

# Strategic Plan 2020

## Chronic

P	Chronic Disease	Most Recent Period	Prior Actual Value	Current Actual Value	Current Target Value	Current Trend	Baseline % Change
I	Goal 1. Increase access to healthier lifestyle choices in the community	HY1 2017	—	68.00%	63.00%	→ 0	0% →
PM	Objective 1.1. Evaluate feasibility of Tobacco-21 program implementation in Canton by 12/31/2018 to decrease the incidence of youth initiation of smoking.	Q1 2019	5.80%	100.00%	100.00%	↗ 1	9900% ↑
PM	Objective 1.2. Work with community partnerships to increase the number of tobacco free outdoor areas by 3 by the year 2020.	Q2 2020	—	100.00%	100.00%	↗ 3	9900% ↑
PM	Objective 1.3. Work with community partnerships to increase the access to fresh food choices in identified community food deserts by 2 by 2020.	Q2 2020	—	75.00%	75.00%	↗ 3	7400% ↑
I	Goal 2. Decrease the rate of unintentional injuries.	HY2 2017	—	0.00	100.00	→ 0	0% →
PM	Objective 2.1 Decrease the rate of reported animal bites in Canton City by 10% by 2020	Q2 2020	—	294.00	345.60	↘ 1	-22% ↓

## Communicable

P	Communicable Disease	Most Recent Period	Prior Actual Value	Current Actual Value	Current Target Value	Current Trend	Baseline % Change
I	Goal 1. HIV infections per 100,000 population in Stark County	HY2 2017	—	115.00	112.70	→ 0	0% →
PM	Objective 1.1. 85% of newly identified HIV cases are linked to care within 90 days of diagnosis	Q2 2020	—	70.00%	81.90%	↘ 3	1% ↑
I	Goal 1a. Number of new Hepatitis C infections in Canton City	HY2 2017	—	1252	1192	→ 0	0% →
PM	Objective 1.2. Implement a risk reduction program to decrease the number of new Hepatitis C infections in the community by 5% by 2020	Q2 2020	—	85.71%	85.71%	↗ 2	8471% ↑
I	Goal 2. Decrease the prevalence of STI infections in the community.	HY2 2017	—	1.30	1.20	→ 0	0% →
PM	Objective 2.1 Decrease the rate of Chlamydia infections in Canton city by 5% by 2020 by effectively treating CCPH cases within 60 days.	Q2 2020	—	100.00%	98.57%	→ 1	11% ↑
PM	Objective 2.2 Increase the amount of educational outreach programs in the community by 10% by 2020. Baseline is one program quarterly.	Q2 2020	—	4.00	2.42	↘ 1	100% ↑
I	Goal 3. Increase the number of children immunized in Canton City.	HY2 2017	—	45.00%	45.90%	→ 0	0% →
PM	Objective 3.1. Children between the ages of 0 and 35 months of age receiving vaccinations at the health department will have their vaccination record accessed, caregiver will receive education, and receive recommended vaccinations (as permitted by caregiver).	Q2 2020	—	54.60%	45.77%	→ 3	21% ↑

## Environmental

P	Environmental Health and APC	Most Recent Period	Prior Actual Value	Current Actual Value	Current Target Value	Current Trend	Baseline % Change
I	Goal 1. Increase compliance with environmental health laws and rules	HY2 2017	—	0.00%	100.00%	→ 0	0% →
PM	Objective 1.1: Decrease the percentage of critical food safety violations divided by total violations (RFE/FSO) by a total of 10% by 2019 and another 10% (totalling 20%) by 2020.	Q2 2020	—	39.00%	33.70%	↗ 5	251% ↑
PM	Objective 1.2. Decrease the number of open burning violations in Stark County by 10% by 2020.	Q2 2020	—	98.00	91.00	↗ 3	-10% ↓
I	Goal 2. Keep community informed of environmental laws and rules	HY2 2017	—	0.00%	100.00%	→ 0	0% →
PM	Objective 2.1 Increase public access to APC/EH enforcement information including summaries of complaints and enforcement actions	HY1 2020	—	100.00%	100.00%	↗ 2	9900% ↑
PM	Objective 2.2 To keep APC permitted facilities informed, process 100% of APC renewal operating permits that are backlogged by 2020.	Q2 2020	—	7.00	5.00	↘ 1	-76% ↓
PM	Objective 2.3 Evaluate feasibility of Legionella water testing plan by 3/31/2019.	Q1 2019	90.80%	100.00%	100.00%	↗ 4	9900% ↑

