

Alliance City Health Department

Strategic Plan 2017-2021



Revised: May 11, 2017
Revised: December 12, 2018
Revised: September 4, 2019

Approved by: Randall Flint, RS, MPH Health Commissioner

Dr. Alan Andreani, PhD, President

Two handwritten signatures in blue ink are positioned over horizontal lines. The top signature is for Randall M. Flint, and the bottom signature is for Alan Andreani.

Table of Contents

Message from the Health Commissioner.....	3
Alliance City Health Department Core Programs	4
Alliance City Health Department Staff and Board Members 2017.....	5
Mission, Vision and Core Organizational Values.....	6
SWOT Analysis.....	7
Priorities, Goals and Objectives	
Priority #1.....	8
Priority #2.....	8
Priority #3.....	9
Priority #4.....	9
Priority #5.....	10
Priority #6.....	10, 11
Appendix A 2014 Strategic Plan PBH 450 Interview Teams.....	12
Appendix B Alliance Health Department Employee Interview Protocol.....	13
Appendix C Alliance Community Member Focus Group Protocol (2014).....	14, 15

Message from the Health Commissioner

The following is the Alliance City Health Department's five-year Strategic Plan. This was initially completed in collaboration between our department and the University of Mount Union School of Public Health in 2014. Public Health undergraduate students interviewed all staff members for their input and opinions and also held focus groups in the community. The Board of Health also reviewed and offered input for the plan. The plan was reviewed and updated in 2017, by our department's accreditation team to align with the public health needs of our community and the Community Health Assessment Plan along with the Community Health Improvement Plan. Our Strategic plan is also our guiding document for overall quality improvement of the programs and services we provide to our community.

This document will provide us with direction to address the most important public health issues in our community and to guide us in our vision of Healthy Lifestyles in our community.

In the Interest of Public Health,



Randall M. Flint, RS, MPH

Health Commissioner



Who we are: The Alliance City Health Department seeks to provide programs within the city of Alliance that promote good health and prevent disease. The services that are provided also seek to educate the community in disease prevention and how to maintain a healthy living environment. Below are a few examples of services provided by department:

Environmental Health

- Retail Food Program Inspections
- Rabies Control
- School Inspections
- Swimming Pool inspections
- Nuisance Control
- Lead Poisoning in Children
- Plumbing Inspections
- Mosquito Control
- Housing Inspections/Demolition
- Tattoo Parlor Inspection
- Education Outreach

Nursing Division/Community Health

- Vaccine for Children Program (VFC)
- Women, Infants, and Children (WIC) Clinic
- Children with Medical Handicaps and Special Needs (CMH)
- Adult Health Screening Clinic
- Communicable Disease follow-up
- Lead Poisoning Prevention Program
- Bike Helmets and Alliance Area Childhood Injury Prevention Task Force through Safe Kids Stark County
- Cribs for Kids Program
- Adult Immunizations
- STD Clinic
- HIV Counseling and Testing (Free Service)
- Foreign Travel Consultation
- Tuberculin Testing
- Medicaid Applications
- Project DAWN Program
- Vital Statistics (Birth and Death certificates)

Alliance City Health Department Staff 2019

Support Staff

Holly A. Kouskouris, Registrar of Vital Statistics
Kimberly R. Nelson, Clerk, Deputy Registrar
Melissa Jackson, Nursing Clerk,

Nursing Division

Melissa L. Rudolph, BSN, RN Nursing Director
Compton S. Girdharry, MD, Medical Director
Marian Pillar, BSN, RN, Public Health Nurse
Emily E. Edwards, BSN, RN, Public Health Nurse
Brittany N. Biller, BSN, RN, Public Health Nurse
Emily M. Mazur, LD, RD, WIC Dietitian
Elissa Powers, WIC Clinic Assistant

Environmental Division

William R. Robinson, RS, M. Ed, Sanitarian
Duane M. Oyster, RS, REHS, Sanitarian
Edward Bissler, Contract, Plumbing Inspector

Randall M. Flint, RS, MPH, Health Commissioner/Environmental Director

Alliance City Board of Health Members 2019

Board of Health

Term Expires

Alan C. Andreani, Ph.D, Mayor, President, Ex-Officio
Dr. Patricia Tucker, DVM, President Pro-Tem
Dr. Beth Canfield-Simbro, Ph.D.
Rob Gress
Tonia Burley, BSN, RN, CIC
Dr. Barbara Freshley, MD

Dec. 31, 2019
Dec. 31, 2022
Dec. 31, 2023
Dec. 31, 2019
Dec. 31, 2021
Dec. 31, 2020



Mission

To improve and protect the health of the citizens of our community through collaborations with our public health partners.

Vision

Healthy Lifestyles, Healthy Community

Core Organizational Values

Collaboration-build partnerships for critical community health improvement

Cultural Competency- staff is efficient in strongly communicating and promoting physical, social and mental well-being to different cultural groups throughout the community

Equity- staff that provides high quality, equal opportunity for all

Integrity- strong leadership, as well as honest, reliable staff

Accountability- we consist of a staff that is responsible custodians of public resources and stewards of their actions.

Professionalism- encourage staff development as well as continuous quality improvement throughout the department

Teamwork-the entire staff works efficiently together to achieve the mission and core values to better serve the community

SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

Engagement Process and SWOT Analysis:

A SWOT analysis is typically included in the strategic planning process in order to understand the strengths and weaknesses of the health department and its services, as well as any future opportunities and threats it may encounter when serving the community. The SWOT analysis below was conducted in 2014 by the students of the University of Mount Union in the following way:

1. Interview sessions with 15 employees from the Alliance City Health Department;
2. Focus Group sessions with city of Alliance community members.
3. The SWOT analysis was then reviewed and minor changes were completed by the Health Commissioner and Accreditation Coordinator in 2017.

