



# STRATEGIC PLAN

## 2016-2019



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## EXECUTIVE SUMMARY

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Public Health is continuing to lead in reversing the negative health outcomes our nation is currently facing. Health outcomes for many states paint a picture of shortened life expectancies for the current generation. Once again, Kentucky is one of the leading states with the poorest health outcomes for many preventable diseases. This trend must not continue and Public Health is hard at work to change what seemingly has become the norm.

When considering the health of the population of Laurel County, we must realize that many of the challenges that plague our state are prevalent in our local community. Obesity, diabetes, and smoking are a few of the issues that, through lifestyle changes, the opportunity to have an improved quality of life is a real possibility. Education is the key to empowering individuals to make informed and therefore healthy choices.

In January 2013, the Laurel County Health Department began the initial stages of the strategic planning process within our agency. A strategic planning committee was formed and continues to meet on a regular basis, evaluating and monitoring the progress of the implementation of our current plan. LCHD began the 2016 strategic plan development in July 2016. Strategic planning is an essential element in our agency's ability to provide appropriate services to affect change for the betterment of the health in the population we serve. It is our hope that if we are able to influence the health in the population of our local community, it may spread to our state, and possibly our nation. Team work leads to success in achieving a healthier community. A spirit of cooperation, combined with appropriate planning, are essential to crossing the finish line. We are determined to stay on task and seek avenues of improvement on a continual basis. It is our goal as an agency to align this plan with our agency's QI plan and community health improvement plan and establish a performance management system to determine our effectiveness in meeting the goals and objectives we have outlined within these pages.

Even though public health in America is changing, the health care needs of our citizens remain the same. If we want to reverse the unthinkable direction the health of our nation is going, we must, as public health professionals, become flexible and willing to implement new approaches to community education and population-centered health. Our ultimate goal is a healthier and better place to live, not only on a local level, but for the nation as a whole.

Sincerely,

A handwritten signature in black ink that reads "Mark Hensley". The signature is written in a cursive style.

Mark Hensley, Director

## **ACKNOWLEDGEMENTS**

Mark Hensley, Public Health Director

Brandi Gilley, MPH, RD, LD, Accreditation Coordinator

## **STRATEGIC PLANNING TEAM 2016**

Brent Carroll, Director of Administrative Services

Stephanie Martin, Administrative Specialist

Carolee Epperson, Nurse Administrator

Rick Evans, Health Environmentalist

June Rawlings, Laurel County Board of Health

Christie Shrader, ASAP Board Coordinator/Community Partner

## **LAUREL COUNTY BOARD OF HEALTH**

Updates on the strategic planning process are provided to Board Members at Local Board of Health Meetings and via LCHD Website – BOH Log-in Section

## **STRATEGIC PLANNING SYNOPSIS**

Laurel County Health Department (LCHD) developed its first Strategic Plan in 2013 using NACCHO's Guidebook "Developing a Local Health Department Strategic Plan: A How-To Guide". The plan was a three-year plan that expired in November 2016. The 2016 Strategic Plan was developed using the same guidebook from NACCHO during the months of August – November 2016.

A core group of LCHD staff were identified to serve on the Strategic Planning (SP) Committee, several of which served on the 2013 development committee. A community partner and board of health member were also invited to serve on the 2016 committee. During the August 2016 LCHD Staff Meeting, staff members reviewed LCHD's Mission, Vision, and Values/Guiding Principles, as well as, completed a SWOT Analysis to prepare for the first SP Committee meeting. LCHD staff were also polled via Survey Monkey on three possible layouts for the action plan section of the strategic plan. The first meeting of the 2016 SP Committee was held on September 26<sup>th</sup>.

The Strategic Planning Committee met monthly from September – November to complete the steps of the strategic planning process. An environmental scan was completed as part of the process. This included identifying formal and informal mandates, and relevant data sources. Staff was updated on the process at face-to-face staff meetings. The plan was finalized in November and became effective December 1, 2016. The plan goals are based on four priority areas: Community, Customer, Workforce, and Operations. Staff was given the opportunity to provide feedback on potential priority areas through a Survey Monkey questionnaire. LCHD considers these priority areas as key areas for efficient and effective service to the public due to the importance they possess by both the Public Health Accreditation Board and the Essential Public Health Services. Implementation of the plan will run from December 2016-November 2019. Monitoring of progress will be incorporated into LCHD's Performance Management System using the reporting form on page 13. Staff will be assigned reporting areas. The committee will meet twice per year during the implementation phase to communicate regarding progress. Written reports will be completed annually and shared with LCHD staff and Board of Health via LCHD Dropbox, staff meetings, and board of health meetings.