PM	Objective 2.4 Complete an update and revision of Canton City Health Code section 205.04 Laboratory Service Fees	Q4 2019	80.00%	100.00%	100.00%	↗ 3	9900%	↑
Maternal								
P	Maternal, Child and Infant Health	Most Recent Period	Prior Actual Value	Current Actual Value	Current Target Value	Current Trend	Baseline % Change	
I	Goal 1. Decrease the rate of infant mortality and disparities in birth outcomes in Stark County.	—	—	—	—	—	—	
PM	Objective 1.1. By 2020, the overall infant mortality rate in Stark County will decrease to less than 6 infant deaths per 1,000 live births.	Q2 2020	—	9.1	6.5	↗ 1	1%	↑
PM	Objective 1.2. By 2020, decrease by more than 50% the disparity between black and white infant mortality rates	Q2 2020	—	1.8	1.2	↗ 1	-14%	↓
PM	Objective 1.3. By 2020, reduce the number of preterm births to less than 9.4% of all live births.	Q2 2020	—	10.80	9.40	↗ 1	11%	↑
I	Goal 2. Promote WIC services throughout Stark County to increase total WIC caseload by 2%.	—	—	—	—	—	—	
PM	Objective 2.1. Decrease the # of participants certified without current benefits by at least 5% for Canton WIC.	Q2 2020	—	314	325	↘ 1	2%	↑
PM	Objective 2.2. Accomplish 25 outreach activities completed by staff each fiscal year for Canton WIC.	Q2 2020	—	64.00%	46.00%	↗ 2	-16%	↓
Access								
R	Access to Health Care and Clinic Services	Most Recent Period	Prior Actual Value	Current Actual Value	Current Target Value	Current Trend	Baseline % Change	
I	Goal 1. Increase use of billable clinic services.	—	—	—	—	—	—	
PM	Objective 1.1. By June 1, 2020 analyze funding for STI clinic and provide written recommendations to Health Commissioner.	Q2 2020	—	41.50%	60.00%	↘ 1	4050%	↑
I	Goal 2. Improve access to transportation services.	2017	—	0.00%	100.00%	→ 0	0%	→
PM	Objective 2.1. Partner with at least one program providing transportation services to individuals needing transportation for preventative medical care.	HY1 2020	—	32.14%	60.00%	↘ 2	3114%	↑
Foundational								
R	Foundational Services	Most Recent Period	Prior Actual Value	Current Actual Value	Current Target Value	Current Trend	Baseline % Change	
I	Goal 1. Increase marketing of the department and its services.	2017	—	0.00%	100.00%	→ 0	0%	→
PM	Objective 1.1. Publish articles about the health department in print and online media of general circulation and/or conduct local radio show at least four times each year starting in 2018.	HY1 2020	75	6	2	↘ 1	500%	↑
PM	Objective 1.2. Health department staff attend at least four neighborhood association meetings each calendar year.	HY1 2020	4	2	0	↘ 1	100%	↑
PM	Objective 1.3. Implement a comprehensive department communication plan that includes a branding policy and use guidelines by 9/1/2018.	HY2 2018	0.00%	100.00%	100.00%	↗ 1	9900%	↑
PM	Objective 1.4. Sponsor at least one community event (like a food collection day) for staff participation each year starting by 12/31/2017.	HY1 2020	100.00%	0.00%	50.00%	↘ 1	0%	→
I	Goal 2. Increase use of fiscal services and tools provided by the City of Canton.	2017	—	0.00%	100.00%	→ 0	0%	→
PM	Objective 2.1. Implement paperless leave and reporting system by 4/30/2019.	Q2 2019	88.80%	100.00%	100.00%	↗ 2	9900%	↑
PM	Objective 2.2. Implement time and activity reporting module in Kronos system to replace current T&E system within 90 days of Auditor making system available and after 2.1 is completed.	HY1 2020	—	85.71%	85.71%	↗ 1	8471%	↑
I	Goal 3. Improve information sharing for internal staff use on department's community partnerships	2017	—	0.00%	100.00%	→ 0	0%	→
PM	Objective 3.1. Complete inventory of community partnerships that health department staff are participating in.	HY2 2018	0.00%	100.00%	24.90%	↗ 1	9900%	↑
I	Goal 4. Foster a "Culture of Quality" in the department	2017	—	0.00%	100.00%	→ 0	0%	→
PM	Objective 4.1. Fully implement the department quality improvement plan by October 1, 2017	HY2 2018	0.00%	100.00%	100.00%	↗ 1	9900%	↑
PM	Objective 4.2. Highlight at least two quality improvement projects at annual all staff meeting.	HY1 2020	39.40%	100.00%	100.00%	↗ 2	9900%	↑

