



STRATEGIC PLAN 2023 – 2025



A GOAL WITHOUT A PLAN IS JUST A WISH.

Adopted October 12, 2023



LETTER FROM HEALTH COMMISSIONER

Letter from the Health Commissioner

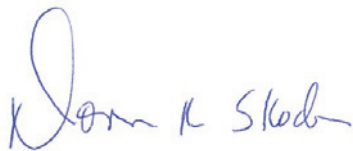
It is with great pleasure that I present the Summit County Public Health 2023-2025 Strategic Plan. This plan, which will guide our efforts over the next three years, is the culmination of several years of planning, lived experience throughout a pandemic and is an integrated effort with partners in our community. It is a roadmap for our future and is intended to be a living document to spur innovation and drive alignment.

The 2022 Community Health Assessment and Population Health Vital Statistics Brief: COVID-19 Pandemic Summary 2022 are available on our website under data & resources and assessments & reports. As readers move through these reports, they will see that Summit County's collective health has changed over the past three years. Some outcomes have improved, while others have gotten worse, and in some cases, it is still too early to tell whether any progress has been made. The impact of the COVID-19 pandemic and its related effects can be seen throughout these documents.

The COVID-19 pandemic has highlighted some of our most pressing challenges, making it necessary that we continue to work together to find timely, creative, and effective solutions. Now more than ever, these solutions must systematically target the root causes of our community needs and emphasize health equity and inclusion. By bringing together a diverse coalition of dedicated partners, thoughtfully analyzing available data, and engaging with the residents of Summit County, we are optimistic that we can achieve the goals set forth in this 2023-2025 Strategic Plan. Our promise and intent is to improve the health of all Summit County residents.

I am grateful for the dedication, leadership, creativity, and passion our staff, our Board of Health, and other partners have demonstrated in the development of this plan. Together, I am confident we will achieve our vision of Healthy Places, Healthy People, and Healthier Tomorrows.

To your good health,



Donna R. Skoda
HEALTH COMMISSIONER

MISSION • VISION • CORE VALUES

Our Mission

The mission of Summit County Public Health is to protect and promote the health of the entire community through programs and activities designed to address the safety, health and wellbeing of the people who live in Summit County. The Health Department seeks to create a healthful environment and ensure the accessibility of health services to all.

We envision a community where all can achieve optimal health where they live, work and play, resulting in healthy places, healthy people, and healthier tomorrows.

Our Vision

Our Core Values



Summit County Public Health's (SCPH) core values are reflected in our strategic approach and guide our interactions with our clients, community partners and each other. We believe these values are what make us unique and are essential to helping create a healthier community for all. SCPH's core values are embodied in the acronym "PROMISE."

Providing professionalism – Honesty, integrity and competency in all interactions.

Respect – Everyone who interacts with us in any capacity will be treated with respect.

Outstanding quality – We are nationally accredited and have an ongoing commitment to continuous improvement.