A full layout of the strategic planning process can be found on page 16.

## MISSION

The Laurel County Health Department is dedicated to serving Laurel County in efforts to prevent disease, while promoting and protecting the public health of its citizens, by providing quality health education, preventive health care and environmental services.

## VISION

Striving for a healthier future for Laurel County in an effort to improve the overall health status of Southeastern Kentucky

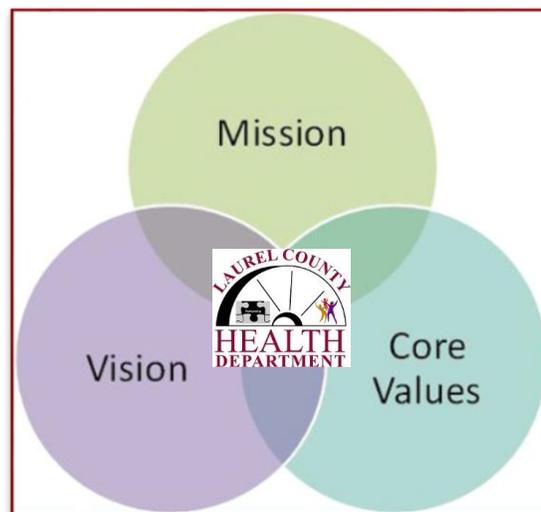
## VALUES/GUIDING PRINCIPLES

We recognize and affirm the unique and intrinsic *worth* of each individual and *respect* their confidentiality

We treat all those we *serve* with *compassion* and *kindness*

We strive to act with absolute *honesty*, *integrity* and *fairness* in the way we conduct our business

We trust our co-workers as *valuable*, *competent* members of our healthcare team and pledge to treat one another with *loyalty*, *respect*, and *dignity*



## **STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS**

LCHD Staff completed the below SWOT Analysis on August 25, 2016. The SWOT Analysis provides a systematic assessment of the organization’s internal and external environment and identifies elements that affect the organization’s ability to achieve its vision.

A SWOT Analysis is useful in gathering data for strategic planning and to understand how the organization fits into the external environment so the agency can align initiatives with its broader goals and vision.

<b>Strengths (Internal)</b>	<b>Opportunities (External)</b>
<i>(Maintain and leverage strengths)</i>	<i>(Invest in opportunities)</i>
Administrative support/Employee appreciation BOH support Excellent staff Staff works well as a team Good communication in meetings Community-oriented Facility Increase of staffing in program that need it	Community Collaboration/Partners Grants Extended hours Wellness track Policy changes
<b>Weaknesses (Internal)</b>	<b>Threats (External)</b>
<i>(Minimize weaknesses)</i>	<i>(Identify threats or challenges that need to be addressed and understand their potential impact)</i>
Lack of funding Lack of staffing (overall small workforce) Hours of operation Cleanliness of building WIFI connection Significant number of experienced staff have left/retired	Politics Decreased funding from federal and state/budget cuts Lack of community/other agency support Policy changes Revamping of Medicaid Hazards for staff who are out in the field/home visits Negative publicity from disgruntled clients





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# STRATEGIC PLAN IMPLEMENTATION PLAN

DECEMBER 2016-  
NOVEMBER 2019

LCHD's Strategic Plan Implementation Plan includes four priority areas:  
Community, Customer, Workforce, and Operations.

The following information is provided for each priority area:

- Importance of priority area to LCHD
- Overarching goal for the priority area
- A list of objectives to meet the goal
- Potential action steps for each objective

Monitoring and Reporting Progress:

LCHD staff will be assigned priority areas and objectives for which they are responsible to report progress. Progress will be reported to the Strategic Planning Coordinator on at least an annual basis. The Strategic Planning Coordinator will develop an annual report based on the progress reports submitted. The annual report will be reviewed by the Strategic Planning Committee for any suggestions or comments. The finalized Annual Report will be available on LCHD's Dropbox and Website for staff and Board of Health access.

