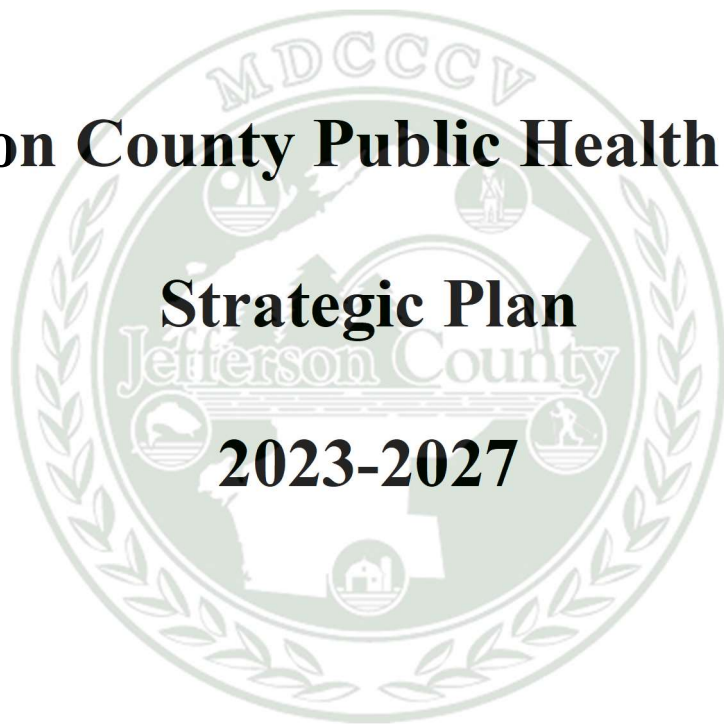


Jefferson County Public Health Service



Strategic Plan

2023-2027



Public Health Service

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Introduction and Strategic Planning Process

The Jefferson County Public Health Service (JCPHS) Strategic Plan for 2023 - 2027 will guide the department's activities and the alignment of its resources over the next five years to address the health priorities outlined in the 2022-2024 *Jefferson County Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP)*. The plan highlights key areas where JCPHS seeks to define and enhance its role in affecting positive change in the health and well-being of the residents of Jefferson County.

The Strategic Planning process began in July 2023. As a part of this process, the Strategic Planning Team reviewed the 2019-2021 strategic plan for past successes and failures and discussed what was needed for future success. Both an external assessment, in which county demographic data, economic factors, health outcomes, and community health assessment findings that have the potential to affect the agency and strategies, were examined, and an internal assessment of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis were completed.

The Department followed the National Association of County and City Health Officials' (NACCHO) *Developing a Local Health Department Strategic Plan: A How-To Guide*. The guide provides a methodology for developing a public health strategic plan, including the most commonly found elements in various strategic planning models, as well as the components required by the national Public Health Accreditation Board (PHAB) for a strategic plan.

Jefferson County Public Health Service Strategic Planning Team	
Ginger Hall, MPH	Supervising Public Health Nurse
Stephen Jennings, MS	Director of Public Health
Hunter Czajkowski, MPH	Accreditation Coordinator
Jeffrey Leiendecker, MS	Public Health Emergency Preparedness Coordinator
Faith Lustik, MA	Director of Prevention Services
Jayne McNeely, BS	Public Health Specialist
Jessica Lyndaker, PTA	Physical Therapy Assistant
Penny O'Brien	Principal Account Clerk
Paul Barter, FNP	Director of EMS
Jazmyne Cortes, MS	Medical Investigator
Bridget Priest	Senior Secretary
Jessica Reape, MSN, RN	Director of Patient Services
Louise Haraczka & Kim Monroe	Professional Advisory Committee Board Members

