



JEFFERSON COUNTY General Health District

— Prevent. Promote. Protect. —

2024-2027

Strategic Plan

Adopted 6/18/2024

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Mission Vision & Values

MISSION

The mission of the JCGHD is to provide public health services focused on community wellness, disease prevention and protection where Jefferson County residents live, work, learn and play.

VISION

Improving health outcomes through education, awareness and collaboration— ultimately achieving access for all.

VALUES

Integrity: We are dedicated to earning public trust by operating with transparent communication, ethical decision making and upholding the utmost integrity in all that we do. This includes being a good steward of public funds.

Respect: We are committed to a culture of compassion and mutual respect among our employees and clients and recognize diversity as a strength in our organization and community.

Excellence: We are dedicated to excellence and passionate about our relationship with our community, public health services, and committed to continuous quality improvement.

Collaboration: We are committed to collaborating with key community partners to enhance the reach and impact of our efforts to maximize and sustain public health.

Accessibility: We strive to provide essential public health services in a fair and equitable manner so that there is access for all in the community we serve.



A Message from Leadership

Dear Jefferson County Residents and Community Partners,

I am honored to serve as your Health Commissioner in Jefferson County. As a life-long Ohio Valley resident, I take great pride in the health and well-being of the people in our area. In order to drive our public health programs and services forward, I am pleased to present the 2024 – 2027 Strategic Plan.

The JCGHD staff and Board of Health participated in developing this plan that will guide our health department over the next three years. This plan will focus on improving our internal operation as well as our external community impact. By improving both of these areas together, we will be better equipped to serve the public health needs of Jefferson County.

Our staff is dedicated to the strategic priorities and implementation measures chosen by the planning team. Through this plan, we will implement and refine programs in coordination with our state and local partners. We are excited to actively follow this strategic plan to support our mission of providing public health services focused on community wellness, disease prevention and protection where Jefferson County residents live, work, learn and play.

Sincerely,



Andrew Henry
Health Commissioner



Introduction

The Jefferson County General Health District is pleased to present its 2024-2027 strategic plan. This planned approach provides our staff, Board of Health and community partners the direction the department will follow to achieve its goals and objectives over the next three years. The plan also provides criteria for monitoring the progress and outcomes of the plan. While the strategic plan provides structure and direction, it must also remain flexible and continuous, adapting to the needs of the department and the community.

Strategic priorities:

Strategic Priority #1: Organizational Capacity and Infrastructure

Strategic Priority #2: Community Promotion

Strategic Priority #3: Financial Stability and Viability



About Us

The first recorded Jefferson County General Health District Board meeting was in 1941. While there have been many changes in public health since then, the goal remains the same—to promote health, protect population health, and prevent disease and injury for all the residents in Jefferson County. Jefferson County is located in east central Ohio along the west bank of the Ohio River. Its 408 square mile area is bordered on the north by Columbiana County, on the south by Belmont County, on the west by Carroll and Harrison Counties, and on the east by the State of West Virginia.

The Jefferson County General Health District serves approximately 65,249 residents, according to the 2020 Census Bureau Data. The City of Steubenville, which is the county seat and where the health department is located, has the highest concentration of residents with a population of 18,055 while the city of Toronto has a population of 5,302 residents. In addition to the two cities, other populated areas include 17 villages ranging from 145 residents in the Village of Bloomingdale to 3,609 residents in Wintersville and 14 townships ranging from 384 residents in Brush Creek Township to 10,173 residents in Island Creek Township. The racial make-up of the county was 91% white, 5.4% Black or African American, 0.3% Asian, 0.3% American Indian, 0.3% other races, and 2.7% from two or more races. The median income for a household in the county was \$53,124 and 18.8% of the population was below the poverty line.

Jefferson County is mostly an urban county (61%) with 39% of the county being rural. The Appalachian Regional Commission has designated Jefferson County as part of Ohio's Appalachian region. Limited access to healthcare services is a critical issue facing Appalachian communities. The rural areas in Jefferson County lack sufficient medical facilities and providers, making it difficult for residents to receive the care they need. This lack of access can lead to delays in diagnosis and treatment, as well as poorer health outcomes overall. Our approach in addressing the well-being of Jefferson County residents is through a community focused approach, the examination of health and disease trends, healthcare coordination, inspections, education, and by helping communities to cope with disease prevention and emergencies.

A five-member Board of Health governs the Jefferson County General Health District. Board members are appointed by the District Advisory Council, which is comprised of a representative from each of the 14 townships, 17 villages, 2 cities, and one county commissioner. The Board of Health contracts with a Health Commissioner to carry out the day to day operations and a Medical Director who oversees medical related services. The staff is comprised of 17 full and 2 part-time employees. The Jefferson County General Health District currently has contracts with the City of Steubenville and the City of Toronto to provide public health services to their residents.

The Jefferson County General Health District consists of four divisions which include Environmental, Vital Statistics, Nursing, and the Women, Infants and Children (WIC) Division.