# COMMUNITY

*Importance: Essential Public Health Services #1, #2, #3, #4, #6 and #7 ensure the community's needs are being met through assessment, surveillance, investigation, education, and partnerships, and enforcement.*

**Goal:** By November 30, 2019 LCHD will assess and assure the needs of the community are being met and communicate effectively with the community.

Objective	Action Steps
From Dec 2016 – Nov 2019, LCHD will facilitate the CHA/CHIP process for Laurel County.	<ul style="list-style-type: none"> <li>- Facilitate monthly meetings (11 per year)</li> <li>- Communicate with coalition regularly through emails</li> <li>- Manage CHA and CHIP documents, including revisions and annual reports</li> </ul>
From Dec 2016 – Nov 2019, LCHD will utilize partnerships to link the community to resources outside the scope of LCHD Services.	<ul style="list-style-type: none"> <li>- Participate in a variety local coalitions including, but not limited to: Laurel County Health in Motion, Tri County Cancer Coalition, Laurel County Violence Prevention Coalition, Laurel County ASAP Board, etc.</li> </ul>
From Dec 2016 – Nov 2019, LCHD will maintain collaborative efforts with city and county emergency management officials to ensure the safety of the public.	<ul style="list-style-type: none"> <li>- Participate in local emergency/preparedness coalition meetings</li> <li>- Participate in local/regional/state drills and exercises</li> </ul>
From Dec 2016 – Nov 2019, LCHD will monitor and investigate surveillance data to ensure compliance of state regulations by regulated entities.	<ul style="list-style-type: none"> <li>- Perform investigations through NEDSS</li> <li>- Conduct regular inspections and compliant follow-ups for regulated entities and maintain accurate records</li> <li>- Monitor Laws and regulations for impact on the public</li> </ul>
From Dec 2016 – Nov 2019, LCHD will utilize media and branding methods to education and inform the public.	<ul style="list-style-type: none"> <li>- Distribute LCHD newsletters</li> <li>- Utilize Social Media and LCHD Website</li> <li>- Utilize radio, newspaper, and other media methods to provide information to the public.</li> </ul>

# CUSTOMER

*Importance: Public Health Accreditation considers customer service a priority area. Local health departments are held to a high standard when providing quality services that are confidential and fair.*

**Goal:** From December 1, 2016 - November 30, 2019 LCHD will provide quality services to customers of LCHD and provide customers opportunities for feedback regarding programs and services.

Objective	Action Steps
From Dec 2016 – Nov 2019, LCHD will implement its Customer Feedback procedures.	<ul style="list-style-type: none"> <li>- Meetings of customer feedback committee (twice per year)</li> <li>- Implement customer feedback in each department within the agency</li> <li>- Complete annual report</li> </ul>
From Dec 2016 – Nov 2019, LCHD will provide services in compliance with cultural competency, ADA, and HIPAA requirements.	<ul style="list-style-type: none"> <li>- Provide interpretation services</li> <li>- Employees sign HIPAA statement</li> <li>- Provide clients with privacy notice</li> </ul>
From Dec 2016 – Nov 2019, LCHD will implement mandated public health programs.	<ul style="list-style-type: none"> <li>- Report on implementation of mandated program (ex: NEDSS, Catalyst, CDP Portal, EHMIS, etc)</li> </ul>

# WORKFORCE

*Importance: Essential Public Health Service #8 assures that the public health workforce is competent in providing programs and services to the community. In addition, recruitment, hiring, and retention are all considered priority areas for local health departments seeking and maintaining Public Health Accreditation.*

**Goal:** From December 1, 2016 – November 30, 2019 LCHD will provide its staff with training/professional development, feedback, recognition, and wellness opportunities.