Agency Description

The Jefferson County Public Health Service (JCPHS) is a local Health Department that operates under the provisions of the Public Health Law and Sanitary Codes of New York State and Jefferson County. JCPHS is a partial service health department which provides all core public health services with the exception of Environmental Health services. There are five public health core services provided by JCPHS which include: family health, communicable disease control, chronic disease prevention, community health assessment, and public health emergency preparedness. The department also has a Certified Home Health Agency (CHHA), Rabies Control and Prevention, Health Education, Child Find, Newborn Screening, Childhood Lead Poisoning Prevention Program, Emergency Medical Services, Immunization and STI Clinics, a Medical Examiner's office, and Children and Youth with Special Health Care needs programs, that along with the core programs comprise all programmatic services within the department. JCPHS is governed by The Jefferson County Board of Legislators, which establishes local ordinances; approves the health department budget and by extension controls expenditures; and legally establishes fees for services, licenses, and permits (except where dictated by State Law). The Jefferson County Board of Legislators serve as Jefferson County's Board of Health. A Health Service Advisory Board is established by Jefferson County, per New York State Public Health Law Article 3, Title III. The Health Service Advisory Board advises the Public Health Director with respect to the discharge of his/her powers, responsibilities and duties.

Development of Mission, Vision, and Values Statements

The first step of the strategic planning process was to review the Mission, Vision, and Values statements. The reviewed statements are as follows:

Vision

People living in a safe and healthy environment.

The vision should reflect the agency's intentions, describe the way the organization will look in the future, and help to position the Department to achieve its goals. The strategic plan is then developed to move the organization from its current position toward this vision. The JCPHS' current vision was reviewed as part of the strategic planning process. No changes or modifications were made to the vision. Signage and materials were updated to reflect the correct vision department wide.

Mission

Empowering people to prevent illness, promote resiliency, and protect the well-being of Jefferson County residents and visitors.

The mission of an organization defines its purpose and communicates the goals of all the programs, services, and activities undertaken by it. The JCPHS' current mission was reviewed as part of the strategic planning process. No changes or modifications were made to the mission. Signage and materials were updated to reflect the correct mission department wide.

Values

ACE IT

- *Access for all*
- *Caring*
- *Excellence*
- *Integrity*
- *Teamwork*

Values go beyond what an organization does and describe the core beliefs and attitudes that influence the way the organization conducts business. The JCPHS' core values were reviewed as part of the strategic planning process as it reflects the agency's future intentions. No changes or modifications were made to the values. Signage and materials were updated to reflect the correct values department wide.

Assessment and Analysis

A department assessment was completed to gather data and input on factors that may affect the health department's direction and strategies moving forward. The factors considered are listed and summarized below.

Socio-culture Factors

Population Estimates

Jefferson County has a total population of 116,637 people. The majority of the population is clustered in the center of the county, around Watertown. The county's population has grown significantly throughout the past 30 years, primarily driven by the addition of residents affiliated with the military, assigned to Fort Drum. However, the population is projected to decline through 2030.

Age Distribution

The age breakdown in Jefferson County is generally similar to that of the state, though the county has a higher proportion of children (people under the age of 18) and young adults than the state. Those under the age of 18 make up 23.5% of the county's population, those under 5 years make up 7.2% of the population, and those over the age of 65 make up 15.2%.

Race Distribution

Jefferson County is the most racially and ethnically diverse county in the region but about average across NYS, with 81% of the population identifying as White, non-Hispanic. Of the minority populations in the county, the majority are Hispanic or Latino (8%), followed by people that identify as Black (6%), multiracial (3%), or any other single race (2%).

Community Health Improvement Plan Priorities

This collaborative document is developed by the Fort Drum Regional Health Planning Organization (FDRHPO) for the JCPHS in partnership with the three hospitals located in Jefferson County. In addition to these partnerships, there was active participation from the Alliance for Better Communities, North Country Health Compass, and the Jefferson County Department of Community Services to develop this 2022-2024 assessment and improvement plan.