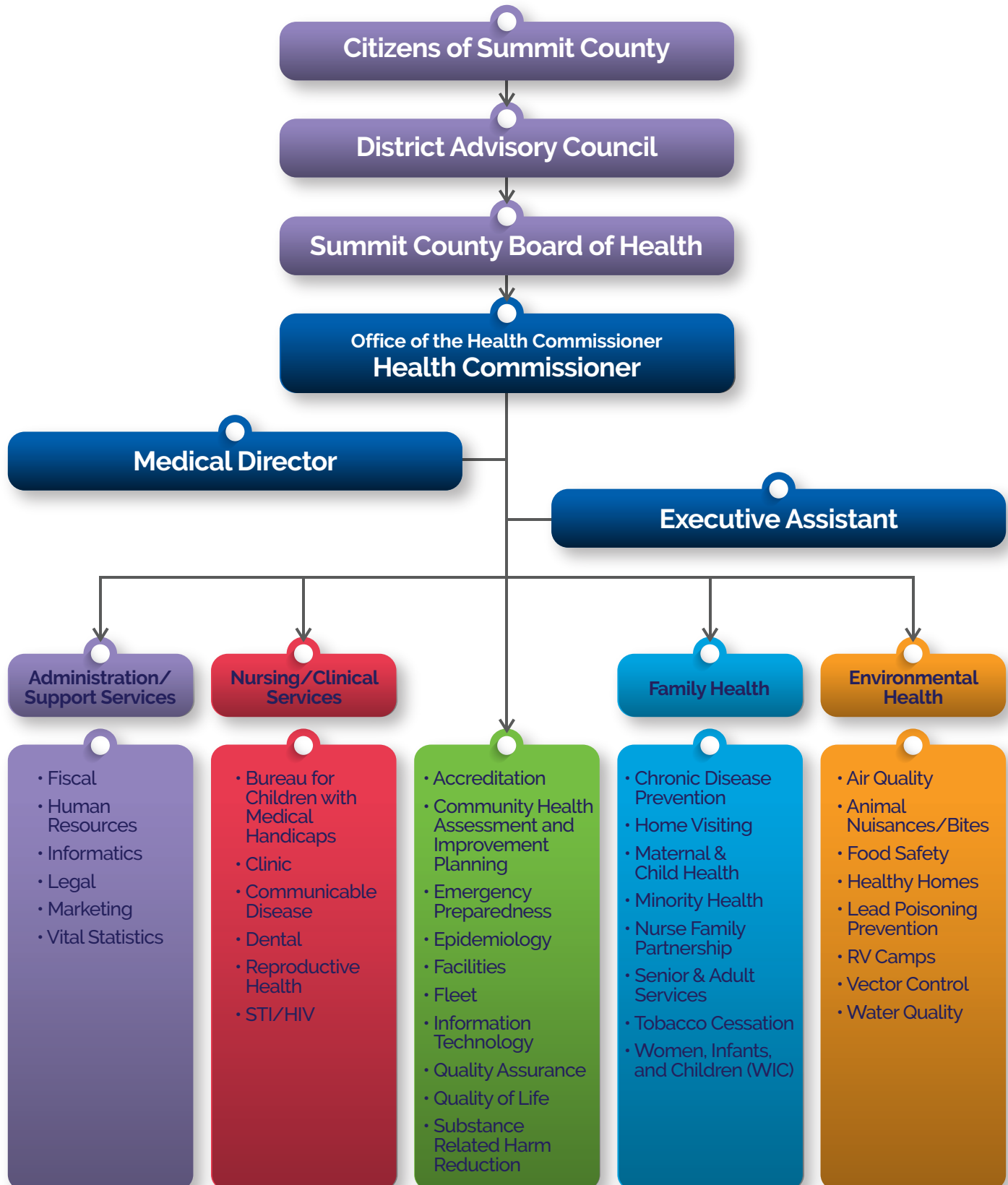
Mission-driven dedication – Our mission statement says it all. It's who we are and what we do.

Innovation – We look at every situation as an opportunity to be forward-thinking and proactive.

Service-orientation – Our goal is to provide excellent customer service in all interactions.

Equity for all – Everyone should have the opportunity to attain their highest level of health, regardless of social or demographic factors.

ORGANIZATION CHART



THE PROCESS

Summit County Public Health began developing this strategic plan in 2022, building on the momentum and progress of the 2020-2022 strategic plan. Informed by the requirements of reaccreditation by the Public Health Accreditation Board (PHAB) and the Summit County Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP), SCPH has developed a comprehensive strategic vision for advancing public health in Summit County.

