

# Knox County Health Department Strategic Action

**2014-  
2017**

<b>STRATEGIC INITIATIVE: <i>CREATE A LEARNING ENVIRONMENT</i></b>						
RESULT	MEASUREMENT	STRATEGIES	TIMELINE	ACCOUNTABILITY	REVIEW	
Agency staff will verbalize satisfaction with the training and professional development opportunities provided; staff will demonstrate enhanced skill sets in program duties; and agency retention and recruitment will be above average	All agency staff will receive training and education on current public health related issues. In 2014, topics to include public health accreditation.	1) Training and education on public health issues will take place at agency All Staff meetings.  2) A list of public health related issues to address will be developed.	At least 6 times a year during All Staff meetings  By December 31, 2014, then annually	Health Commissioner, HR coordinator  Health Commissioner, HR Coordinator – with staff input	*Training takes place at monthly All Staff meetings  COMPLETED 12/15/2014– list of topic ideas developed	
	All agency staff will have the opportunity to attend at least 2 learning/educational opportunities pertinent to their job or growth throughout the year.	1) Schedule 2 full days of staff education/training per year.  1) Maintain budget line item for education/training in each division.	Scheduled by January 31 <sup>st</sup> of each year  Ongoing	Health Commissioner  Health Commissioner, Fiscal Officer	COMPLETED June 12 & December 5, 2014 2015  Division & Program areas include training line items	
	Agency staff will job shadow as part of their orientation process, and receive cross-training in program functions as appropriate.	1) A process for every new hire to job-shadow in each division for at least 4 hours by the end of their probationary period will be developed.	By March 30, 2015	HR coordinator, Leadership Team		

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	<p>Additional and advanced education for staff is encouraged and supported by administration and Board of Health.</p>	<p>1) Add tuition assistance as a budget line item.</p> <p>1) Invite local colleges &amp; universities to speak to staff about adult educational opportunities.</p>		<p>By March 30, 2015</p> <p>Start Date by April 30, 2015</p>	<p>Health Commissioner, Fiscal Officer HR Coordinator</p>	<p><b>Tuition assistance added to agency Classification &amp; Compensation Plan, 4/23/2014</b></p>
	<p>Leadership team development will be enhanced through educational and informational opportunities.</p>	<p>1) Leadership development programs will be scheduled into routine Leadership Team meetings 1x/month. A topic outline will be developed by the team annually.</p> <p>1) Quarterly the Leadership Team will spend at least 2 hours learning about management, supervisory, and/or human resource topics.</p>		<p>Schedule developed by November 30, 2014</p> <p>December 31, 2014</p>	<p>Health Commissioner, Leadership Team</p> <p>Health Commissioner, Leadership Team</p>	<p><b>Development topic areas requested by individual Leadership Team members</b></p> <p><b>Crucial Conversations, January 2015</b></p>
	<p>Agency workforce development plan will be instituted</p>	<p>1) Workforce development plan will be produced and all staff will receive training on the plan.</p>		<p>August 31, 2015</p>	<p>Accreditation Coordinator, HR coordinator, Health Commissioner, Leadership Team</p>	

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<b>STRATEGIC INITIATIVE: ANALYZE AND ADDRESS DATA DRIVEN PUBLIC HEALTH ISSUES</b>					
RESULT	MEASUREMENT	STRATEGIES	TIMELINE	ACCOUNTABILITY	REVIEW
Agency programs and services will remain effective and efficient, and the agency will develop the ability to address local public health issues proactively.	Agency data collection processes are standardized and reports are accurate and comprehensive.	1) Standardization of data collection processes will be established via assessment of current data collection processes, investigation into processes that would improve agency processes and implementation of best practice/process.	By June 20, 2016	Health Commissioner, Leadership Team, agency staff and IT professional	
	Analysis and reports of data are reviewed routinely and priority issues identified are addressed in a timely manner.	1) Data/Statistical reports will be reviewed monthly by each division leadership & staff.  2) Priority issues identified by divisions will be reported to the Board of Health with a plan of action to address.	Beginning June 30, 2014, and ongoing  June 30, 2014	Leadership Team and division staff  Leadership Team	Monthly statistical reports reviewed at Leadership Team meeting, QI Project on statistical report to be completed by April 30, 2015  <b>Not Completed</b>
	Processes for surveying community partners, agency clients and agency staff regarding their satisfaction with the agency are standardized.	1) Consider use of a dedicated agency computer by clients for survey completion.  2) Investigate requesting client email addresses to send links to agency survey(s).  3) Add agency	By June 30, 2015  By August 31, 2015  By August 31, 2015	Health Commissioner, IT professional, secretarial staff  Leadership Team, secretarial staff  HR coordinator, IT	

		<p>satisfaction survey link to staff email signature area.</p> <p>4) Establish agency intranet access for all agency staff and add staff satisfaction survey link to intranet.</p>	<p>January 1, 2015</p>	<p>professional</p> <p>Health Promotion Director, Agency Website manager, IT professional</p>	<p>Not Completed</p>
	<p>Electronic databases/records /software, or other needed technology for data collection is in place agency wide.</p>	<p>1) Investigation into technology to support agency data collection will take place.</p> <p>2) Data collection technology that is identified as most effective will be obtained &amp; implemented for each division.</p>	<p>By January 31, 2016</p> <p>By December 31, 2016</p>	<p>Leadership team, secretarial staff, IT professional</p> <p>Health Commissioner, Leadership Team, IT professional</p>	
	<p>Social media &amp; agency website are established as a method for data collection.</p>	<p>1) Processes will be established for use of agency social media sites and website as data collection tools.</p>	<p>By June 30, 2015</p>	<p>Health Promotion Director, Health Promotion staff, IT professional</p>	