Please review results below:

	Positives	Negatives
Internal <ul style="list-style-type: none"> • Human resources • Physical resources • Financial resources • Activities and processes • Past experience 	Strengths <ul style="list-style-type: none"> • Professional staff • Leadership • Communication between staff • Customer service • Communication with community • Multi-faceted programs and services • Provide occasional evening hours • Fiscal responsibility 	Weaknesses <ul style="list-style-type: none"> • Building layout • Limited funding • Educational services • Continuing education for staff • Department expansion • Public awareness • Staff compensation
External <ul style="list-style-type: none"> • Future trends - in your field or the culture • The economy • Funding sources (foundations, donors, legislatures) • Demographics • The physical environment • Legislation • Local, national, or international events 	Opportunities <ul style="list-style-type: none"> • Accreditation • Collaborations with community partners • Collaboration with Alliance Drug Task Force • Alliance Injury Prevention Task Force • Continued parent/public education 	Threats <ul style="list-style-type: none"> • Local tax base • Funding • Sustainability of current programs • Staff retention • Continuing education and staff training • Client transportation issues

Priorities, Goals and Objectives: Staff Engagement-Accreditation Team

In 2017, the Accreditation team which consisted of staff members of the Alliance City Health Department, who originally participated in the original strategic planning process in 2014, as well as the Accreditation Coordinator, reconvened, to review the Priorities, Goals and Objectives of the department.

After careful review of the Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), and future goals of the department in general, the staff has developed six priority areas, goals and objectives (along with individual actions) to achieve those key priorities.

Priority One: Access to Healthcare

Goal: Ensure that our community has equitable access to health care services

Objective 1: Use of community health workers to carry out services

Actions:

- Creating and maintaining partnerships with agencies that provide public health services
- Eliminating barriers to public health services
- Establishing a federally qualified health center or look-a like for access to health care
- Assist clients with Medicaid applications and make referrals to assist with the market place

Priority Two: Equitable Access to Behavioral Health Services

Goal: Maintain community-wide awareness mental health and substance abuse services

Objective 1: Ensure collaboration with local and State-wide agencies that provide mental health service

Actions:

- Establish and maintain contacts with leaders in the agencies that provide mental health services
- Provide educational materials within the health department regarding mental health
- Assist clients with referrals to mental health services

Objective 2: Establish treatment services in the greater Alliance area for substance abuse

Actions:

- Create partnerships with local agencies (faith, health, etc.)
- Staff will serve on agency boards and continue collaborations
- Advocate to legislative bodies to provide more services

Priority Three: Infant Mortality

Goal: Reduce infant mortality by providing education and collaboration with other health care agencies

Objective 1: Ensure collaboration with the Alliance Family Health Center (AFHC)

Actions:

- Refer clients to the Centering Program
- Provide newborn home visits to mothers to promote healthy babies
- Continue staff representation on AFHC board of directors

Objective 2: Ensure collaboration with THRIVE

Actions:

- Regularly attend and continue collaboration with THRIVE meetings
- Make referral to the agencies within THRIVE
- Increase awareness of THRIVE services in the Alliance community

Priority Four: Neighborhood Health Improvement

Goal: Reduce the number of blighted or condemned structures to no more than 20

Objective 1: Identify and create an inventory of blighted and condemned structures

Actions:

- Collaborate with building and Community Development Departments and Stark County Land Bank
- Procure additional funding sources for blight removal and demolition
- Continue providing education to the community regarding healthy homes

Objective 2: Prevent deterioration of neighborhoods by code enforcement

Actions:

- Promote safe and healthy homes through Community Development Department owner occupied rehabbed loan program
- Continue collaboration for safe and affordable housing through the fair housing program and rent escrow
- Increase educational materials to tenants and landlords

Priority Five: Reduce Obesity and Improve Healthy Lifestyles

Goal: Reduce the risk of disease linked to obesity

Objective 1: Promote physical activity and healthy eating habits

Actions:

- Collaborate with Stark Parks, YMCAS, Alliance Parks and local University to promote healthy lifestyles
- Continue to provide in structural programs on healthy eating in the WIC program
- Develop a resource guide to provide prevention education
- Collaborate with the Local Farmers Market, health fairs, etc., to promote healthy eating

Objective 2: Seek funding for Health Educator for the Health Department

Actions:

- This health educator will educate on chronic disease management
- Provide outreach into the local school systems
- Provide outreach into the faith community and maintain cultural competency
- Continue collaboration with the medical community for referrals
- Continue awareness of childhood and adult vaccination programs

Priority Six: Sustainability of Staff and Service

Goal1: Maintain funding levels for public health services

Objective 1: Ensure stable support for core public health functions

Actions:

- Maintain a community presence in local boards and with local leaders
- Continue to educate state and local legislators about the importance of core public health functions and stable funding for public health services
- Continue community membership with State and National organizations as our voice in public health

Objective 2: Achieve Public Health Accreditation Board or PHAB Accreditation for the Alliance City Health Department

Actions:

- Recruit and establish an Accreditation team within the Health Department to work on the process
- Research all available resources to support the process
- Submit the formal SOI and formal application
- Complete all required documents in a timely manner

Objective 3: Ensure a competent and well trained staff

Actions:

- Provide continuing education to staff funded by the Board of Health
- Provide opportunities for staff to attend national conferences that pertain to departmental positions to better the health of the community
- Ensure cross-training of critical staff
- Continue education for Board of Health members on emerging public health issues
- Provide additional staff involvement at monthly Board of Health meetings