Services

Environmental Division

Food Program

- Plan Review, Inspections, and Licensing
- Food Service Operations
- Retail Food Operations
- Mobile Food Operations
- Temporary Food Operations
- Vending

Animal Bites

- Cleared by Veterinarian
- Correspondence
- Reporting
- Quarantine Orders

Jail Inspections

- Sanitary Inspections

Park Camp Grounds

- Inspections and Licensing
- Plan Review by ODH

Tattoo and Body Piercing

- Plan Review, Inspections, and Licensing

Plumbing

- Plan Review, Inspections, and Permits

Private Water Wells

- Plan Review, Inspections, and Permits
- Existing PWS Testing
- New PWS Testing
- PWS Testing (Type A&B Daycares)
- PWS Testing (Point of Sale)
- Well Alterations

Public Health Nuisance Complaints

- Investigations
- Orders to Abate

Public Swimming Pools

- Inspections and Licensing
- Plan Review by ODH

Schools

- Sanitary Inspections

Sewage Program

- Plan Review, Inspections, and Permits
- 12-Months STS Inspection
- Installation of New Systems
- Inspect Existing Systems
- Point of Sale Inspections
- Semi-Public Inspections
- Septic Alterations
- Septic Nuisance
- Tank Abandonment

Sewage Haulers

- Inspections and Licensing

Solid Waste

- Inspections and Licensing
- Closed Landfills
- Composting Facilities
- Construction Demolition and Debris
- Generators
- Illegal Tire Dumps
- Infectious Waste
- Municipal Solid Waste
- Open Dumping
- Residual Landfill
- Tire Generators

Solid Waste Haulers

- Registration and Inspection

Water Haulers

- Inspections and Licensing

Nursing Division

Clinical, Community, Family Resources

- Children With Medical Handicaps
- Communicable Disease (Prevention, Tracking, Investigation)
- Cribs For Kids
- Diaper Bank
- Immunization Records
- Immunizations
- Physicals

Community Health Education & Support Services

- Active Transportation
- Bike Helmets
- Community Health Education

- Dental Education
- Hygiene Education
- Lead Education
- Mosquito Education
- Nutrition Education
- Ohio Buckles Buckeyes Car Seats
- Public Health Emergency Preparedness

Health Promotion

- Blood Pressure Monitoring
- CPR/BLS
- Lice Checks
- Naloxone Training
- Project Dawn
- Weight Check

Testing

- Hepatitis C And HIV Screenings
- Respiratory Viral and Strep Testing
- STI Testing & Treatment
- TB Testing
- Urine Drug Screening

Public Health Emergency Preparedness

- Local Emergency Planning Committee (LEPC)
- Central Ohio Trauma System (COTS)
- Medical Reserve Corps (MRC)

Vital Statistics

- Certified Birth Certificates
- Certified Death Certificates
- Child Fatality Review
- Overdose Fatality Review
- Notary Public

Women, Infants and Children (WIC)

Breastfeeding Support & Education

- Breast Pump Assistance
- Hands-on Breastfeeding Assistance
- Follow Up Phone Call From Peer Helper
- Prenatal Breastfeeding Education

Immunization Screening & Referral

- Immunization Records Review (If Provided)
- Vaccine Referral to PHC or nursing division

Voter Registration

- Digital or Paper Voter Registration/Update Application

Supplemental Foods

- Assess Nutritional Risk & Assign Supplemental Food Package

Referral to Health

- Community Resource Assessment
- Community Resource Referrals

Height, Weight, & Iron

- Anthropological measurements
- BMI & Hemoglobin A1C (HbA1C) Testing



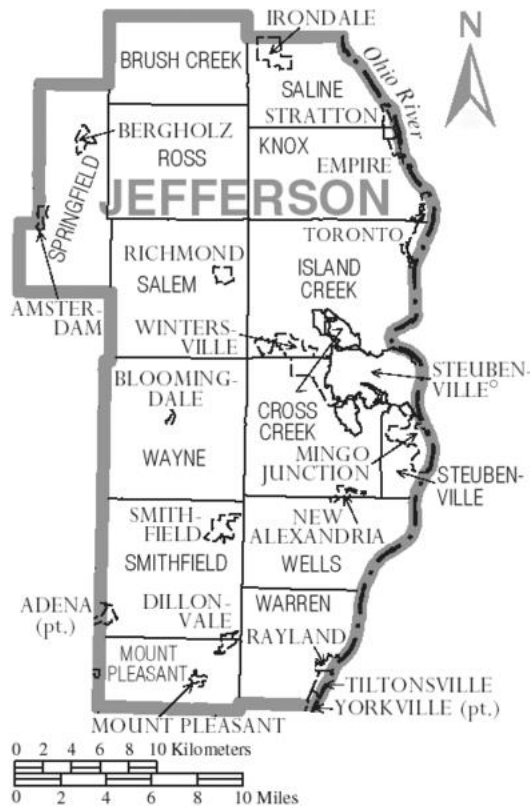
Funding

The financing of the Jefferson County General Health District (JCGHD) is diversified, drawing from various avenues. Financial support from the townships and villages, as allocated by the Board of Health, is contingent upon the taxable valuations of these municipalities within the county. Moreover, contractual arrangements based on a per capita rate are in place between the JCGHD and the cities of Steubenville and Toronto. Additionally, governmental funding, such as the Jefferson County TB levy and the annual subsidy from the Ohio Department of Health, further contribute to the district's resources.

