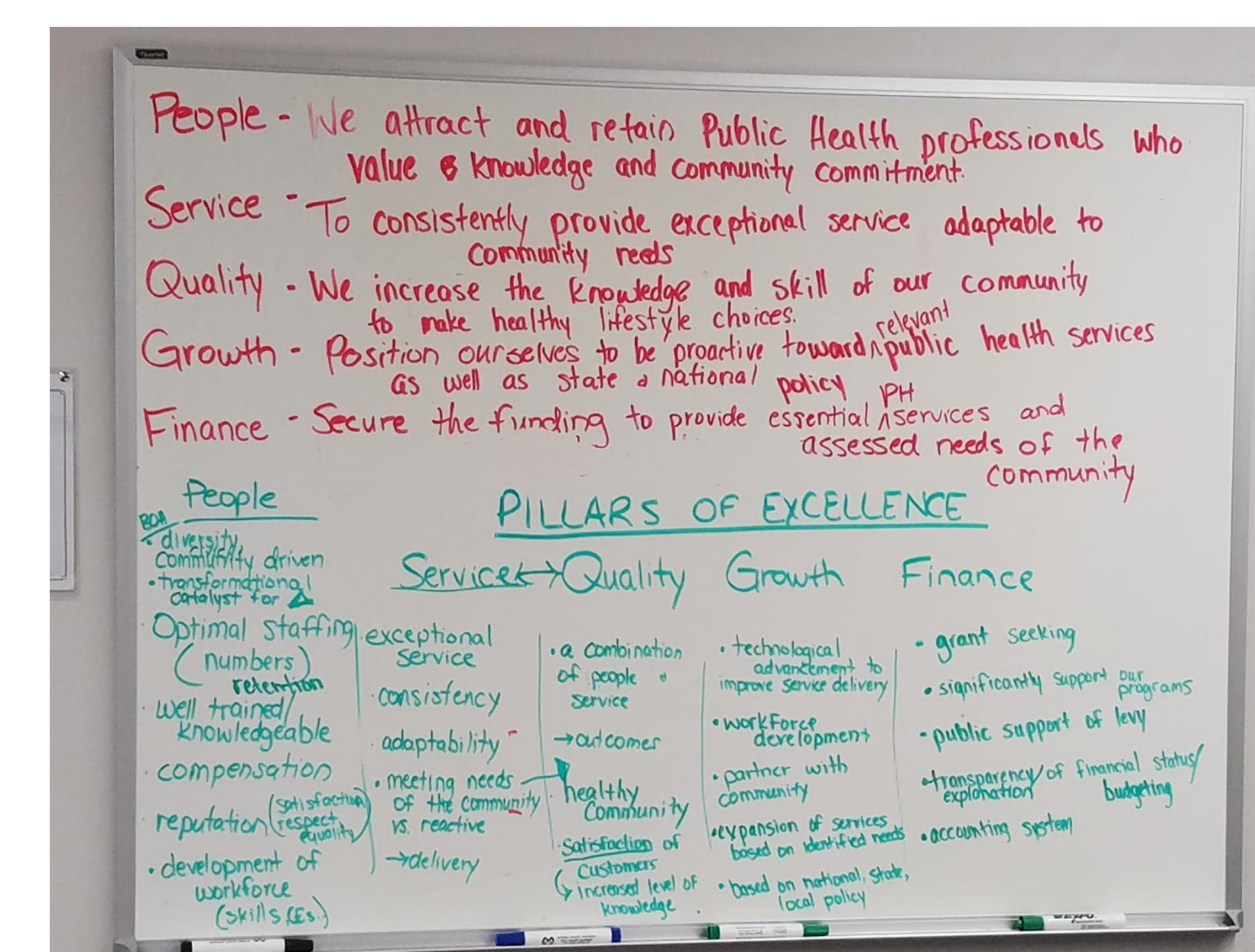
Lessons Learned

- Strategic goals & objectives should not simply sustain or maintain current work. Meeting state mandates of lhd operations are not strategic goals.
- Anonymous surveys do allow stakeholders to air grievances. Strategic Planning is not a personal process, keep the long-term betterment of the agency in focus.
- Don not allow the Strategic Plan to go stagnant. Monitoring and evaluation is pivotal.

What We Made

- A cross-section of staff, including a board of health member, met and agreed to the 3 C's – speak candidly, courageously, and considerately. Being facilitated by OSU CPHP, an objective third-party, the conversation was more productive and honest which helped to guide culture change within the agency.
- Strategic priorities with goals and objectives with measurable and time framed targets were developed.
- The Strategic Planning process provided participating staff with the opportunity to see how various agency plans integrate and support each other. Staff understand why agency decisions are made as they apply to the Strategic Plan.
- Monitoring and evaluation of the plans will occur through the use of a performance management system to ensure strategic goals and objectives are met, or are being evaluated, monitored and revised in subsequent plans, as internal and external pressures change.

Project Participants



ACHD Strategic Planning Committee: Sarah Goodwill Humphrey, Ron Puglisi, Pat Donaldson, Shirley Bixby, AJ Sturgis, Jenna Gerwig, and Ray Herbst with Special Thanks to Kelly Bragg