I	Goal 5. Provide high quality and relevant internal staff communication	2017	—	0.00%	100.00%	→	0	0%	→
PM	Objective 5.1. Implement a department Intranet by December 31, 2018.	HY2 2019	79.20%	100.00%	100.00%	↗	1	9900%	↑
PM	Objective 5.2. Hold at least 1 all staff meeting each calendar year.	HY1 2020	100.00%	48.10%	50.00%	↘	1	-49%	↓
PM	Objective 5.3. Each division will hold at least one full or partial staff development day each calendar year starting on January 1, 2018.	HY1 2020	28.60%	0.00%	50.00%	↘	1	-98%	↓
PM	Objective 5.4. Health Commissioner will post at least 1 “all staff” communications each month starting on July 1, 2017.	HY1 2020	116.70%	466.70%	50.00%	↗	5	46570%	↑
I	Goal 6. Effectively utilize technology services within the department	—	—	—	—	—	—	—	—
PM	Objective 6.1. Utilize Office 365 services by July 31, 2018	HY2 2018	0.00%	100.00%	100.00%	↗	1	9900%	↑
PM	Objective 6.2. Fully catalog and document databases in use in department.	HY2 2018	0.00%	100.00%	100.00%	↗	1	9900%	↑
I	Goal 7. Provide excellent customer service.	2017	—	0.00%	100.00%	→	0	0%	→
PM	Objective 7.1. Staff training related to customer service will be provided to all staff at a minimum of once every two years with the first training occurring in 2018 and the second training occurring no later than 06/30/2020.	HY2 2019	98.00%	0.00%	60.00%	↘	1	0%	→
PM	Objective 7.2. Convert all microfiche birth and death records to PDF so they are faster to retrieve for customer requests. Complete by 6/30/2020.	HY1 2020	63.30%	63.37%	75.00%	↗	2	6237%	↑
I	Goal 8. Provide a facility that can better serve the public and enhance work environment for staff.	2017	—	0.00%	100.00%	→	0	0%	→
PM	Objective 8.1. Implement a schedule for regular staff safety drills (for example fire, active shooter, severe weather) by June 30, 2020.	HY1 2020	33.30%	38.10%	66.67%	↗	3	3710%	↑
PM	Objective 8.2. Assure that all staff have basic situational awareness training by June 1, 2020.	HY1 2020	0.00%	0.00%	47.00%	→	2	0%	→
PM	Objective 8.3. Improve the external and internal signage for the department, by August 31, 2018.	HY2 2018	0.00%	100.00%	100.00%	↗	1	9900%	↑
PM	Objective 8.4. Provide paint updates to most areas of department and update the floor carpet by June 30, 2020	HY1 2019	81.20%	100.00%	100.00%	↗	2	9900%	↑
PM	Objective 8.5. Remodel WIC and clinic areas to be more efficient and safe for clients by June 30, 2020	HY1 2020	42.40%	100.00%	100.00%	↗	3	9900%	↑
Staff									
R	Staff Development	Most Recent Period	Prior Actual Value	Current Actual Value	Current Target Value	Current Trend	Baseline % Change		
I	Goal 1. Streamline training and development programs for employees.	2017	—	0.00%	100.00%	→	0	0%	→
PM	Objective 1.1. Develop a new hire onboarding/training guide by December 31, 2020 (in line with WFD Plan)	HY1 2020	14.60%	75.49%	64.71%	↗	2	7449%	↑
PM	Objective 1.2. Document a plan for staff training to include required and optional training modules by January 31, 2020 (in line with WFD Plan)	HY1 2020	0.00%	80.00%	80.00%	↗	1	7900%	↑
PM	Objective 1.3. REMOVED AND REPLACED WITH 1.5	2020	18	0	0	↘	1	0%	→
PM	Objective 1.4. Revise policy/form to require a written individual development plan documented in annual performance evaluations for all staff by January 31, 2020.	HY1 2020	63.40%	100.00%	100.00%	↗	2	9900%	↑
PM	Objective 1.5. Revise staff performance evaluation form to be simpler and more focused on necessary performance measures by 6/30/2020.	HY1 2020	30.92%	100.00%	100.00%	↗	2	9900%	↑
I	Goal 2. Promote staff morale.	2017	—	0.00%	100.00%	→	0	0%	→
PM	Objective 2.1. Complete a comprehensive staff satisfaction survey at least once every 3 years starting in 2017 and implement strategy to address results.	Q2 2020	—	74.90%	85.71%	↘	1	7390%	↑
PM	Objective 2.2. Implement a policy to complete staff exit interviews by June 30, 2020	HY1 2020	—	24.69%	24.69%	↗	1	2369%	↑