The following priorities were selected for the current CHA/CHIP cycle:

1. Prevent Chronic Disease
2. Promote Well-Being and Prevent Mental and Substance Use Disorders

Health Data

To summarize health behaviors data, Jefferson County has a higher percentage of premature deaths than New York State, increased preventable hospitalizations among adults, increased adult obesity, increased suicide mortality among youth, and increased overdose, to name a few. Recall, also that the number of people per square mile in the county is considerably fewer given its rural environment which leads to potentially increased isolation, decreased access to services and fewer possible interventional or therapeutic contacts with community, friends, family, and professionals leading to greater incidents of poor health outcomes and premature death.

Figure 1. Jefferson County vs. NYS Health Behaviors Data

	Jefferson County	New York State
Premature Deaths (%)	25.9%	23.2%
Preventable Hospitalizations (#)	126.6	96.2
Adult Obesity (%)	35.8%	29.1%
Youth Suicide Mortality (#)	15.6	5.4
Overdose Deaths (#)	29	21.2

Economic Factors

To summarize economic data, Jefferson County’s has a lower average median annual household income than in NYS, a slightly lower percentage of people living in poverty, a lower average per capita income than NYS, a higher percentage of people that attained a high school diploma, and a lower percentage of residents who have attained a Bachelor’s Degree than NYS.

Figure 2. Jefferson County vs. NYS Economic Data

	Jefferson County	New York State
Annual Household Income (\$)	\$58,271	\$75,157
Percentage in Poverty (%)	12.4%	13.9%
Per Capita Income (\$)	\$29,892	\$43,208
Attainment of Highschool Diploma or Higher (%)	91.2%	87.4%
Attainment of Bachelor’s Degree (%)	24.3%	38.1%

For more information, data can be viewed at the New York State Prevention Agenda Dashboard – County Level: Jefferson County

https://webbi1.health.ny.gov/SASStoredProcess/guest?_program=%2FEBI%2FPHIG%2Fapps%2Fdashboard%2Fpa_dashboard&p=ch&cos=22

Internal Assessment

As part of the internal assessment process, a SWOT analysis was completed to look at the internal strengths and weaknesses and external opportunities and threats of the agency. Listed below are the Strengths, Weakness, Opportunities and Threats facing the agency as determined by planning participants combining responses from the previous and current plans.

<p>Strengths</p> <ul style="list-style-type: none"> • Dedicated staff • Reputation and collaboration with partners • Patient satisfaction with care provided • Seasoned and experienced staff • Commitment to serve all • Great working environment • Legislative support 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Communication • Lack of public health knowledge in community • Retention and recruitment of staff • Data management • Technology – paper processes, faxing • Funding • Onboarding/orientation process • Staff turnover • Civil Service laws and rules
<p>Opportunities</p> <ul style="list-style-type: none"> • Structure for onboarding/offboarding staff • Performance management system • Trainings/orientation- Schedule presentation • Workforce Development • QI development • Accreditation • Branding • Onboarding/offboarding process 	<p>Threats</p> <ul style="list-style-type: none"> • Inflexibility of Civil Service • Nursing and support staff shortage • Lack of funding • Antiquated job descriptions • Emerging disease and threats • Home Health competition/poor communication with other hospitals • Technology changes- AI • Insurance control • Political and cultural extremism

The Strategic Plan

The strategic plan will serve as a working document for the agency as it strives to achieve its vision and mission. From the mission and vision, specific priority areas, goals, objectives, and activities were developed. Annual review and revisions to the plan will be made and communicated to staff, the community and partners, and the County Legislature to illustrate how the JCPHS is achieving what it has committed to do. Unless otherwise noted, it is expected that each measurable strategy will be evaluated quarterly by the Strategic Planning Team, and through monitoring by use of the Vision, Mission, Services, Goals (VMSG) Performance Management System.

A goal of the department is to become accredited through the Public Health Accreditation Board, which is a rigorous process requiring evidence of public health practice through standards and measures occurring in the department across 10 domains. A strategic plan, workforce development plan, CHA and CHIP are required for accreditation.