Grant funding constitutes a significant pillar of support for the Nursing Department's programs within the JCGHD. Despite its importance, the district also generates revenue through cash transactions and health insurance-based clinical services. The Women, Infants, and Children (WIC) Department, meanwhile, operates on full funding from Ohio WIC, which derives its financial backing from the United States Department of Agriculture.

Environmental initiatives primarily rely on revenue generated from permit and license fees, established in accordance with legally mandated cost methodologies. Furthermore, funding for the Environmental Department is supplemented by fees from construction and demolition debris tipping, along with a service contract with the Jefferson-Belmont Regional Solid Waste Authority.

For services related to Vital Statistics, namely the issuance of birth and death certificates, a standardized base fee set by the State of Ohio governs financial transactions.



Our Process

The last JCGHD strategic plan was for the years 2017 – 2020. While the time period without an active strategic plan was unsettling, the JCGHD team successfully navigated the Covid-19 pandemic, experienced challenging administration and Board of Health changes, and completed our Community Health Assessment and Community Health Improvement Plan all between 2021 – 2023.

Phase 1: Setting the Groundwork (Plan to Plan): After the Community Health Improvement Plan was completed, it was time to circle back to our strategic plan. The JCGHD staff begin the preparations for an updated strategic plan with several important starting points in 2023.

Phase 2: Articulate Mission, Vision, and Values (MVV): Through the administration and board of health changes, redefining our mission, vision and values has allowed our team to refocus our efforts and move forward with a better sense of direction. The Board of Health adopted the current MVV in May 2023.

Phase 3: Assess the Situation: In May and June of 2023, all JCGHD staff participated in staff satisfaction survey, public health competency assessment, and cultural and linguistic competency assessment. In addition to this valuable feedback from staff, we also completed a department-wide SWOT analysis which will be used to form the updated strategic plan.

Phase 4: Agree on Priorities: Taking our current MVV and other environmental scan results into account, the writing team met on multiple occasions to discuss our existing operation and future goals as an organization. The staff and board were given the chance to provide feedback on the previous strategic priorities. Since this strategic plan is an update rather than an entirely new plan, it was decided that we would keep the same strategic priorities. The priorities have been slightly reworded for clarity and new goals within the strategic priorities have been agreed upon.

Phase 5: Write the Plan: Through a series of team discussions, planning team members gained insight on the scope of the identified priority areas and began to write a work plan for each. Goals, objectives, action steps, time frames, and accountable persons were identified. As the plan was completed, the team met for final review before presenting it to the Board of Health for final approval.

Phases 6 and 7: Address plan implementation, evaluation and monitoring. Our plan for these phases is described later in this document.



Our Writing Team

Name	Title
Andrew Henry	Health Commissioner
Kelly Wilson	Director of Finance & Administration/Accreditation Coordinator
Michelle Henry	Administrative Assistant
Kylie Smogonovich	Director of Nursing
Jane Klug	Administrative Assistant/Nursing Clerk
Marc Maragos	Director of Environmental Health
Carla Gampolo	Environmental Health Specialist
Stephanie Chester	WIC Director
Rick Stead	PHEP Coordinator
Kim Walters	WIC Clerk
Collaboration from our Board Members: Anthony Mougianis, Suzanne Brown, Terry Bell, and Mary Mihalyo	



Environmental Scan

Strengths

- Strong Partnerships – Trinity Health Systems, Franciscan University, multiple volunteer fire depts, EMS services, 911 center, community hospital, city/town express care, SVTRA, Ohio Valley Health Center etc.
- Board Support
- Knowledgeable staff/educated
- Community engagement/oriented
- Good interoffice communication
- Mobile Unit WOW
- Ability to obtain funding/grants, Improved grant resources
- Improved public perception
- Increased Services/Service growth
- Turnover has decreased
- Team players
- Good interoffice relationships
- Commitment to prevention activities
- Good customer service
- Good location
- Education training opportunities

Opportunities

- Build upon what has already been done
- Grant Opportunities/ODH grant funding for grants
- Grow partnerships
- Outreach to rural areas with WOW
- Marketing, brochures/Service lines education
- IT System improvements
- Public perception/Brand perception
- Linkage of care
- Educational collaboration FSU/Trinity Interns
- Volunteers
- Increased communication between services
- Identify defined triggers to activate emergency preparedness

Weaknesses

- Office layout/silos
- General resources stretched thin
- Storage space
- Limited IT/software expertise
- Small/limited workforce
- Lack of participation in events/outreach
- New board/board education knowledge in what we do
- Cross training/coverage
- Outdated policies and procedures/failed policies
- Departmental procedures
- Security (building/offices)
- Geography of County- several areas are isolated poor roads or poor access
- Multiple rural populations
- Poor cellular service in areas
- Access to mass transit in areas

