

Jefferson County General Health District 2022 Community Health Improvement Plan




Adopted October 2022



Table of Contents

At-a-Glance Summary	3
Our Health District and the Community Served	6
About Jefferson County General Health District	6
Description of the Community Served	6
Community Assessment and Significant Needs	7
Significant Health Needs	8
2022 Implementation Plan	9
Creating the Community Health Improvement Plan	9
Strategies and Program Activities by Health Need	10

At-a-Glance Summary

<p>Community Served</p> 	<p>Jefferson County General Health District serves Jefferson County, Ohio. The population of the service area is 64,553 and is projected to decrease to 62,999 in 2026. The health district is located in Steubenville, the county seat of Jefferson County, Ohio and is located along the Ohio River 33 miles from Pittsburgh, Pennsylvania.</p>		
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the health district is helping to address and that form the basis of this document were identified in the health district’s most recent Community Health Assessment (CHA). Needs being addressed by strategies and programs are:</p> <table border="1" data-bbox="360 688 1427 867"> <tr> <td data-bbox="360 688 828 867"> <ul style="list-style-type: none"> • Maternal and Child Health • Mental Health and Substance Abuse </td> <td data-bbox="828 688 1427 867"> <ul style="list-style-type: none"> • Environmental Health • Healthy Living </td> </tr> </table>	<ul style="list-style-type: none"> • Maternal and Child Health • Mental Health and Substance Abuse 	<ul style="list-style-type: none"> • Environmental Health • Healthy Living
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<p>Strategies and Programs to Address Needs</p> 	<p>The health district intends to take actions and to dedicate resources to address these needs, including:</p> <p>Maternal and Child Health</p> <p><i>Reduce the percentage of infants born preterm or low birth weight in Jefferson County:</i></p> <ul style="list-style-type: none"> • Increase prenatal care and education • Increase access to prenatal care for rural areas • Increase awareness and access to WIC by provider and jobs and family education • Consolidate referral process to Help Me Grow to increase enrollment and participation <p><i>Improve tracking of delivery data in Jefferson County and surrounding areas</i></p> <ul style="list-style-type: none"> • Better serve clients of Jefferson County by improving delivery data collection for important health statistics <p>Mental Health and Substance Use</p> <p><i>Decrease overdose and opioid related deaths</i></p> <ul style="list-style-type: none"> • Reduce overdose deaths by 40% over the next 3 years • Increase the number of Project Dawn kits distributed to members of the community • Increase the number of cases reviewed by Overdose Fatality Review 		

Improve mental health by eliminating gaps in care and promoting healthy lifestyles:

- Reduce mental distress by helping eliminate barriers to care and aid in crisis prevention and response
- Start a healthy lifestyle campaign designed to improve mental health Set-up and maintain referral sources to mental health agencies for residents using JCGHD community health programs

Environmental Health

Increase compliance for garbage and litter nuisance

- Utilize the Nuisance Procedure to increase compliance
- Increase public awareness of recognizing garbage/litter nuisance properties and proper reporting

Reduce public health septic nuisance:

- Identify sewage treatment systems that are not operating properly due to a missing component, incorrect settings, or a mechanical or electrical failure

Heathy Community

Improve community health by evidence of overall county health ranking

- Enhanced focus on local health outcomes data tracking, analysis and action planning
- Evaluate JCGHD community health programs quarterly to ensure goals are being achieved
- Build relationships with county partners for community health improvement

Improved health education and communication:

- Create specific health education plans for community events
- Improve countywide health communication

Anticipated Impact



The health district's and communities initiatives to address the four areas of Maternal and Child Health, Mental Health and Substance Abuse, Environmental Health and Healthy Living are anticipated to improve healthcare outcomes, create stability in a person's life, ensure that everyone is well and receiving the services they need, and focusing not only on the individual but their entire family as well.

Planned Collaboration



Jefferson County General Health District will partner with Trinity Health System, CHANGE INC., Fourth Street Clinic, Jefferson County Prevention and Recovery Board, Help Me Grow, Jefferson County Soil and Water, Ohio EPA and a number of other community partners throughout the next three years.

This document is publicly available online at <https://jchealth.com/>. Written comments on this report can be submitted to Jefferson County General Health District's Office, 500 Market Street #6, Steubenville, Ohio 43952 or by e-mail to info@jchealth.com.