Once approved within the department, the strategic planning process and work plan will be shared with the department’s Professional Advisory Committee and the Jefferson County Board of Legislators (which serves as the County’s Board of Health).

The following graphic provides a visual representation of the strategic plan which may be displayed internally and externally as a quick reference guide.

Jefferson County Public Health Service Strategic Plan

IMPROVE PUBLIC HEALTH

- Advance Public Health Preparedness
- Implement JCPHS priority areas of the Community Health Improvement Plan (CHIP)
- Maintain excellence in all department units

PUBLIC ENGAGEMENT

- Develop a branding strategy for JCPHS
- Improve external communication

ORGANIZATIONAL EXCELLENCE

- Develop and maintain a qualified and diverse public health workforce
- Implement the VMSG performance management system throughout the department
- Achieve a department-wide culture of quality improvement
- Enhance accounting/finance operational efficiency and support
- Ensure ongoing resource management by determining alternate revenue sources like grants
- Ensure, maintain, and enhance effective internal communications between leadership, supervisors, and staff
- Improve technology and data systems to maximize the efficiency of IT resources
- Achieve accreditation through PHAB

Action Plan 2023-2027

The following table outlines the action plan of strategic initiatives by goal. All performance measures and strategies will be reviewed quarterly throughout the five-year duration of the plan.

STRATEGIC PRIORITY 1: IMPROVE PUBLIC HEALTH

Goal 1.1: Advance Public Health Preparedness.	
Objective 1.1.1	By December 2024 and thereafter ongoing, all command and general staff assignments will be reviewed, updated, and will complete appropriate level Incident Command System (ICS) training.
Action	With input and approval from administration: review, update, and assign primary ICS command and general staff.
	Identify roles within JCPHS and decide upon appropriate ICS level training for general and command staff.
	Assign appropriate level ICS training to identified staff.
	Document completed trainings, as finished, in the Training Log.
	Create and assign ICS refresher courses to pertinent staff.
	Continue ongoing ICS training for new staff.
Responsible Party	Jeffrey Leiendecker, Emergency Preparedness and Response Coordinator
Objective 1.1.2	By December 2025, the Project Public Health Ready (PPHR) gap analysis will be complete.
Action	Analyze JCPHS capacity and capability to plan for, respond to, and recover from public health emergencies using the PPHR gap analysis.
	Address the identified issues highlighted in the gap analysis.
Responsible Party	Jeffrey Leiendecker, Emergency Preparedness and Response Coordinator
Goal 1.2: Implement JCPHS priority areas of the Community Health Improvement Plan (CHIP) [1. Prevent chronic disease; 2. Promote well-being and prevent mental health and substance abuse disorders].	
Objective 1.2.1	By December 2024 implement the goal of increasing community collaboration to reduce youth substance use and improve mental health, and the correlating 13 Objectives of the 2022-2024 CHIP Youth Substance Use and Mental Health Workplan.
Action	Increase youth empowerment through 4 objectives and correlating actions delineated in the 2022-2024 CHIP Youth Substance Use and Mental Health Workplan.
	Increase community-wide prevention through 7 objectives and correlating actions delineated in the 2022-2024 CHIP Youth Substance Use and Mental Health Workplan.
	Increase youth access to care through 2 objectives and correlating actions delineated in the 2022-2024 CHIP Youth Substance Use and Mental Health Workplan.
Responsible Party	Steve Jennings, Director of Public Health
Objective 1.2.2	Through December 2024, monitor and report on local hospitals interventions and assessments in the focus area of preventing chronic disease, as outlined in the CHIP.