Threats

- Countywide emergency response
- Misinformation/social media public distrust
- Increased operating costs
- Lack of funding/Defunding economy
- Political environment – having attorney representation at meetings
- Regulatory – stipulations
- Competing priorities
- Countywide health stats/ranking
- Field work safety and security
- Water breaks
- Flooding/multiple vulnerable areas
- Infection outbreaks
- Abandoned buildings
- Train derailments
- Landfill – fire, explosion possibilities

Our Strategic Priorities Overview

Strategic Priority #1: Organizational Capacity and Infrastructure

Goal 1. 1. – Development of procedures for departmental functions to keep practices uniform

- Identify functions that do not have formal procedures
- Ensure procedures are current and readily available
- Establish a procedure review process
- Development of procedure organization system (i.e. – reference number system)
- Review and update previously approved procedure tracking system

Goal 1.2. – Improve knowledge and understanding of organization wide programs and services

- Conduct staff knowledge assessment survey
- Create a bi-monthly staff educational newsletter
- Require all staff to participate in weekly huddle health related article sharing
- Host staff in-services for community resource education

Strategic Priority 2: Community Promotion

Goal 2.1. – Increase public awareness of the services provided to the community

- Coordinate and participate in community events
- Develop quarterly newsletter for the community
- Expand press release and health education communication efforts to television news, newspaper, radio, website, and social media
- Update website to ensure that pages are user-friendly and information is accurate and free from errors

Goal 2.2. – Improve tracking of community impact

- Develop tracking system for community event participation and the demographic served
- Periodically review tracking system to ensure events and services are being provided throughout the county in a fair and equitable manner

Strategic Priority 3: Financial Stability and Viability

Goal 3.1. – Educate department directors on budget process and financial reporting

- Provide monthly financial reports to department directors
- Review financial summaries at monthly director's meeting
- Have directors participate in budgeting process

Goal 3.2. – Increase operating revenue for financial stability

- Improve nursing services billing and payment procedures
- Review fees that are not subject to cost methodology to ensure a balanced revenue stream
- Continue to pursue grant opportunities within the scope of our mission, vision, and values

Goal 3.3 – Evaluate salary schedule

- Compare the current salary schedule with regional labor market and wage tools, such as AOHC Salary Survey, to ensure that compensation is fair and comparable
- Review and update job classifications in current salary schedule

Strategic Priority #1: Organizational Capacity and Infrastructure

This priority was selected to ensure that Jefferson County General Health District staff have sufficient knowledge and guidance to complete their job duties. In addition to their own job functions, it is important to be well-versed as public health professionals. This includes knowledge across different departments and current public health best practices.

Key measure: We plan to implement a procedure for each departmental job function, provide continued public health education, and improve knowledge of services across departments.

Goal #1.1:	Development of procedure for departmental functions to keep practices uniform				
Objective #1.1.1:	By December 31, 2026 the Jefferson County General Health District will have procedures for all job functions.				
Results:					
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure	Progress/Accomplishments
Development of procedure for departmental functions to keep practices uniform	<ul style="list-style-type: none"> Identify functions that do not have formal procedures Ensure procedures are current and readily available Establish a procedure review process Development of procedure organization system (i.e. – reference number system) Review and update previously approved procedure tracking system 	July 2024-December 2026	Health Commissioner, Department Directors	<ul style="list-style-type: none"> Identify jobs with/without formal procedures Complete procedures for those that have no formal procedure 	

Goal #1.2:	Improve knowledge and understanding of organization wide programs and services				
Objective #1.2.1:	By December 31, 2026 the Jefferson County General Health District staff will have a better understanding of organizational services and public health knowledge overall.				
Results:					
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure	Progress/Accomplishments
Improve knowledge and understanding of organization wide programs and services	<ul style="list-style-type: none"> • Conduct staff knowledge assessment survey • Create a bi-monthly staff educational newsletter • Require all staff to participate in weekly huddle health related article sharing • Host staff in-services for community resource education 	July 2024-December 2026	All Staff Participation under the leadership of Health Commissioner	<ul style="list-style-type: none"> • Pre and post knowledge assessment 	

Strategic Priority #2: Community Promotion

The Jefferson County General Health District has put a special emphasis on Healthy Living based on the most recent Community Health Improvement Plan (CHIP). With that goal established, Community Promotion of JCGHD services is a vital strategy to improve the health and well-being of our county. While the JCGHD has been working diligently to improve community outreach, several improvement areas for community promotion have been identified.

Key measure: This will be measured by the tracking of service delivery in one centralized system and correlating community impact data provided by staff.