Our Health District and the Community Served

About Jefferson County General Health District

The purpose of the Jefferson County General Health District (JCGHD) is to help individuals or groups achieve a more satisfying life and to improve the quality of life for the residents of the Jefferson County General Health District.

To achieve these goals, we provide services and programs based on assumptions and principals including, but not limited to:

- Services and programs mandated by the State Legislature and the Ohio Department of Health.
- Jefferson County General Health District adopts and enforces environmental rules and regulations to increase the quality of life of our citizens.
- All citizens of the Jefferson County General Health District should be free of communicable diseases. To this end, the Board shall create a public health nursing division.
- Medical and dental care should be available in the Jefferson County General Health District regardless of race, color, creed, or socioeconomic status. To that end, the Board may provide services if economically feasible

Description of the Community Served

Jefferson County General Health District serves Jefferson County, Ohio.

A summary description of the community is below. Additional details can be found in the CHA report online.

Jefferson County was named in honor of Thomas Jefferson, the author of the Declaration of Independence and the first United States Secretary of State. Jefferson County is located in the eastern portion of Ohio, and it is in the heart of Appalachia. Its eastern border touches the Ohio River and helps form Ohio’s boundary with West Virginia.

With only 1.5 percent of the county’s 410 square miles deemed to be urban, most residents live in rural areas. The county averages just over 180 people per square mile. The county’s largest community and county seat is Steubenville, which had just over eighteen thousand residents in 2020. Like many of Ohio’s predominantly rural counties, Jefferson County experienced an estimated loss in population between 2010 and 2019. In 2021, 64,553 people resided in the county, a decrease of over 7% since 2010. Service industries, such as health care, communications, tourism, and retail positions are the largest employers in Jefferson County. Farming is a distant fifth behind manufacturing and government positions. During the late nineteenth and early twentieth centuries, coal mining, especially strip mining, were major employers in the county. Now, much of the strip-mined land has been reforested. In 2021, the estimated median household income



for Jefferson County residents was approximately \$43,000. Approximately 12% of the county’s residents lived in poverty.^{1,2}

The population in Jefferson County is projected to decrease from 64,553 in 2021 to 62,999 in 2026. There were slightly more females (51.4%) than males (48.6%). The population was predominantly Caucasian (91.2%). The median age was 45.0 and was projected to remain steady. Just under one-third (30.8%) of residents had never been married, while 45.7% were married, 3.6% were separated, 12.9% were divorced and 7.0% were widowed. One in ten residents (10.3%) did not complete high school, while 43.1% were a high school graduate, 9.8% had a bachelor’s degree and 5.3% had an advanced degree. Most (93.7%) of the labor force was employed.

Community Assessment and Significant Needs

The health issues that form the basis of the health district’s community health implementation plan and programs were identified in the most recent CHA report, which was adopted in July 2022. The CHA contains several key elements, including:

- Description of the assessed community served by the health district;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the health district since the preceding CHA.

Additional detail about the needs assessment process and findings can be found in the CHA report, which is publicly available on the health district’s website or upon request from the health district, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHA identified the significant needs in the table below, which also indicates which needs the health district intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Maternal and Child Health	Through a recent survey, we learned that transportation and child care were huge barriers to prenatal care. We believe that educating mothers on healthy lifestyles while pregnant and encouraging them to follow through with all prenatal appointments will improve birth outcomes.	•
Mental Health and Substance Abuse	We will work to reduce overdose and opioid related deaths by increasing access to Naloxone, reducing the stigma associated with addiction and increasing safe prescribing practices. We will work to increase warm hand offs and	•

¹ https://ohiohistorycentral.org/w/Jefferson_County

² Claritas – Pop-Facts Premier, 2021 Environics Analytics

Significant Health Need	Description	Intend to Address?
	access to community resources. We will work to reduce stigma and remove barriers to access mental health services.	
Environmental Health	We plan to focus on addressing public health nuisances that may: (1) make people sick, (2) cause an infestation of insects or rodents, or (3) can pose a health threat/injury to others who may access or live near the property.	●
Healthy Living	We believe that through community collaboration the health of our community will be improved. Through education, outreach and partnership we will focus on ensuring the community understands what it means to live a healthy life and is aware of available resources.	●

Significant Needs the Health Department Does Not Intend to Address

Jefferson County General Health District is located in Ohio and follows the Ohio State Health Improvement Plan (SHIP). The SHIP is a comprehensive approach to improving Ohio’s greatest health challenges by identifying cross-cutting factors that impact multiple outcomes. The SHIP drives more efficient and effective allocation of resources toward measurable improvements on a manageable number of health outcomes by focusing on three priority topic areas: mental health and addiction, chronic disease, and maternal and infant health. Under these three topic areas, ten priority outcome objectives were identified to reduce: depression, suicide, drug dependence and abuse, drug overdose deaths, heart disease, diabetes, child asthma, preterm births, low birth rate, and infant mortality. All Ohio health districts are required to align their implementation strategies to the SHIP.