Objectives	Action Steps
From Dec 2016 – Nov 2019, LCHD will provide employee wellness opportunities to staff, at least annually.	<ul style="list-style-type: none"> <li>- Get feedback from staff regarding wellness activities/events</li> <li>- Review/Revise LCHD worksite wellness plan</li> <li>- Offer competitive wellness events</li> </ul>
From Dec 2016 – Nov 2019, LCHD will provide staff with training and professional development opportunities.	<ul style="list-style-type: none"> <li>- Maintain Workforce Development Plan</li> <li>- Administer competency assessments every 2 years</li> <li>- Provide in house training on safety</li> <li>- Allow participation in professional affiliations (KPHA, KHDA, SHA)</li> </ul>
From Dec 2016 – Nov 2019, LCHD will provide mutual feedback opportunities for workforce.	<ul style="list-style-type: none"> <li>- Conduct employee performance evaluations as required in personnel manual</li> <li>- Administer work environment needs assessments annually</li> </ul>
From Dec 2016 – Nov 2019, LCHD will implement written procedures for recruiting and hiring and retaining workforce.	<ul style="list-style-type: none"> <li>- Conduct process for recruitment, screening, and hiring as required in personnel manual.</li> <li>- Implement student internship procedures.</li> <li>- Implement Employee Recognition Plan.</li> </ul>