Goal 2.1:	Increase public awareness of the services provided to the community				
Objective #2.1.1:	By December 31, 2026 the Jefferson County General Health District will improve its community impact by improved public awareness of JCGHD services.				
Results:					
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure	Progress/Accomplishments
Increase public awareness of the services provided to the community	<ul style="list-style-type: none"> Coordinate and participate in community events Develop quarterly newsletter for the community Expand press release and health education communication efforts to television news, newspaper, radio, website and social media Update website to ensure that pages are user-friendly and information is accurate and free from errors 	July 2024-December 2026	All Staff Participation under the leadership of Health Commissioner	<ul style="list-style-type: none"> Tracking of service delivery 	

Goal #2.2:	Improve tracking of community impact				
Objective #2.2.1:	By December 31, 2024 the Jefferson County General Health District will implement a community impact tracking system.				
Results:					
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure	Progress/Accomplishments
Improve tracking of community impact	<ul style="list-style-type: none"> Develop tracking system for community event participation and the demographic served Periodically review tracking system to ensure events and services are being provided throughout the county in a fair and equitable manner. 	July 2024 – December 2024	All Staff Participation under the leadership of Health Commissioner	<ul style="list-style-type: none"> Tracking growth in participation in events in one system 	

Strategic Priority #3: Financial Stability and Viability

The financial viability and stability of the Jefferson County General Health District is influenced by the overall economic climate, national and state funding priorities, and by service delivery costs. JCGHD will make all financial decisions based on established, proven business practices and will seek funding opportunities that are aligned with community needs and departmental goals for growth.

Key measure: Monthly financial reviews and annual budgeting will show that the Jefferson County General Health District is running in the black. Reports will also show an increase in grant funds obtained.

Goal#3.1:	Educate department directors on budget process and financial reporting				
Objective #3.1.1:	By March of 2025, the Jefferson County General Health District fiscal officer will train directors and on monthly fiscal reports and directors will have participated in the budgeting process.				
Results:					
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure	Progress/Accomplishments
Educate department directors on budget process and financial reporting	<ul style="list-style-type: none"> Provide monthly financial reports to department directors Review financial summaries at monthly director's meeting Have directors participate in budgeting process 	Fiscal Reports – Ongoing beginning July 1, 2024 Budget – Annually beginning February 2025 and as needed for budget revisions.	Fiscal Officer and Department Directors	<ul style="list-style-type: none"> Director's meeting sign-in sheets Copies of monthly fiscal and budget reports 	

Goal#3.2:	Increase operating revenue for financial stability				
Objective #3.2.1:	By December 31, 2025, the Jefferson County General Health District will have improved operating revenue based on the goals outlined below.				
Results:					
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure	Progress/Accomplishments
Increase operating revenue for financial stability	<ul style="list-style-type: none"> Improve nursing services billing and payment procedures Review fees that are not subject to cost methodology to ensure a balanced revenue stream Continue to pursue grant opportunities within the scope of our mission, vision, and values. 	<p>Improve nursing billing and payment – by December 31, 2025</p> <p>Fee Review – Annually before October BOH Meeting to ensure 3 readings</p> <p>Review upcoming grants quarterly</p>	<p>Health Commissioner, Fiscal Officer, Director of Nursing, Nursing Clerk, Environmental Director, Environmental Clerk</p>	<ul style="list-style-type: none"> Decrease in claim denials Improved fund balance across programs Addition and/or renewal of grants 	

Goal#3.3:	Evaluate and update current board approved salary schedule				
Objective #3.3.1:	By December 31, 2024, the Jefferson County General Health District will have an updated salary schedule approved by the BOH.				
Results:					
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure	Progress/Accomplishments
Evaluate salary schedule	<ul style="list-style-type: none"> Compare the current salary schedule with regional labor market and wage tools, such as AOHC Salary Survey, to ensure that compensation is fair and comparable. Review and update job classifications in current salary schedule 	July 2024 – December 2024	Health Commissioner, Fiscal officer, BOH	<ul style="list-style-type: none"> New Salary Schedule in accordance with regional public health labor market Staff satisfaction survey results 	

Tracking Our Performance

The strategic plan will be reviewed monthly by the strategic planning team and annually every December by the employees listed below, updates on the progress will be given to all staff during the January staff meeting and updates to the Board of Health at the January Board meeting. The Health Commissioner is ultimately responsible for ensuring the plan is reviewed. A hard copy of the entire Strategic Plan is located in the Administrative Assistants’ office and on the accreditation drive.

Strategic Priority 1: Organizational Capacity and Infrastructure

Goal 1.1 Development of procedures for departmental functions to keep practices uniform				
	Person Responsible	December 2025	December 2026	December 2027
Identify functions that do not have formal procedures				
Ensure procedures are current and readily available				
Establish a procedure review process				
Development of procedure organization system (i.e.-reference number system)				
Review and update previously approved procedure tracking system				

Goal 1.2 Improve knowledge and understanding of organization wide programs and services				
	Person Responsible	December 2025	December 2026	December 2027
Conduct staff knowledge assessment survey				
Create a bi-monthly staff educational newsletter				

Goal 1.2 Improve knowledge and understanding of organization wide programs and services				
	Person Responsible	December 2025	December 2026	December 2027
Require all staff to participate in weekly huddle health related article sharing				
Host staff in-services for community resource education				

Strategic Priority 2: Community Promotion

Goal 2.1 Increase public awareness of the services provided to the community				
	Person Responsible	December 2025	December 2026	December 2027
Coordinate and participate in community events				
Develop quarterly newsletter for the community				
Expand press release and health education communication efforts to television news, newspaper, radio, website, and social media				
Update website to ensure that pages are user-friendly and information is accurate and free from errors.				