SCPH Strategic Plan is structured into operational units in an effort to align with the priority areas outlined in the Community Health Improvement Plan, Public Health Accreditation Board, and core public health services. These units include:

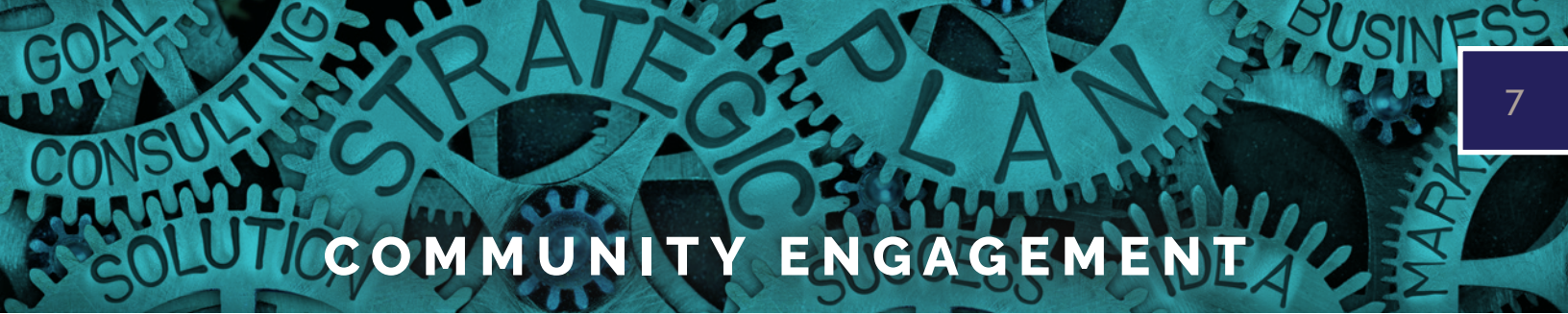
- Emergency Preparedness
- Information Technology and Informatics
- Epidemiology
- Substance Related Harm Reduction
- Office of The Health Commissioner
- Public Information and Marketing
- Human Resources
- Fiscal Operations
- Birth and Death Records
- Air Quality/Solid Waste
- Environmental Health Administration
- Food & Recreational Safety
- Healthy Homes/Mosquito
- Water Quality
- Dental Services
- Communicable Disease
- Clinical Health Services
- Social Determinants of Health
- Maternal Child Health
- Senior and Adult Services
- Women, Infants, and Children (WIC)
- Family Health

Each unit was tasked with conducting an individual analysis of **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats (SWOT). Each unit then used the results of their SWOT analysis to inform the development of a three-year strategic plan. Additional input was then garnered from community partners, community members, and the Summit County Board of Health. SCPH leadership and the strategic planning team then compiled the SWOT analyses and this additional input to identify common themes. These common themes were distilled into the priority areas that are outlined in this strategic plan. The goals and objectives identified by the SCPH organizational units not only contribute to overall agency priorities, but also reflect the priorities set forth in the CHA and CHIP, which are established by a diverse coalition of community partners who participate in the Summit Coalition for Community Health Improvement (SCCHI).