Chronic Disease is not a core focus area for this Community Health Improvement Plan although JCGHD will collaborate with Trinity Health System to address chronic disease and their identified strategies.

Jefferson County General Health District will also continue to seek new partnership initiatives to address priority health issues when there are opportunities to make a meaningful impact on health and quality of life in partnership with others.

2022 Community Health Improvement Plan

This section presents strategies and program activities the health district intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the health district’s mission and capabilities. The health district may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Community Health Improvement Plan

The health district is dedicated to improving community health and delivering community benefit with the engagement of its management team, board and staff, and in collaboration with community partners.

Health district participants included:

Andrew Henry, Health Commissioner

Janie Culp, MD, Medical Director

Hannah Piko, RN, Director of Nursing

Danielle Czuchran, RN

Kylie Smogonovich, RN

Rachel Shorac, Medical Assistant

Stephanie Chester, RN, IBCLC – WIC Director

Marc Maragos, RS, Director of Environmental Health

Carlo Gampolo, RS

Kelly Wilson, Director of Finance and Administration

Michele Henry, Administrative Assistant

The CHA and Implementation Plan were informed and supported by a CHA Steering Committee that included health district participants as well as community stakeholders.

On March 28, 2022, the Jefferson County General Health District CHA Steering Committee met to review the primary and secondary data collected through the needs assessment process and discussed needs and issues present in the health district’s primary service territory. The consulting team from Strategy Solutions, Inc. presented the data to the group and facilitated discussion about the needs of the local area, what the health district and other providers are currently offering to the community and identified other potential needs that were not reflected in the data collected. A total of 46 possible needs and issues were identified based on disparities in the data (differences in sub-



populations, comparison to state, national or Healthy People 2030 goals, negative trends, or growing incidence). Based on this prioritization, the four identified areas of maternal and child health, mental health and substance abuse, environmental health and healthy living will be Jefferson County General Health District’s focus over the next three years.

JCGHD formed an internal team to review the identified priorities and develop the Implementation Strategy. This team met on September 19, 20, 27, 29 and October 12. Given the number of collaborative priorities this team also met with the team at the Trinity Health System on August 8 and September 19, 2022.

When drafting their work plans, the work groups were asked to consider the Health Impact Pyramid and the importance of including evidence based public health practices. The Health Impact Pyramid describes the effectiveness of different types of public health interventions. Interventions focusing on socioeconomic factors, at the base of the pyramid, have the greatest potential to improve health. Although interventions at the higher levels have less of an impact on health, the likelihood of long-term success is maximized when strategies are implemented at all intervention levels (Frieden, 2010). Policy, system, and environmental (PSE) changes are those that create sustainable change, impacting things like regulations and procedures, the rules of an organization, and the physical environment. PSE changes focus on the broadest sections of the Health Impact Pyramid. Evidence based public health practices (EBPHPs) are tested programs, policies, and interventions that are proven to be most effective in successfully changing behavior. They create sustainable changes that improve health. To support this work, Illuminology and OSU’s Center for Public Health Practice provided workgroup members with a menu of potential EBPHPs that could possibly address the community’s chosen priority issues. The sources for these EBPHPs were Ohio’s State Health Improvement Plan, SAMSHA, Healthy People 2030, and The Community Guide.



Strategies and Program Activities by Health Need

Priority #1: Maternal and Child Health (especially low birth weight)

According to the 2022 Community Health Needs Assessment, in Jefferson County roughly 12% of infants are born premature and 8.5% are low birth weight.

During our maternal health survey for our grant we learned that transportation and child care were a huge barrier to prenatal care.

We believe utilizing WIC and Help Me Grow to educate expecting mothers on healthy lifestyles while pregnant and encouraging them to follow through with all of their OB/GYN appointments will improve birth outcomes.

Goal 1.1: Reduce the percentage of infants born preterm or low birth weight in Jefferson County.