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<b>STRATEGIC INITIATIVE: <i>INCREASE AWARENESS OF PUBLIC HEALTH AND AGENCY SERVICES</i></b>					
RESULT	MEASUREMENT	STRATEGIES	TIMELINE	ACCOUNTABILITY	REVIEW
The quality of life in our community will be enhanced by expanding the health department's presence in our community, promoting public health services, and increasing awareness of agency programs dedicated to protection & prevention.	Increased collaborative efforts with expanded community partnerships will take place.	1) Community groups/organizations will be identified for development of partnerships.	February 28, 2015	Health Commissioner, Board of Health, Leadership Team, agency staff	New partnerships through Get Healthy Knox Coalition, CHC, Preparedness, etc. developed
		2) Formal contact will be made with identified groups/organizations to discuss potential partnerships.	December 31, 2015	Health Commissioner, Leadership Team	
	Agency community outreach programs will be expanded.	1) Utilize newsletters that are provided by community partners such as schools and business to promote outreach.  2) Assess gaps in public health related service in the villages and townships in the county and develop plan to address if appropriate for agency.	June 30, 2016	Health Promotion staff, Leadership Team, agency staff	
			By December 31, 2015	Leadership Team, Board of Health	
	Agency social media sites and website will experience increased use by the public.	1) Investigate opportunity to use social media sites for advertising/promotion.  2) Increase the content of promotion/prevention information on the agency social media site(s).	By December 31, 2014	Health Promotion staff	Partially completed. Expansion of social media advertising & promotion will continue
			By December 31, 2016	Health Promotion staff, agency staff	

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	<p>Community groups, specifically senior citizens, faith-based and youth oriented groups will be assessed for awareness of agency programs.</p>	<p>1) Develop survey tool and process for dissemination to identified groups.</p> <p>2) Analyze results and develop plan of action accordingly.</p>	<p>By December 31, 2015</p> <p>June 30, 2015</p>	<p>Leadership Team, Division staff</p> <p>Leadership Team</p>	<p>To be completed by April 30, 2015</p>
	<p>“Pooled or Shared” resources on a regional level will be considered and implemented if appropriate.</p>	<p>1) Opportunities to pool resources will be investigated on a local and regional level.</p>	<p>Begin April, 1, 2014 and ongoing</p>	<p>Health Commissioner, Leadership Team</p>	<p>Shared resources with STD clinic, LGIF grant, EMA, Sewage Appeals, etc.</p>

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<b>STRATEGIC INITIATIVE: <i>PROMOTE OPERATIONAL ACCOUNTABILITY</i></b>					
RESULT	MEASUREMENT	STRATEGIES	TIMELINE	ACCOUNTABILITY	REVIEW
A culture of quality in the agency will be adopted through the development of a plan that addresses program/service efficiency and effectiveness. This will insure that agency and community resources are utilized in the most cost-effective and beneficial manner.	An agency quality improvement plan will be developed.	1) Leadership team will participate in QI training.	August 31, 2014	Leadership Team	Completed, April 22, 2014 @ Ball State Univ. & May 13, 2014 by OSU CPH
		2) QI plan will be written.	June 30, 2015	Leadership Team	Partially complete, March 3, 2015
		3) All agency staff and Board of Health will be educated on the agency QI plan.	December 31, 2015	Health Commissioner, Leadership Team	
	Agency division goals will be developed and evaluated.	1) Annual division goals with outcome measures will be developed for each division.  2) Goals & outcomes will be evaluated mid-year and annually.	December 2015, ongoing  June 2016 and ongoing	Leadership Team  Health Commissioner, Leadership Team, agency staff	
Job-shadowing opportunities in all agency divisions will be provided to all staff.	1) A process for every new hire to job-shadow in each division for at least 4 hours by the end of their probationary period will be developed.	September 1, 2014, ongoing	Health Commissioner, HR specialist, Leadership Team	Not Completed	
Best practice or evidence-based programming will be the agency standard.	1) New programs will be assessed as best practice or evidence-based prior to implementation.	By December 31, 2015	Leadership Team, agency staff, Board of Health		

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	Policies and procedures will be written for all agency divisions.	<p>1) Assessment of need for specific policies and procedures will be done in each division.</p> <p>2) Identified policies and procedures will be written and completed.</p>	<p>Begin September 1, 2014</p> <p>December 31, 2016</p>	<p>Leadership Team, division staff</p> <p>Leadership Team, division staff</p>	<p><b>Individual divisions have started the process of P &amp; P development</b></p>
Financial health of the agency will be maintained	Implementation of 2014-2017 Strategic Plan completed successfully.	1) All 2014-2017 Strategic Plan strategies are completed.	Ongoing	Board of Health, Leadership Team	

\*= March 2, 2015 review by JEM