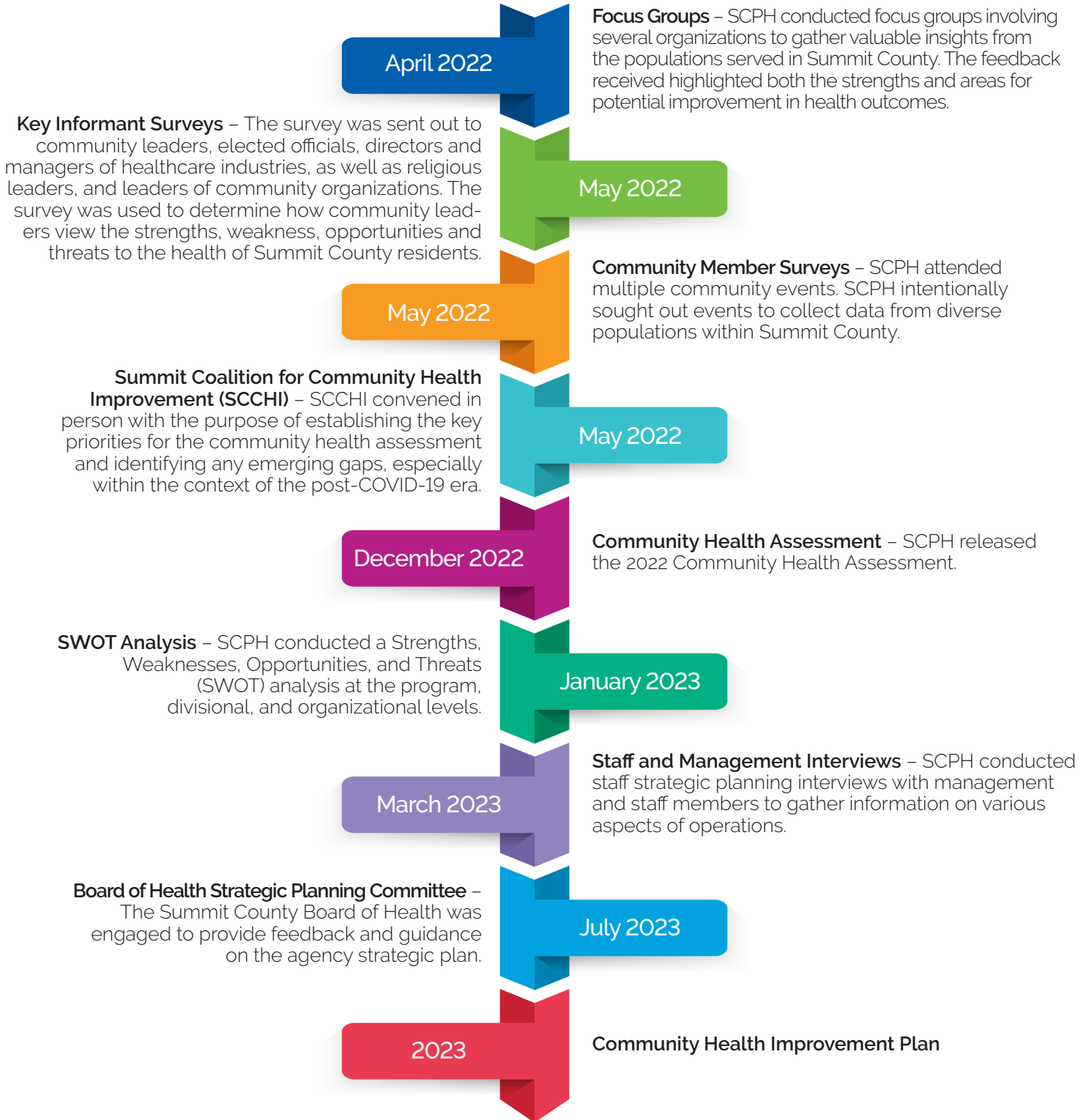


CONTRIBUTORS TO THE STRATEGIC PLAN





COMMUNITY ENGAGEMENT



SWOT ANALYSIS

Summit County Public Health conducted a SWOT Analysis in 2023. Each division and program unit organized its own discussions around **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats currently facing their programs and the agency as a whole. They then drafted SWOT analyses. The data from the SWOT analyses of all the organizational units were then analyzed and common themes were identified.

Our SWOT analysis provided the following information:

Strengths

- Committed and dedicated staff
- Strong customer service and care
- Innovative response to changing landscape and emergencies
- Strong community partnerships and community reputation
- Ability to bring in substantial grant funding
- Advanced technology systems

Weaknesses

- Ability to attract and keep talent in a highly competitive job market
- Lack of standardized job processes and training post pandemic
- Funding limitations and uncertainty
- Programming silos and communication barriers
- Limited depth of knowledge

Opportunities

- New professional development and education opportunities
- Cross training and succession planning
- Leveraging our strengthened partnerships post pandemic
- Quality improvement and process improvement
- Technology enhancements

Threats

- Funding and economic uncertainty
- Funding limitations
- Federal and state policy and legislation
- Cyber security attacks
- Emerging communicable diseases and environmental hazards
- Employee burnout post pandemic response

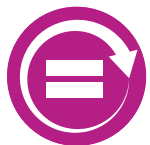
SCPH STRATEGIC PRIORITIES 2023-2025

The following strategic priorities have been identified with input from each of the SCPH organizational units. They represent a dedication to serving Summit County through delivering core public health services and a commitment to serving as innovative and progressive leaders in the Summit County community.