Goal 2.2 Improve tracking of community impact				
	Person Responsible	December 2025	December 2026	December 2027
Develop tracking system for community event				

Goal 2.2 Improve tracking of community impact				
	Person Responsible	December 2025	December 2026	December 2027
participation and the demographic served				
Periodically review tracking system to ensure events and services are being provide throughout the county in a fair and equitable manner				

Strategic Priority 3: Financial Stability and Viability

Goal 3.1 Educate department directors on budget process and financial reporting				
	Person Responsible	December 2025	December 2026	December 2027
Provide monthly financial reports to department directors				
Review financial summaries at monthly director’s meeting				
Have directors participate in budgeting process				

Goal 3.2 Increase operating revenue for financial stability				
	Person Responsible	December 2025	December 2026	December 2027
Improve nursing services billing and payment procedures				
Review fees that are not subject to cost methodology to ensure a balanced revenue stream				
Continue to pursue grant opportunities within the				

Goal 3.2 Increase operating revenue for financial stability				
	Person Responsible	December 2025	December 2026	December 2027
scope of our mission, vision, and values				

Goal 3.3 Evaluate Salary Schedule				
	Person Responsible	December 2025	December 2026	December 2027
Compare current salary schedule with regional labor market and wage tools, such as AOHC Salary Survey, to ensure that compensation is fair and comparable				
Review and update job classifications in current salary schedule				

Appendix

2023 Employee Survey Results

2023 Employee Engagement & Satisfaction Survey

I am inspired to meet my goals at work.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	11.11%	2
Agree	33.33%	6
Strongly Agree	55.56%	10
Answered		18
Skipped		0

I feel completely involved in my work.

Answer Choices	Responses	
Strongly Disagree	5.56%	1
Disagree	0.00%	0
Neutral/Neither agree nor disagree	5.56%	1
Agree	61.11%	11
Strongly Agree	27.78%	5
Answered		18
Skipped		0

I get excited about going to work.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	5.56%	1
Neutral/Neither agree nor disagree	33.33%	6
Agree	38.89%	7
Strongly Agree	22.22%	4
Answered		18
Skipped		0

I am often so involved in my work that the day goes by very quickly.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	5.56%	1
Agree	50.00%	9
Strongly Agree	44.44%	8
Answered		18
Skipped		0

I am determined to give my best effort at work each day.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	0.00%	0
Agree	58.82%	10
Strongly Agree	41.18%	7
Answered		17
Skipped		1

When at work, I am completely focused on my job duties.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	5.56%	1
Agree	83.33%	15
Strongly Agree	11.11%	2
Answered		18
Skipped		0

In my organization, employees adapt quickly to difficult situations.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	22.22%	4
Neutral/Neither agree nor disagree	11.11%	2
Agree	38.89%	7
Strongly Agree	27.78%	5
Answered		18
Skipped		0

Employees here always keep going when the going gets tough.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	23.53%	4
Agree	47.06%	8
Strongly Agree	29.41%	5
Answered		17
Skipped		1

Employees proactively identify future opportunities.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	5.56%	1
Neutral/Neither agree nor disagree	33.33%	6
Agree	44.44%	8
Strongly Agree	16.67%	3
Answered		18
Skipped		0

Employees in my organization take the initiative to help other employees when the need arises.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	11.11%	2
Neutral/Neither agree nor disagree	11.11%	2
Agree	38.89%	7
Strongly Agree	38.89%	7
Answered		18
Skipped		0

Employees here are willing to take on new tasks as needed.

Answer Choices	Responses	
Strongly Disagree	5.56%	1
Disagree	11.11%	2
Neutral/Neither agree nor disagree	11.11%	2
Agree	50.00%	9
Strongly Agree	22.22%	4
Answered		18
Skipped		0

Employees in my organization willingly accept change.

Answer Choices	Responses	
Strongly Disagree	11.11%	2
Disagree	11.11%	2
Neutral/Neither agree nor disagree	22.22%	4
Agree	50.00%	9
Strongly Agree	5.56%	1
Answered		18
Skipped		0

My organization has a safe work environment.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	5.56% 1
Neutral/Neither agree nor disagree	16.67% 3
Agree	55.56% 10
Strongly Agree	22.22% 4
Answered 18	
Skipped 0	

My organization's work positively impacts people's lives.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	0.00% 0
Neutral/Neither agree nor disagree	0.00% 0
Agree	33.33% 6
Strongly Agree	66.67% 12
Answered 18	
Skipped 0	

My organization's fiscal well-being is stable.

Answer Choices	Responses
Strongly Disagree	5.56% 1
Disagree	0.00% 0
Neutral/Neither agree nor disagree	22.22% 4
Agree	61.11% 11
Strongly Agree	11.11% 2
Answered 18	
Skipped 0	

My organization is dedicated to diversity and inclusiveness.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	0.00% 0
Neutral/Neither agree nor disagree	11.11% 2
Agree	61.11% 11
Strongly Agree	27.78% 5
Answered 18	
Skipped 0	

Communication between leaders and employees is good in my organization.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	11.76% 2
Neutral/Neither agree nor disagree	5.88% 1
Agree	58.82% 10
Strongly Agree	23.53% 4
Answered 17	
Skipped 1	

Management within my organization recognizes strong job performance.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	5.88% 1
Neutral/Neither agree nor disagree	11.76% 2
Agree	64.71% 11
Strongly Agree	17.65% 3
Answered 17	
Skipped 1	

My coworkers and I have a good working relationship.