Key Measure(s): Increase rate of prenatal care and education by 30% over next 3 years, Increase WIC referrals by 30%, Increase Help me grow enrollment by 20%

Baseline: 12.4% of infants born preterm and 8.5% of children low birth weight

Target: Improve by 10% in both preterm deliveries and low birth weight over next 3 years.

Alignment with Ohio SHIP: Reduce preterm births, defined as live birth before 37 weeks' gestation

Objective(s) that address policy change(s) needed to accomplish goal: Institute a process that standardizes referrals from providers, JFS, WIC and JCGHD to Help Me Grow.

Objective	Measure	Action Steps	Timeframe	Lead
Objective 1.1.1 Increase rate of prenatal care in Jefferson County	Increase rate of prenatal care and education by 30% over next 3 years	Providing education about transportation services via Medicaid Increase access to prenatal care for rural areas	October 2022 to September 2025	Director of Nursing, Maternal Child Health Nurse
Objective 1.1.2 Increase awareness and access to WIC by provider and jobs and family service education	Increase WIC referrals by 30%	Formalize WIC referral process with providers, JFS and local birth centers	January 2023 to September 2025	Maternal Child Health Nurse
Objective 1.1.3 Consolidate referral process to Help Me Grow to increase enrollment and participation	Increase Help me grow enrollment by 20%	Standardize referrals from providers, JFS, WIC and JCGHD	January 2023 to September 2025	Maternal Child Health Nurse

Goal 1.2: Improve tracking of delivery data in Jefferson County and surrounding areas

Key Measure(s): Number of deliveries and pertinent health information tracked

Baseline: There is currently no data tracking mechanism in place for delivery tracking

Target: Data collection system in place for delivery tracking by end of 2023

Alignment with Ohio SHIP: Reduce preterm births, defined as live birth before 37 weeks' gestation

Objective(s) that address policy change(s) needed to accomplish goal: Create a policy to engage regional birth centers in our goal to reduce preterm births.

Objective	Measure	Action Steps	Timeframe	Lead
Objective 1.2.1				

Better serve clients of Jefferson County by improving delivery data collection for important health statistics	Number of deliveries and pertinent health information tracked	<p>Improve communication with regional birth centers</p> <p>Utilize Ohio Department of Health and West Virginia Department of Health data to determine the percent of birth to moms who live in Jefferson County and deliver outside of the county to have more accurate depiction of delivery statistics</p>	January 2023 to December 2023	Director of Nursing
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Priority #2: Mental Health and Substance Use
Based on the 2022 Community Health Assessment, over 75% of residents believe that mental health issues such as depression are a problem in Jefferson County. Moreover, 87% of county residents believe that illegal drug use is a problem in our community. County health data related to mental health and addictive behaviors supports what our residents are saying. For example, 19% of Jefferson County residents experience frequent mental distress and the drug overdose mortality rate is 40.3 which is significantly higher than the national rate of 23. JCGHD is committed to improving the mental health and substance abuse landscape in Jefferson County through the goals and objectives outlined in this section.

Goal 2.1: Reduced Overdose Deaths in Jefferson County

Key Measure(s): Reduce overdose deaths by 40% over the next 3 years, Increase naloxone kit distribution, achieve 90% success rate for Overdose Fatality Review

Baseline: In 2021, there were 31 overdose fatalities in Jefferson County.

Target: Over the next 3 years, the goal is to reduce fatalities to 18 annually in Jefferson County

Alignment with Ohio SHIP: Reducing overdose deaths and increased naloxone distribution is a strategy of the Ohio SHIP

Objective(s) that address policy change(s) needed to accomplish goal: Increase the number of cases reviewed by Overdose Fatality Review. A policy will need put in place to notify necessary individuals/agencies when an overdose fatality occurs to ensure timely case investigation.