Address public health hazards to protect the community.

SCPH works to address health hazards in both built and natural environments, including integrating emergency preparedness measures and planning to respond, mitigate, and recover from potential threats and enhance the quality of life for Summit County residents.



Promote strategies to improve community conditions, access to care, and health equity.

SCPH recognizes the importance of ensuring all people in the community have equitable access to high quality services and support to improve their health.



Evaluate and continuously improve processes, programs and interventions.

SCPH continuously works to identify ways in which we can most effectively and efficiently mobilize resources to improve services and provide the best possible experience for our clients.



Foster employee engagement, development and performance.

SCPH is committed to attracting, retaining and developing a diverse and competent public health workforce.



Develop and advocate for evidence based policy, practices, and programming.

SCPH aims to be a leader in advocating for public/private health policy and implementing evidence based public health initiatives that contribute to improved health across the entire population.



Develop and implement effective marketing, outreach and communication strategies.

SCPH recognizes that compelling, consistent and appropriate messaging is vital to communicating important public health information to the community.










CHIP ALIGNMENT






This symbol indicates which SCPH strategic objectives align closely with the Summit County Community Health Improvement Plan, a shared community vision for improving health outcomes in Summit County.

OFFICE OF THE HEALTH COMMISSIONER

Strategic Unit: EMERGENCY PREPAREDNESS

GOALS:	STRATEGIC PRIORITY
Goal 1: Improve internal stakeholder/program awareness to public health indicators or situations which could evolve into a potential public health hazard.	  
Goal 2: Collaborate with SCPH management to streamline and optimize the process of working with third party agencies; enhancing internal program collaboration and integration of effort toward program initiatives.	  
Goal 3: Increase training requirements for internal personnel and external stakeholders regarding public health emergency preparedness plans and procedures.	

Strategic Unit: INFORMATION TECHNOLOGY AND INFORMATICS

GOALS:	STRATEGIC PRIORITY
Goal 1: Enhance the agency's cyber security by offering cyber security training to all employees, ensuring that everyone in the organization has the knowledge and skills necessary to maintain a secure digital environment.	
Goal 2: Create a standardized IT onboarding training program for all new employees that promotes equity and technological inclusion, ensuring all SCPH employees have access to the same resources and knowledge.	 
Goal 3: Create and implement a standardized software request and development process that ensures stakeholders' needs are met and software defects are minimized.	
Goal 4: Implement a comprehensive training program to provide staff members with educational opportunities to enhance their data manipulation and digital problem-solving skills and techniques.	



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development






Marketing and outreach










CHIP aligned

OFFICE OF THE HEALTH COMMISSIONER

Strategic Unit: EPIDEMIOLOGY

GOALS:	STRATEGIC PRIORITY
Goal 1: Increase the utilization of data and epidemiology products among internal and external partners to promote data-informed decision making.	 
Goal 2: Optimize operational efficiency and achieve comprehensive coverage of essential epidemiology services.	

Strategic Unit: SUBSTANCE RELATED HARM REDUCTION

GOALS:	STRATEGIC PRIORITY
Goal 1: Expand and support the implementation of evidence-based substance use disorder harm reduction programming.	 
Goal 2: Increase the availability of syringe service programs (SSP) in Summit County by increasing locations through partnering with peer agencies for additional staffing.	
Goal 3: Support the county wide implementation of programming to improve health outcomes for People Who Use Drugs (PWUD).	 
Goal 4: Expand and support the implementation of evidence-based substance use disorder education and prevention strategies.	 