Answer Choices	Responses
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I am satisfied with my overall job security.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	0.00% 0
Neutral/Neither agree nor disagree	0.00% 0
Agree	66.67% 12
Strongly Agree	33.33% 6
Answered 18	
Skipped 0	

My organization operates in a socially responsible manner.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	5.56% 1
Neutral/Neither agree nor disagree	0.00% 0
Agree	55.56% 10
Strongly Agree	38.89% 7
Answered 18	
Skipped 0	

I understand how my work impacts the organization's business goals.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	0.00% 0
Neutral/Neither agree nor disagree	0.00% 0
Agree	66.67% 12
Strongly Agree	33.33% 6
Answered 18	
Skipped 0	

I am satisfied with the culture of my workplace.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	0.00% 0
Neutral/Neither agree nor disagree	11.11% 2
Agree	55.56% 10
Strongly Agree	33.33% 6
Answered 18	
Skipped 0	

I am able to make decisions affecting my work.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	0.00% 0
Neutral/Neither agree nor disagree	5.88% 1
Agree	62.94% 9
Strongly Agree	41.18% 7
Answered 17	
Skipped 1	

My supervisor and I have a good working relationship.

Answer Choices	Responses
Strongly Disagree	0.00% 0
Disagree	0.00% 0
Neutral/Neither agree nor disagree	5.88% 1
Agree	29.41% 5
Strongly Agree	64.71% 11
Answered 17	
Skipped 1	

Management and employees trust each other.

Answer Choices	Responses
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Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	0.00%	0
Agree	41.18%	7
Strongly Agree	58.82%	10
Answered		17
Skipped		1

Employees treat each other with respect.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	11.76%	2
Neutral/Neither agree nor disagree	0.00%	0
Agree	41.18%	7
Strongly Agree	47.06%	8
Answered		17
Skipped		1

I am pleased with the career advancement opportunities available to me.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	5.88%	1
Neutral/Neither agree nor disagree	35.29%	6
Agree	41.18%	7
Strongly Agree	17.65%	3
Answered		17
Skipped		1

I am satisfied with the job-related training my organization offers.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	23.53%	4
Agree	64.71%	11
Strongly Agree	11.76%	2
Answered		17
Skipped		1

I am satisfied with the investment my organization makes in training.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	17.65%	3
Agree	52.94%	9
Strongly Agree	29.41%	5
Answered		17
Skipped		1

I am compensated fairly relative to my local market.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	5.88%	1
Neutral/Neither agree nor disagree	17.65%	3
Agree	64.71%	11
Strongly Agree	11.76%	2
Answered		17
Skipped		1

I am satisfied with the healthcare-related benefits offered by my organization.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	11.76%	2

Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	11.76%	2
Agree	52.94%	9
Strongly Agree	35.29%	6
Answered		17
Skipped		1

I am satisfied with my opportunities for professional growth.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	5.88%	1
Neutral/Neither agree nor disagree	11.76%	2
Agree	52.94%	9
Strongly Agree	29.41%	5
Answered		17
Skipped		1

My organization is dedicated to my professional development.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	5.88%	1
Neutral/Neither agree nor disagree	11.76%	2
Agree	58.82%	10
Strongly Agree	23.53%	4
Answered		17
Skipped		1

I am satisfied that I have the opportunities to apply my expertise.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	11.76%	2
Agree	41.18%	7
Strongly Agree	47.06%	8
Answered		17
Skipped		1

I am satisfied with my overall compensation.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	11.76%	2
Neutral/Neither agree nor disagree	5.88%	1
Agree	70.59%	12
Strongly Agree	11.76%	2
Answered		17
Skipped		1

I am satisfied with my total benefits package.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Neutral/Neither agree nor disagree	5.88%	1
Agree	82.35%	14
Strongly Agree	11.76%	2
Answered		17
Skipped		1

I am satisfied with the amount of paid leave offered by my organization.

Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	0.00%	0

Neutral/Neither agree nor disagree	11.76%	2
Agree	64.71%	11
Strongly Agree	11.76%	2
	Answered	17
	Skipped	1

Neutral/Neither agree nor disagree	0.00%	0
Agree	70.59%	12
Strongly Agree	29.41%	5
	Answered	17
	Skipped	1

I am satisfied with the workplace flexibility offered by my organization.