Objective	Measure	Action Steps	Timeframe	Lead
Objective 2.1.1 Reduce overdose deaths in Jefferson County	Reduce overdose deaths by 40% over the next 3 years	Work collaboratively with the HEALing Communities Study	October 2022 – September 2025	Health Commissioner, Nursing Department

		<p>Partner with area recovery agencies to promote community substance use awareness through shared messaging</p> <p>Promote safe drug disposal by educating the community on drug box locations</p>		
<p>Objective 2.1.2</p> <p>Increase the number of Project Dawn kits distributed to members of the community</p>	<p>Increase the total number of Project Dawn Kits Distributed to the community</p>	<p>Improve communication and outreach for Project Dawn Kits</p> <p>Reduce stigma of substance use disorder and naloxone through education</p>	<p>October 2022 – September 2025</p>	<p>Project Dawn Kit Distributor, Health Education Nurse</p>
<p>Objective 2.1.3</p> <p>Increase the number of cases reviewed by Overdose Fatality Review</p>	<p>Achieve 90% compliance of overdose death reviewed in full</p>	<p>Improved data collection for fatal-overdoses Streamline review process to be efficient and effective</p> <p>Improve communication with local agencies involved in overdose fatalities</p>	<p>October 2022 – September 2025</p>	<p>Health Commissioner, Vital Statistics Registrar</p>

Goal 2.2: Improve mental health by eliminating gaps in care and promoting healthy lifestyles
Key Measure(s): Decrease mental distress by 20% over the next 3 years, Reduce burden of mental health as evidence by county health data

Baseline: In 2022, 19% of Jefferson County residents experience frequent mental distress

Target: Decrease frequent mental distress by 20% over the next 3 years to less than 15%

Alignment with Ohio SHIP: Reducing the burden of mental health through active living is a high priority of the Ohio SHIP.

Objective(s) that address policy change(s) needed to accomplish goal: Formalize referral process and create a partnership to expedite mental health care for high risk clients.

Objective	Measure	Action Steps	Timeframe	Lead
Objective 2.3.1 Reduce mental distress by helping eliminate barriers to care and aid in crisis prevention and response	Decrease mental distress by 20% over the next 3 years.	Ensure referrals to mental health are made through internal screening process Improve lines of communication between mental health providers.	January 2023 – September 2025	Medical Director Nursing, Department, WIC
Objective 2.3.2 Start a healthy lifestyle campaign designed to improve mental health	Reduce burden of mental health as evidence by county health data	Partner with local mental health agencies to promote a healthy lifestyle connecting the importance of overall health and wellness to mental health Promote strong family support systems as a significant factor for mental health	July 2023 – September 2025	Health Commissioner Nursing Department, WIC

Priority #3: Environmental Health

Environmental Health is a key function of the Jefferson County General Health District. The Environmental Division is tasked with investigating public health nuisances in the county. In order to be successful with nuisance investigations, property owners need educated as to the impact that nuisances have on the local environment and be held accountable for abating the issue. A focus of the environmental health work group is open dumping of garbage in Jefferson County

Goal 3.1: Increase compliance for garbage and litter nuisance

Key Measure(s): Total numbers of properties abated at various levels of Nuisance Procedure, Total number of valid nuisance complaints submitted

Baseline: In 2021, a total of 94 nuisance investigations were completed. Not all were valid, not all were closed.
Target: By the end of 2025, the goal will be to decrease the number of invalid complaints and achieve 90% of cases closed or referred to the Board of Health, County Prosecutor if needed.

Alignment with Ohio EPA Strategic Plan: Eliminating health hazards in Ohio communities is a key goal of the Ohio EPA Strategic Plan.

Objective(s) that address policy change(s) needed to accomplish goal: The Nuisance Procedure was adopted in September 2022 to help achieve this goal

Objective	Measure	Action Steps	Timeframe	Lead
Objective 3.1.1 Utilize the Nuisance Procedure to increase compliance	Total numbers of properties abated at various levels of procedure	Educate responsible parties on the importance of litter/garbage cleanups and repercussions of noncompliance Hold property owners accountable by way of inspection fees and prosecution when necessary	October 2022 – September 2025	Environmental Health Director, Registered Sanitarians
Objective 3.1.2 Increase public awareness of recognizing garbage/litter nuisance properties and proper reporting	Total number of valid nuisance complaints submitted	Educate county residents and elected officials as to how to identify illegal dumping sites and how to report a complaint Send communication to each township, city and village that will explain the process of how to report a nuisance property and the process to abate the nuisance Improved community outreach and web presence for public health nuisance education Partner with local agencies with similar goals and objectives to improve	October 2022 – September 2025	Health Commissioner, Environmental Health Director, Registered Sanitarians, Administrative Assistant

		conditions of Jefferson County		
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Goal 3.2: Reduce public health septic nuisance
Key Measure(s): Total number of failing septic fixed or replaced
Base: Number of identified failing septic systems that are fixed or replaced annually
Target: All systems addressed in accordance with State of Ohio Septic rules
Alignment with Ohio EPA Strategic Plan: Proper functioning sewage collection systems provide a great impact on public health.
Objective(s) that address policy change(s) needed to accomplish goal: Create a procedure to follow when sewage treatment systems are in violation of sewage rules for the State of Ohio