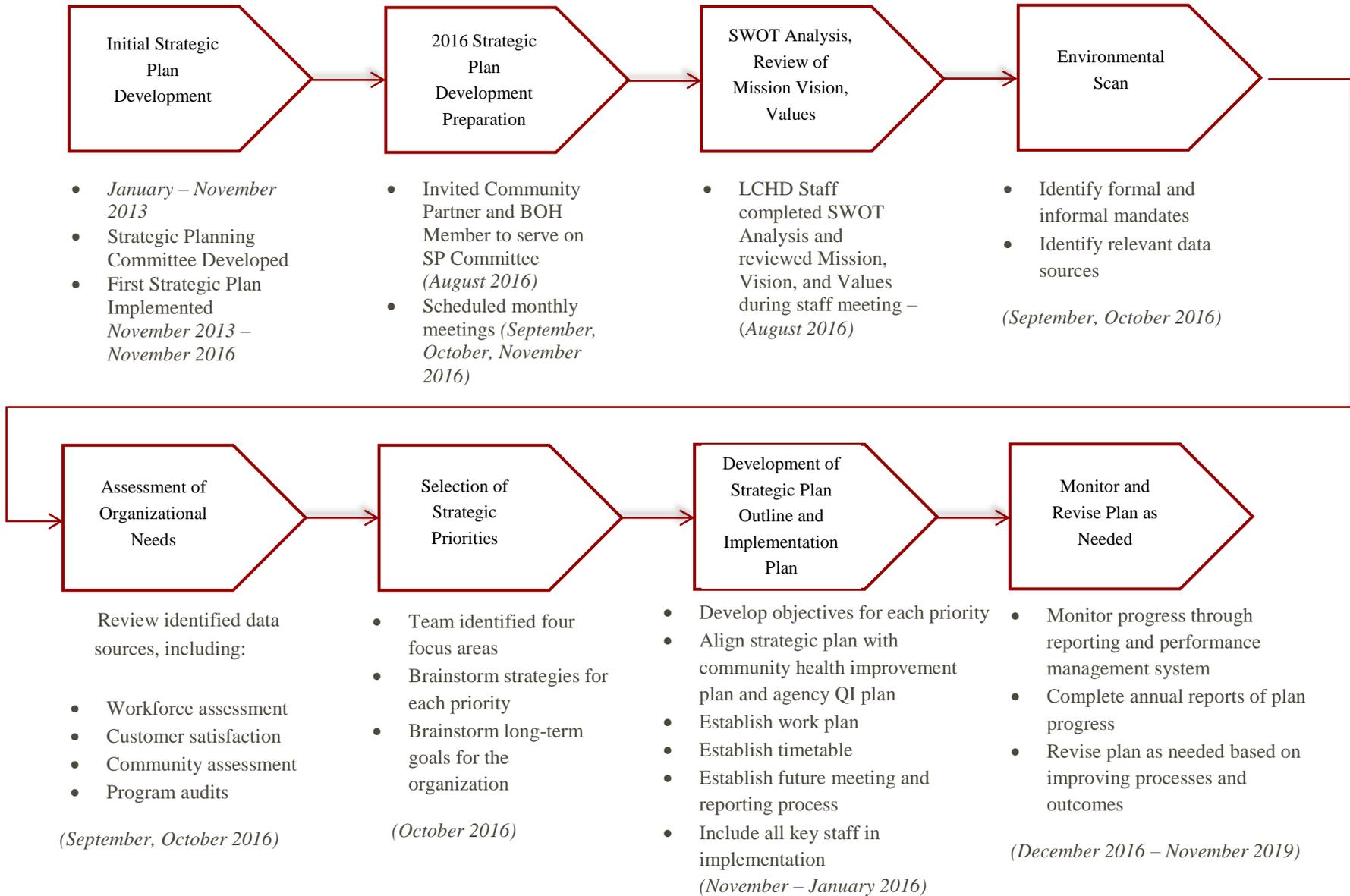
# OPERATIONS

*Importance: Essential Public Health Services #5 and #9 ensures local health departments have adequate policies and procedures in place and continuously evaluate effectiveness and quality of services. In addition, Public Health Accreditation considers financial management systems and board of health engagement focus areas for local health department's seeking and maintain accreditation status.*

**Goal:** From December 1, 2016 – November 30, 2019 LCHD will establish and implement quality internal policies, procedures, technology, reports, and maintain certification/accreditation of programs.

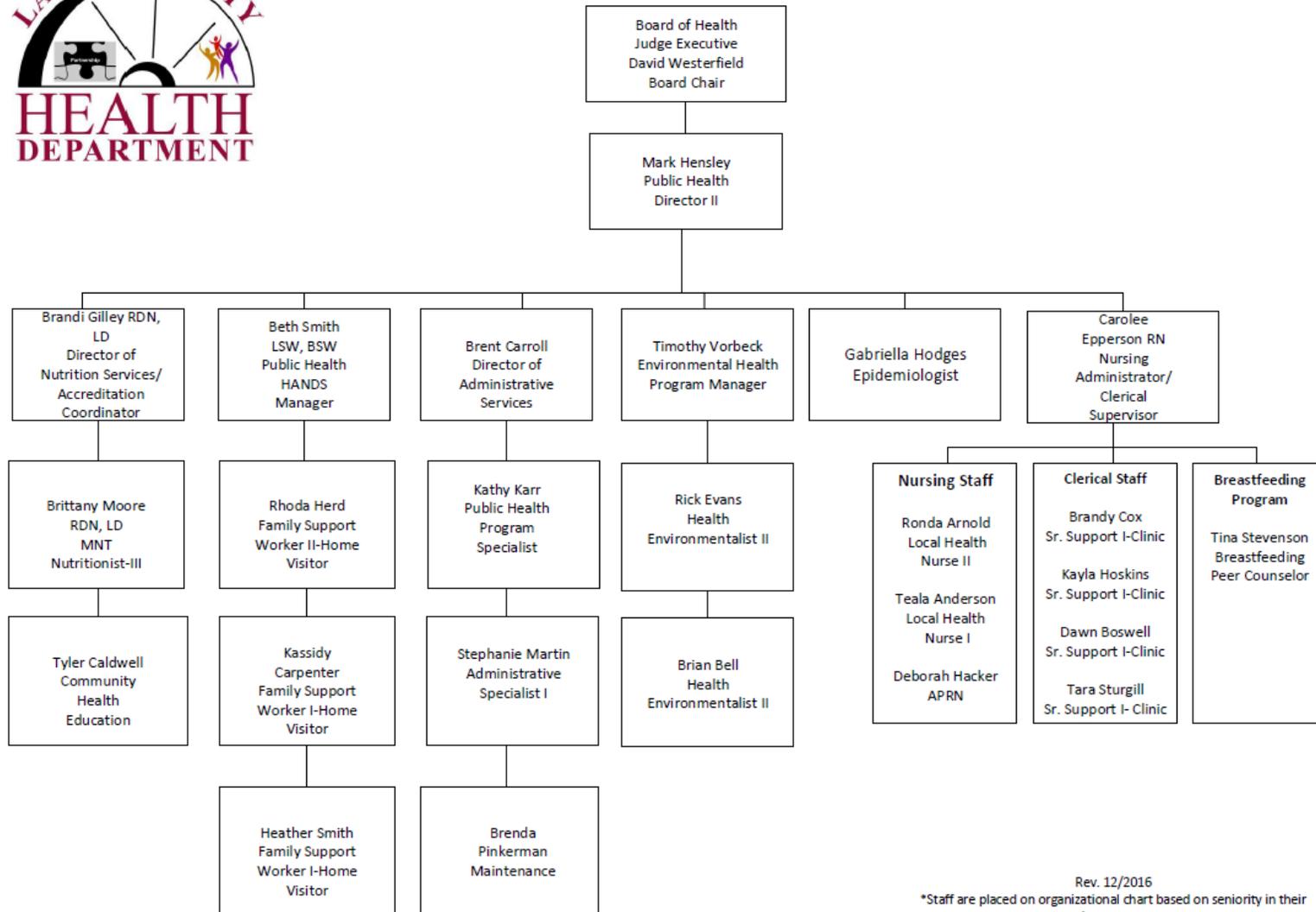
Objectives	Action Steps
From Dec 2016 – Nov 2019, LCHD will incorporate a culture of quality within the agency.	<ul style="list-style-type: none"> <li>- Implement Performance Management Plan</li> <li>- Implement Quality Assurance</li> <li>- Implement Quality Improvement Plan and Projects</li> </ul>
From Dec 2016 – Nov 2019, LCHD will maintain compliance with state financial regulations.	<ul style="list-style-type: none"> <li>- Conduct annual audit</li> <li>- Make audit report available to the public</li> <li>- Make annual budget available to the public</li> <li>- Develop and public annual reports</li> </ul>
From Dec 2016 – Nov 2019, LCHD will maintain internal policies and procedures.	<ul style="list-style-type: none"> <li>- Develop internal communication plan</li> <li>- Review policies and procedures annually</li> <li>- Update Local Board of Health on agency policy and procedure revisions</li> <li>- Review and revise technology inventory</li> </ul>
From Dec 2016 – Nov 2019, LCHD will maintain relationships with other agencies that link the community with resources outside of the scope of LCHD services.	<ul style="list-style-type: none"> <li>- Maintain service contracts with outside providers</li> <li>- Maintain MOA/MOU's with partnering agencies</li> <li>- Stay abreast of available community resources</li> </ul>
From Dec 2016 – Nov 2019, LCHD will maintain certification/accreditation of its programs.	<ul style="list-style-type: none"> <li>- Maintain Lab Certification</li> <li>- Obtain Public Health Accreditation</li> <li>- Obtain Diabetes Accreditation</li> </ul>