JEFFERSON COUNTY PUBLIC HEALTH SERVICE STRATEGIC PLAN 2023-2027

Action	Monitor tobacco use cessation classes offered by River Hospital, Carthage Area Hospital, and Samaritan Medical Center.
	Monitor number of colorectal cancer and breast cancer screening rates as reported by River Hospital, Carthage Area Hospital, and Samaritan Medical Center.
	Monitor evidence-based care and the self-management of chronic disease in Jefferson County as reported by local hospital primary care clinics.
Responsible Party	Steve Jennings, Director of Public Health
Goal 1.3: Maintain excellence in all department units, including Administration, Health Promotion, Prevent Services, Certified Home Health Agency (CHHA), Emergency Medical Services (EMS), and the Medical Examiner’s Office.	
Objective 1.3.1	Through December 2027, continue providing high quality emergency medical education.
Action	Work toward becoming a Heart Association Advanced Training Center.
	Promote EMS trainings to community partners.
	Continue to provide trainings for community members and partners.
Responsible Party	Paul Barter, Director of Emergency Medical Services
Objective 1.3.2	Through December 2027, annually review and maintain Emergency Medical Service Plans.
Action	Ongoing review/revision to the Course Administration Manual.
	Annual revision and maintenance of the Mutual Aid Plan.
Responsible Party	Paul Barter, Director of Emergency Medical Services
Objective 1.3.3	Through December 2027, strengthen ties with the Jefferson County Amish community.
Action	Continue to make and foster connections with Amish communities. Develop strategies to increase vaccinations for Amish communities.
	Provide newborn screenings to Amish communities.
	Develop strategies to increase vaccinations for Amish communities.
	Educate Amish communities about the services that JCPHS provides.
	Educate Amish communities on road safety, road and farmwork accident prevention, etc.
	Educate Amish communities on the proper Medical Examiner steps for cases.
Responsible Party	Faith Lustik, Director of Prevent Services; Jazmyne Cortes, Medical Investigator
Objective 1.3.4	By December 2027, enhance maternal/infant/child health prevention work.
Action	Develop and increase services for maternal/infant/child health.
	Increase promotion of maternal/infant/child health services.
	Increase maternal/infant/child health cases/visits in the CHHA.
	Train staff on maternal/infant/child health clinic and home-based care.

Responsible Party	Faith Lustik, Director of Prevent Services/Jessica Reape, Director of Patient Services
Objective 1.3.5	Through December 2027, work to support the Certified Home Health Agency (CHHA) through communication and promotion.
Action	Increase recruitment and retention efforts to increase the number of clinical staff in CHHA.
	Develop an optimal orientation schedule and process for new CHHA staff.
	Develop and provide formal, hands-on clinical training for CHHA staff.
	Increase opportunities for leadership development for supervisor level CHHA staff.
	Increase clinical team comradery through team activities and events.
Responsible Party	Jessica Reape, Director of Patient Services
Objective 1.3.6	Through December 2026, continue participation in the Collaborative Models of Community Care and Paramedicine.
Action Responsible Party	Continue collaboration with CHHA, providing education and care to patients meeting the models' objectives.
	Continue providing specially trained Mobil Integrated Health (MIH) providers to bridge the gap between hospital discharge and initiation of Homecare services.
	Paul Barter, Director of Emergency Medical Services

STRATEGIC PRIORITY 2: PUBLIC ENGAGEMENT

Goal 2.1: Develop a branding strategy for JCPHS.	
Objective 2.1.1	By September 2024, develop a department wide engaging visual identity.
Actions	Decide on standard font, font size, color palate, and logo.
	Create a guide for the JCPHS brand for dissemination to all staff members.
	Update current deliverables, signage, verbiage, and website to match the new JCPHS brand.
	Unify all department units under one cohesive identity
Responsible Party	Lisa Lagos, Health Educator
Objective 2.1.2	By September 2025, develop best practices for the use of social media based on message type and target audience.
Action	Perform a media audit through review of website, social media, articles, and media reports.
	Address the identified issues highlighted in the audit and refine policies and procedures accordingly.
	Enhance the JCPHS website to provide additional services and educational messages to the community.