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development









Marketing and outreach



CHIP aligned

OFFICE OF THE HEALTH COMMISSIONER

Strategic Unit: OFFICE OF THE HEALTH COMMISSIONER

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Collaborate with administrative staff to develop comprehensive documentation to support the Board of Health's operational requirements and ensure that the Board members have the necessary tools and knowledge to fulfill their responsibilities.</p>	
<p>Goal 2: Enhance collaboration with the Board of Health to build a united and inclusive strategy for public health in Summit County.</p>	
<p>Goal 3: Develop and implement evidence-based health policies that leverage research, data, and collaboration to enhance public health outcomes and ensure equitable well-being for the community.</p>	 
<p>Goal 4: Promote stronger cooperation and communication among various divisions and agencies, aiming to promote integrated efforts that lead to more effective public health initiatives and improved community well-being.</p>	 



Champion
evidence-based
health initiatives



Continuous
quality
improvement



Address
hazards



Improve
community
conditions



Workforce
development



Marketing
and outreach




CHIP
aligned

OPERATIONS & GENERAL SUPPORT SERVICES

Strategic Unit: PUBLIC INFORMATION AND MARKETING

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Enhance the effectiveness of SCPH marketing services by developing and implementing inclusive, equitable and standardized processes that prioritize the needs and perspectives of diverse stakeholders.</p>	
<p>Goal 2: Promote the professional development and equitable growth of all SCPH marketing staff by providing opportunities for ongoing learning, mentorship, and skill-building, with the aim of enhancing their capacity to effectively serve both internal and external stakeholders from diverse backgrounds and communities.</p>	

Strategic Unit: HUMAN RESOURCES

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Create and maintain a highly qualified, professional, diverse, and responsive workforce that accurately reflects the population in Summit County and supports the agency's mission, vision and PROMISE.</p>	
<p>Goal 2: Create and maintain a positive work culture that supports employees' needs and agency goals through development, communication and recognition.</p>	
<p>Goal 3: Modify the Policy Manual by distinguishing between policies and procedures to develop a user-friendly resource for staff, facilitating policy compliance and fostering a culture of accountability.</p>	



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development






Marketing and outreach







CHIP aligned

OPERATIONS & GENERAL SUPPORT SERVICES

Strategic Unit: FISCAL OPERATIONS

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Empower all members of the organization with a comprehensive understanding and practical skills related to fiscal processes, fostering a culture of financial literacy and accountability at every level.</p>	
<p>Goal 2: Implement a streamlined and efficient process for processing and approving P Card transactions across the organization, leveraging the use of Munis software.</p>	
<p>Goal 3: Develop and execute two (2) Fiscal QI (Quality Improvement) projects that prioritize inclusivity and aim to improve financial processes and outcomes across the organization.</p>	

Strategic Unit: BIRTH AND DEATH RECORDS

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Elevate the quality of Birth and Death Record services by identifying and eliminating inefficient practices within current customer service processes.</p>	
<p>Goal 2: Foster the utilization of the Vitals Statistics Kiosk and online ordering platforms to offer a wide array of access options to vital records for every community member.</p>	
<p>Goal 3: Enhance the communication methods of the birth and death records program to foster an inclusive and equitable experience for all customers.</p>	 



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development



















Marketing and outreach



CHIP aligned

ENVIRONMENTAL HEALTH

Strategic Unit: AIR QUALITY/SOLID WASTE

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Expand staff technical knowledge on air quality and implement new inspection protocols, with the aim of improving air quality and better serving all members of the public.</p>	 
<p>Goal 2: Improve the efficiency and documentation of the Air Quality complaint and violation tracking process, in order to ensure prompt and thorough resolution of all reported issues.</p>	 
<p>Goal 3: Support environmental justice and protect public health by identifying, tracking, and eliminating instances of scrap tire open dumping, with the aim of reducing the negative impact of these activities on local communities and the environment.</p>	 
<p>Goal 4: Provide communities with real-time information and increase public awareness of air quality issues by installing sensors in the community.</p>	  
<p>Goal 5: Enhance regulatory compliance of Air Quality facilities by identifying and addressing unpermitted facilities in a timely manner through a quality improvement (QI) based initiative.</p>	 
<p>Goal 6: Increase access to accurate and timely information about hazardous substances and potential risks through a quality improvement initiative that enhances the efficiency of the Right to Know program and ensures equitable distribution of information to all members of the community.</p>	  
<p>Goal 7: Collaborate with local partners to document, educate on, and identify methods to reduce greenhouse gas emissions in the Akron Metropolitan Statistical Area (MSA).</p>	 