Objective	Measure	Action Steps	Timeframe	Lead
Objective 3.2.1				
Identify sewage treatment systems that are not operating properly due to a missing component, incorrect settings, or a mechanical or electrical failure	Total number of failing septic systems fixed or replaced	Identify properties that are in violation of sewage rules for the State of Ohio Utilize septic system grant funding through Soil and Water Educate property owners on the appropriate Operation & Maintenance of sewage systems	October 2022 – September 2025	Environmental Health Director, Registered Sanitarians

Priority #4: Healthy Living
Improving Healthy Living is not necessarily a new goal of the JCGHD as a whole, but it is a new CHIP specific priority. Overall health and quality of life is a staple for Public Health. It is our goal to create a healthier community through education and outreach. CountyHealthRankings.org has scored Jefferson County 76 out of 88 counties for Health Outcomes in 2022. It will be the goal of JCGHD to improve by 20% to 63 out of 88 or better over the next 3 years.
Goal 4.1: Improve community health by evidence of overall county health ranking
Key Measure(s): Countywide health outcomes improve by 20% over 3 years, Statistical outcomes from JCGHD health programs, Evidence of community partnerships and tracking of partnership goals,
Baseline: In the 2022, County Health Rankings Report, Jefferson County scored 76 out of 88 counties in Health

Outcomes
Target: The goal will be to improve by at least 20% over the next 3 years to 61 out of 88.
Alignment with SHIP: County Health Rankings are an important tool for measuring the overall health of Ohioans. This ranking will be the gold standard for evaluating the success of our community impact.
Objective(s) that address policy change(s) needed to accomplish goal: Institute a policy for health program evaluation and improvement

Objective	Measure	Action Steps	Timeframe	Lead
Objective 4.1.1 Enhanced focus on local health outcomes data tracking, analysis and action planning	Countywide health outcomes improve by 20% over 3 years	Facilitate communication and share data with local health agencies to improve collaboration on health issues in Jefferson County Improved internal methods of data tracking and analysis	January 2022 – September 2025	Medical Director, Director of Nursing, Epidemiologist
Objective 4.1.2 Evaluate JCGHD community health programs quarterly to ensure goals are being achieved	Statistical outcomes from JCGHD health programs	Review JCGHD health programs quarterly Make necessary adjustments to ensure community needs are being met	January 2022 – September 2025	Medical Director and Director of Nursing
Objective 4.1.3 Build relationships with county partners for community health improvement	Evidence of community partnerships and tracking of partnership goals	Work with community partners to identify gaps in health and wellness services and brainstorm collectively to establish resolutions to better serve residents Establish contracts/MOUs with local agencies to formalize relationships Work on grant partnerships to limit	January 2022 – September 2025	Health Commissioner

		redundancy in county services		
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Goal 4.2: Improved health education and communication
Key Measure(s): Create internal warehouse of health education and improve community health communication
Baseline: As of 2022, there is not a warehouse or playbook for community education. Additionally, communication is limited to local media, website and social media.
Target: By the end of 2023, the goal will be to have an internal warehouse for community health education and robust communication plan.
Alignment with Ohio SHIP: The Ohio SHIP has identified engagement at all levels as an important factor for health improvement. Therefore, improving education and communication will be instrumental for community health improvement.
Objective(s) that address policy change(s) needed to accomplish goal: Once communication gaps are identified, a policy will be created to ensure communication will be received in an equitable manner.

Objective	Measure	Action Steps	Timeframe	Lead
Objective 4.2.1 Create specific health education plans for community events	Improved internal warehouse from baseline analysis of education plans for community health events	Utilize internal shared drive to create a health education warehouse Establish internal Community Health Workgroup for event planning	October 2022 – December 2023	Health Education Nurse
Objective 4.2.2 Improve countywide health communication	Improved communication from baseline assessment	Evaluate and improve communication platforms Learn how different populations receive important messages in Jefferson County Ensure messaging is received by hard to reach populations	October 2022 – December 2023	Health Commissioner, Administrative Assistant, Medical Director