	Increase diversity and accessibility of social media communications by updating social media strategies to include accessibility guidelines, utilizing image descriptions and closed captioning for video, and showing a diverse representation of intended audiences (in regard to age, body type, disability status, race etc.).
	Continue updates to JCPHS App, as needed.
Responsible Party	Lisa Lagos, Health Educator
Goal 2.2: Improve external communication.	
Objective 2.2.1	By December 2027, improve the visibility of health department services and improve understanding about the role of public health departments in the community, from baseline.
Action	Ensure that technology supports the use of innovative approaches to increase educational opportunities for the community.
	Increase the public’s access to information on current health issues using a wide variety of delivery platforms.
	Enhance the JCPHS website to provide additional services and educational messages to the community.
	Continue to create and disseminate a quarterly newsletter for community partners.
	Ensure community partner contact information is up-to-date and keep log of updates.
	Create and disseminate a survey to our partners and the public about our community engagement practices.
	Engage with priority and underserved populations.
	Promote Jefferson County Home Health Care Agency (CHHA) to potential referral sources.
Ensure community partners are supporting JCPHS mission.	
Responsible Party	Faith Lustik, Director of Prevent Services
Objective 2.2.2	By July 2024, improve collaboration with New York State Department of Health (NYSDOH) District Office in Watertown regarding Jefferson County environmental health priorities and concerns.
Action	Continue quarterly Childhood Lead Poisoning Prevention Program meetings with NYSDOH Watertown District office.
	Collaborate on PHAB Standards where applicable.
	Communicate to public about distinct roles of NYSDOH and JCPHS.
Responsible Party	Faith Lustik, Director of Prevent Services
Objective 2.2.3	By December 2026, improve our working relationship with Jefferson County Human Resources department.
Action	Share the JCPHS branding strategy with HR to allow for more cohesive communication to the community in job advertisements and postings.
	Continue open communication with HR.

Responsible Party	Steve Jennings, Director of Public Health
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STRATEGIC PRIORITY 3: ORGANIZATIONAL EXCELLENCE

Goal 3.1: Develop and maintain a qualified and diverse public health workforce.	
Objective 3.1.1	By December 2027, complete goals outlined in the workforce development plan to ensure a well-prepared and highly competent workforce.
Action	Develop and implement strategies to address identified gaps with WFD team.
	Ensure all responsible persons understand and are working toward completion of goals.
	Assess staff Health Equity competencies every other year using the Health Equity skills assessment.
	Assess staff work satisfaction every other year using the work satisfaction survey.
	Assess staff Workforce competencies every other year using the Council on Linkages: Core Competencies assessment.
Responsible Party	Workforce Development Team
Objective 3.1.2	By December 2027, increase recruitment and retention of JCPHS staff from baseline.
	Work with HR to better advertise open positions.
Action	Create effective onboarding/offboarding process.
	Increase training opportunities.
	Follow the employee recognition policy to recognize staff accomplishments.
	Increase comradery through team activities and events.
Responsible Party	Workforce Development Team
Goal 3.2: Achieve accreditation through PHAB.	
Objective 3.2.1	By June 2025, become PHAB accredited.
Action	Complete PHAB readiness checklist.
	Register and apply for PHAB initial accreditation.
	Assemble appropriate teams for creation of key plans (Workforce development, Quality Improvement, Strategic Planning, Performance Management).
	Enter all PHAB required documentation into VMSG performance management system.
	Select and submit appropriate documentation per PHAB standards and measures.
	Prepare for and complete site visit.