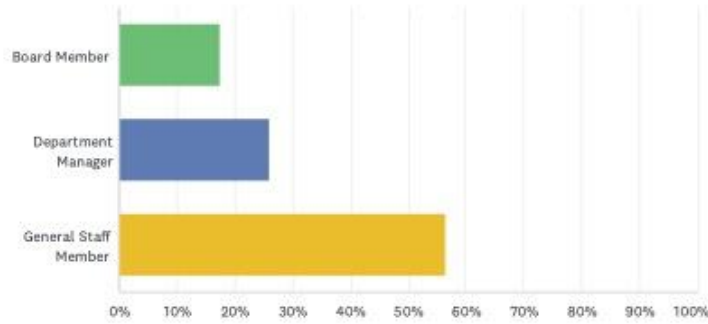
Answer Choices	Responses	
Strongly Disagree	0.00%	0
Disagree	5.88%	1
Neutral/Neither agree nor disagree	0.00%	0
Agree	58.82%	10
Strongly Agree	35.29%	6
	Answered	17
	Skipped	1

2024 Staff Strategic Plan Survey

JCGHD Strategic Priorities

Q1 What is your role?

Answered: 23 Skipped: 0

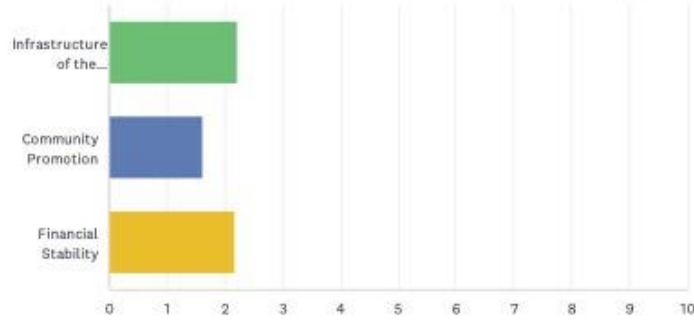


ANSWER CHOICES	RESPONSES	
Board Member	17.39%	4
Department Manager	26.09%	6
General Staff Member	56.52%	13
TOTAL		23

JCGHD Strategic Priorities

Q2 Rate the 2017 - 2020 Strategic Priorities from 1 - 3 (1 being most important)

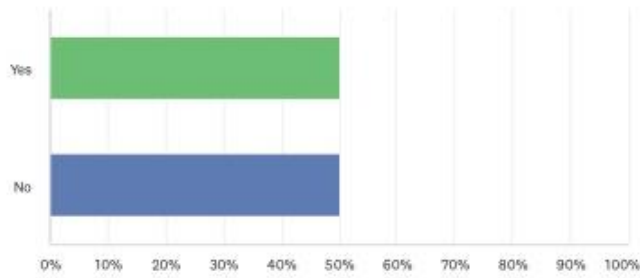
Answered: 23 Skipped: 0



	1	2	3	TOTAL	SCORE
Infrastructure of the Jefferson County General Health District	39.13% 9	43.48% 10	17.39% 4	23	2.22
Community Promotion	17.39% 4	26.09% 6	56.52% 13	23	1.61
Financial Stability	43.48% 10	30.43% 7	26.09% 6	23	2.17

Q3 Do you believe any of these priorities should be changed or renamed?

Answered: 22 Skipped: 1



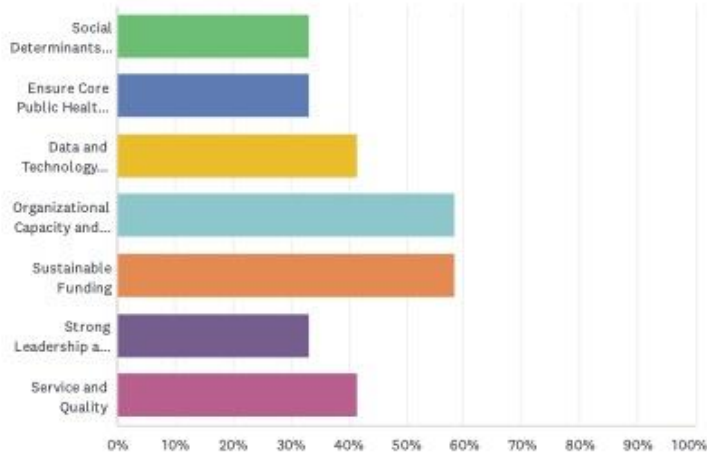
ANSWER CHOICES	RESPONSES	
Yes	50.00%	11
No	50.00%	11
TOTAL		22



JCGHD Strategic Priorities

Q4 If yes, select from the following priority options:

Answered: 12 Skipped: 11



ANSWER CHOICES	RESPONSES
Social Determinants of Health	33.33% 4
Ensure Core Public Health Functions for All	33.33% 4
Data and Technology Infrastructure	41.67% 5
Organizational Capacity and Infrastructure	58.33% 7
Sustainable Funding	58.33% 7
Strong Leadership and Workforce	33.33% 4
Service and Quality	41.67% 5
Total Respondents: 12	

Q5 If you have any other recommendations for strategic priorities, comment below:

Answered: 5 Skipped: 18

1. NA
2. Only one I suggest changing is the name of Organizational Capacity and Infrastructure
3. It seems like all the other priority options flow from the three strategic priorities
4. Without a good public health infrastructure and financial stability in all of our programs, we are unable to do community promotion properly.
5. We need ways to track our progress