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development






Marketing and outreach








CHIP aligned

ENVIRONMENTAL HEALTH

Strategic Unit: ENVIRONMENTAL HEALTH ADMINISTRATION

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Develop an in-depth training program for administrative staff to ensure each member receives comprehensive and equitable training.</p>	 
<p>Goal 2: Facilitate a seamless transition from the HealthSpace software to the new Accela software system, while ensuring its successful adoption and implementation.</p>	

Strategic Unit: FOOD & RECREATIONAL SAFETY

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Ensure equitable access to food safety plan review resources for all members of the public by providing regularly updated, relevant, and user-friendly applications and supporting documents.</p>	  
<p>Goal 2: Develop and implement fair but just enforcement procedures for recalcitrant operators by 12/31/25 to prevent repeat violations that could lead to illness.</p>	
<p>Goal 3: Provide workforce development and standardization to ensure a highly effective, consistent, and responsive regulatory program.</p>	



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development



Marketing and outreach







CHIP aligned

ENVIRONMENTAL HEALTH

Strategic Unit: **HEALTHY HOMES/MOSQUITO**

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Foster inclusive and equitable community health by reducing environmental hazards in a manner that ensures accessibility and fairness to all community members, regardless of their race, ethnicity, socioeconomic status, or other factors that may contribute to health disparities.</p>	
<p>Goal 2: Foster a healthy and equitable community by reducing environmental conditions that contribute to health inequalities, with the aim of creating a more inclusive and accessible environment for all members of the community.</p>	

Strategic Unit: **WATER QUALITY**

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Develop a Water Quality staff training program that is inclusive and equitable, providing all employees with the necessary knowledge and skills to excel at their job.</p>	
<p>Goal 2: Adopt a sewer connection policy to ensure fair and equitable management of sewer connections, as well as protection of public health and the environment.</p>	
<p>Goal 3: Develop educational materials on water quality for the SCPH website to provide the public with relevant and accurate information.</p>	
<p>Goal 4: Establish and implement a process for enforcing operation permit service contracts for qualifying homeowners to ensure compliance, accountability, and the proper maintenance of their systems to protect public health and the environment.</p>	



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development







Marketing and outreach





CHIP aligned

CLINICAL HEALTH

Strategic Unit: DENTAL SERVICES

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Ensure access to quality dental care for all, including marginalized communities and vulnerable populations, by expanding outreach and resources to address systemic barriers and promote equitable oral health outcomes.</p>	
<p>Goal 2: Provide SCPH staff with information and resources about available dental services to promote awareness and understanding of oral healthcare options.</p>	
<p>Goal 3: Promote equitable access to high-quality dental care by identifying and eliminating waste in the day-to-day operations of the dental program.</p>	
<p>Goal 4: Promote equitable access to high-quality dental care by utilizing technology to improve inefficiencies in the day-to-day operations of the dental clinic.</p>	

Strategic Unit: COMMUNICABLE DISEASE

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Foster an inclusive and diverse workplace by investing in ongoing training and development opportunities for all staff, ensuring that everyone has the opportunity to develop their skills and knowledge to their fullest potential.</p>	
<p>Goal 2: Foster collaborative partnerships with local healthcare systems and congregate living facilities to address disease trends, emerging diseases, and prevention strategies in an inclusive and culturally sensitive manner.</p>	

(Communicable Disease is continued on next page.)



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development





Marketing and outreach








CHIP aligned

CLINICAL HEALTH

Strategic Unit: **COMMUNICABLE DISEASE** (Continued)

GOALS:	STRATEGIC PRIORITY
<p>Goal 3: Improve community health outcomes by raising awareness and educating community partners about the prevention, screening, and treatment of syphilis and congenital syphilis, with a focus on addressing disparities and meeting the diverse needs of our communities.</p>	
<p>Goal 4: Enhance the efficiency and effectiveness of Class C outbreak reporting by collaborating with process stakeholders to identify and address barriers, using a quality improvement (QI) approach.</p>	