	Assemble appropriate teams for creation of key plans (Workforce development, Quality Improvement, Strategic Planning, Performance Management).
	Continue to attend NYSACHO LHD Accreditation monthly meetings.
Responsible Party	Hunter Czajkowski, Accreditation Coordinator
Objective 3.2.2	Within 5 years after becoming accredited, prepare and apply for reaccreditation.
Action	Apply for reaccreditation.
	Select and submit appropriate documentation per PHAB standards and measures.
Responsible Party	Hunter Czajkowski, Accreditation Coordinator
Goal 3.3: Implement the VMSG performance management system throughout the department.	
Objective 3.3.1	By December 2023, create and implement a department-wide performance management guide.
Action	Establish roles for reporting in VMSG system.
	Create a workplan for each JCPHS unit and/or program.
	Utilize a logic model framework to identify core activities and metrics for each unit.
Responsible Party	Steve Jennings, Director of Public Health
Objective 3.3.2	By June 2024, all unit workplans, deliverables, and plans will be uploaded into the VMSG performance management system.
Action	Obtain licenses for appropriate staff for VMSG.
	Provide trainings for all new VMSG users.
	Assign appropriate staff to upload documents into VMSG.
Responsible Party	Steve Jennings, Director of Public Health
Objective 3.3.3	By March 2024 and ongoing, the department leadership will use the VMSG dashboard to monitor and report on progress toward completion of goals.
Action	Track progress of goals, objectives, and activities through VMSG dashboard report.
	Task relevant persons to complete activities and document in VMSG.
	Disseminate reports to relevant community partners.
Responsible Party	Steve Jennings, Director of Public Health
Goal 3.4: Achieve a department-wide culture of quality improvement.	
Objective 3.4.1	Through December 2027, develop and implement a department-wide QI plan to support, expand, and enhance QI activities.
Action	Develop QI team.
	Create QI Plan with QI team.

	Continue ongoing creation and distribution of QI project nomination forms to all staff.
	Standardize QI process for all departments.
Responsible Party	Quality Improvement Committee
Goal 3.5: Enhance accounting/finance operational efficiency and support.	
Objective 3.5.1	By December 2027, increase the number of insurance contracts with JCPHS.
Action	Strengthen communication between accounting and prevent services regarding health insurance company and coverage issues.
	Develop a tracking system for patients seen in clinic with insurance not currently contracted with JCPHS.
	Negotiation with insurance companies to develop and execute contracts.
Responsible Party	Bert Burnham, Fiscal Director
Objective 3.5.2	By December 2024 and thereafter ongoing, create a more effective supply ordering process.
Action	Obtain confirmation of supplies ordered and received.
	Ensure timely ordering of supplies for JCPHS needs.
	Restructure roles in supply ordering process.
Responsible Party	Ingrid Bartlett, Account Clerk-typist; Michelle Snyder, Senior Account Clerk; Bert Burnham, Fiscal Director
Objective 3.5.3	Through December 2027, improve communication and collaboration within the accounting/finance unit.
Action	Increase inter-unit and inter-department internal communication.
	Ensure follow-up contacts are made with staff and community partners, as appropriate.
	Respond to communications (emails, phone calls etc.) in a timely manner.
	Evenly distribute work to ensure collaboration amongst unit.
Responsible Party	Bert Burnham, Fiscal Director
Objective 3.5.4	By December 2024, create a finance/accounting unit workplan.
Action	Define deliverables.
	Determine how to best achieve completion of deliverables.
	Input unit workplan into VMSG.
Responsible Party	Bert Burnham, Fiscal Director
Goal 3.6: Ensure ongoing resource management by determining alternate revenue sources like grants.	
Responsible Party	Through December 2027, we will diligently manage grant resources and funding in a fiscally responsible manner.
Action	Investigate funding opportunities and apply for appropriate grants.