# LAUREL COUNTY HEALTH DEPARTMENT STRATEGIC PLANNING PROCESS





# Organizational Chart



Rev. 12/2016  
\*Staff are placed on organizational chart based on seniority in their department.

## **GLOSSARY**

AAR – After Action Report  
ADA – Americans with Disability Act  
AR – Administrative Reference  
CCSG – Core Clinical Services Guide  
CHA – Community Health Assessment  
CHFS – Cabinet for Health and Family Services  
CHIP – Community Health Improvement Plan  
EPHS – Essential Public Health Services  
HANDS – Health Access: Nurturing Development Services  
HIPAA – Health Insurance Portability & Accountability Act  
HR – Human Resources  
KHDA – Kentucky Health Department Association  
KPHA – Kentucky Public Health Association  
LBOH – Local Board of Health  
LEP – Limited English Proficiency  
LCHD – Laurel County Health Department  
MAPP – Mobilizing Action for Planning and Partnerships  
MOA/MOU – Memorandum of Agreement (Understanding)  
NACCHO – National Association of County and City Health Officials  
PH – Public Health  
PHAB – Public Health Accreditation Board  
QA – Quality Assurance  
QI – Quality Improvement  
SHA – Southern Health Association  
SWOT – Strengths, Weaknesses, Opportunities and Threats  
TTY – Text Telephone (Telecommunications for the Deaf)



# Strategic Plan Progress Reporting Form

Reporting Year: (Circle One)    2016-2017    2017-2018    2018-2019

Focus Area:

Objective:

Person Reporting:

## ACTION STEP COMPLETION

Action Step	
Date(s) Activity Completed	
Description	
Comments/Feedback Results/Evaluation Results	

Is this activity related to:

\_\_\_\_\_ The CHIP

\_\_\_\_\_ Quality Improvement Plan/Projective

\_\_\_\_\_ Performance Management Plan/Objective



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