Strategic Unit: **CLINICAL HEALTH SERVICES**

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Improve access to comprehensive reproductive healthcare services by enhancing and expanding the range of services offered by Summit County Public Health.</p>	
<p>Goal 2: Foster equitable access to reproductive healthcare services by raising awareness about the range of services offered by Summit County Public Health to community members and agencies that serve vulnerable populations and implementing culturally sensitive outreach programs that effectively reach and engage diverse communities.</p>	
<p>Goal 3: Elevate community awareness and engagement with Summit County Public Health services by consistently creating and sharing culturally relevant social media content that educates, informs, and empowers individuals to make informed decisions about their health.</p>	
<p>Goal 4: Advocate equitable access to SCPH immunization services by increasing awareness among targeted populations within the community through culturally responsive outreach and education efforts.</p>	
<p>Goal 5: Enhance the efficiency and effectiveness of Children with Medical Handicaps (CMH) documentation by identifying and addressing inefficiencies using a quality improvement (QI) approach.</p>	



						
Champion evidence-based health initiatives	Continuous quality improvement	Address hazards	Improve community conditions	Workforce development	Marketing and outreach	CHIP aligned

FAMILY HEALTH

Strategic Unit: SOCIAL DETERMINANTS OF HEALTH

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Promote land use, inclusive play spaces, and transportation policies to improve access to and affordability of healthy food options that create healthy built environments, promote equity, and prevent chronic diseases in areas that are disproportionately affected by poor health.</p>	
<p>Goal 2: Decrease access to the accessibility and availability of tobacco products in all neighborhoods.</p>	
<p>Goal 3: Ensure all residents have equitable access to high-quality prevention services and resources.</p>	

Strategic Unit: MATERNAL CHILD HEALTH

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: All residents have equitable access to high-quality prevention services and resources.</p>	
<p>Goal 2: Identify and address service inadequacies within maternal and child health programs to promote health equity, optimize resource utilization, improve health outcomes, and ensure the overall well-being of mothers and children in the community.</p>	



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development





Marketing and outreach







CHIP aligned

FAMILY HEALTH

Strategic Unit: SENIOR AND ADULT SERVICES

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Senior and Adults Services will address the biopsychosocial needs of older adults, people with disabilities, members of disparate communities and caregivers through sustainable programming.</p>	
<p>Goal 2: Residents in Summit county will have access to equitable and inclusive Alzheimer's disease and related dementia education and screenings.</p>	

Strategic Unit: WOMEN, INFANTS, AND CHILDREN (WIC)

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Expand WIC services in Summit County through collaboration with Akron Children's Hospital (ACH).</p>	
<p>Goal 2: Raise community awareness about WIC services to ensure equal access to nutrition and support, improve maternal and child health, reduce financial stress, promote prevention, and enhance overall community well-being.</p>	
<p>Goal 3: Establish a comprehensive screening tool that ensures equitable access, connecting clients to community resources within the WIC program.</p>	
<p>Goal 4: Enhance WIC services through active client engagement to ensure customer satisfaction and the program's long-term success.</p>	



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development



Marketing and outreach



CHIP aligned

FAMILY HEALTH

Strategic Unit: FAMILY HEALTH

GOALS:	STRATEGIC PRIORITY
<p>Goal 1: Cultivate, strengthen, and diversify strategic partnerships to more effectively address the social determinants of health and improve the health behaviors of residents.</p>	
<p>Goal 2: Partner with community stakeholders to create targeted programs that combat health disparities, ensuring equitable access to improved health outcomes for underserved Summit County communities.</p>	  
<p>Goal 3: Develop a community engagement strategy that prioritizes ongoing outreach, promoting evidence-based health strategies and efficient communication of available resources in collaboration with Summit County community partners.</p>	  



Champion evidence-based health initiatives



Continuous quality improvement



Address hazards



Improve community conditions



Workforce development



Marketing and outreach



CHIP aligned

strategic planning
plan
mission
business
organization
time
vision
value
cost
leadership
resources
scenario
strategy
SWOT
decision
stakeholder
goal
skills
STEER
process
target
tools
analysis
management
strategy
objective



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