	Monitor budgets.
	Ensure HRI/Netsmart forms are complete by appropriate staff.
	Continue to meet monthly with accounting to ensure fiscal grant management is on track.
	Ensure fiscal grant management consistently aligns with contract requirements.
Responsible Party	Steve Jennings, Director of Public Health; Bert Burnham, Fiscal Director
Objective 3.6.2	Through December 2027, we will adhere to strict timelines in managing grants.
Action	Adhere to timelines for each grant.
	Assign appropriate staff to outline task or deliverable production. Regularly monitor progress of completion of goals, tasks and deliverables within grants.
	Regularly report on progress of grants.
Responsible Party	Steve Jennings, Director of Public Health; Bert Burnham, Fiscal Director
Objective 3.6.3	Through December 2027, grant contracts will be effectively managed.
Action	Ensure contracts go through required processes.
	Investigate and pursue grant opportunities to support CHA and CHIP initiatives.
	Work with community partners to pursue grant opportunities based on CHIP and strategic plan.
	Ensure reporting efforts are complete, as required by the grant contract.
	Ensure Grant Management Policy and Procedure is followed.
Responsible Party	Steve Jennings, Director of Public Health
Goal 3.7: Ensure, maintain, and enhance effective internal communications between leadership, supervisors, and staff.	
Objective 3.7.1	By August 2025, increase the percentage of JCPHS staff that state communication between senior leaders and employees is good from the August 2023 baseline (as assessed in the Work Satisfaction Survey).
Action	Compare Work Satisfaction survey results regarding communication.
	Invite all staff to monthly staff meeting to increase cohesive messaging to department.
	Conduct annual employee evaluations to increase communication between supervisors and staff.
	Distribute monthly newsletters that provide pertinent information to all staff.
Responsible Party	Workforce Development Team
Goal 3.8: Improve technology and data systems to maximize the efficiency of IT resources.	
Objective 3.8.1	Through December 2026, review JCPHS software and technology needs to ensure staff have the necessary tools to maximize efficiency.

Action	Audit Electronic Medical Records (EMRs) for optimal function.
	Troubleshoot faxing.
	Ensure external messaging is being received by and from community partners.
	Review audit processes.
	Ensure staff are comfortable with new and emerging technologies.
	Locate/create trainings relevant to new and emerging technologies.
	Work with IT services to appoint a contact person for Electronic Medical Records questions/concerns.
Responsible Party	Workforce Development Team

2023-2027 Strategic Planning Committee Meeting Log

Date	Activity	Participants
8/02/2023	SWOT Analysis completed. Mission, Vision, and Values reviewed.	Hunter Czajkowski, Steve Jennings, Ginger Hall, Bridget Priest, Jeffrey Leiendecker, Jayme McNeely, Penny O'Brien, Paul Barter, Jazmyne Cortes, Faith Lustik
8/09/2023	Created general outline of goals, objectives, and activities. Reviewed past SP.	Hunter Czajkowski, Steve Jennings, Ginger Hall, Bridget Priest, Jeffrey Leiendecker, Jayme McNeely, Paul Barter, Jazmyne Cortes, Faith Lustik
08/23/2023	In-depth discussion of goals, objectives, and activities. Decision to keep wording and formatting the same as performance management system.	Hunter Czajkowski, Steve Jennings, Ginger Hall, Bridget Priest, Jeffrey Leiendecker, Jayme McNeely, Penny O'Brien, Paul Barter, Jazmyne Cortes, Faith Lustik
09/06/2023	Reviewed and edited strategic initiatives, goals, objectives, and activities. Discussed frequency of future meetings.	Hunter Czajkowski, Steve Jennings, Ginger Hall, Bridget Priest, Jeffrey Leiendecker, Jayme McNeely, Paul Barter, Jazmyne Cortes, Faith Lustik
09/08/2023	Email sent to strategic planning subcommittee asking for feedback regarding draft strategic plan goals.	Hunter Czajkowski, Steve Jennings, Ginger Hall, Bridget Priest, Jeffrey Leiendecker, Jayme McNeely, Penny O'Brien, Paul Barter, Jazmyne Cortes, Jessica Reape, Faith Lustik, Louise Haraczka, Kim Monroe
10/14/2023	Director of Public Health reviewed after edits and corrections.	Steve Jennings
11/22/2023	Plan adopted by strategic planning team.	Hunter Czajkowski, Steve Jennings, Ginger Hall, Bridget Priest, Jeffrey Leiendecker, Jayme McNeely, Penny O'Brien, Paul Barter, Jazmyne Cortes, Jessica Reape, Faith Lustik, Louise Haraczka, Kim Monroe
12/13/2023	Plan shared at Professional Advisory Committee Meeting.	Professional Advisory Committee