

Alliance City Health Department

Strategic Plan 2022-2026



Approved by: Randall Flint, REHS, MPH, Health Commissioner



Dr. Patricia Tucker, DVM, President Pro-Tem



Reviewed/Revised: 9-15-, 2022 _____, 2023 _____, 2024 _____, 2025 _____, 2026 _____

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Contributions: This document was organized and written by Leslie M. Shaffer, PhD, MPH (Accreditation Coordinator); and approved and reviewed by Randall Flint, REHS, MPH (Health Commissioner). The accreditation team (Melissa Rudolph, Emily Edwards and William Robinson) assisted in identifying the priority areas and goals, based on the staff, community and stakeholder surveys. Special thanks to the community for their contributions in making Alliance a healthier place to live.

Message from the Health Commissioner

This document is the Alliance City Health Department's updated five-year Strategic Plan. The Board of Health has reviewed and approved our Strategic Plan. Our plan was developed through input from the Alliance Community, Alliance public health community partners, staff and Board of Health members. Our plan was also developed with our Stark County public health partners through information obtained from our 2022 Community Health Assessment and priority areas identified from the data we collected and our Stark County Health Improvement Summit.

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

In the Interest of Public Health,



Randall M. Flint, REHS, MPH
Health Commissioner



Alliance City Health Department Who We Are:

The Alliance City Health Department seeks to provide programs for the greater Alliance area that promote good health and prevent disease. The services that are provided seek to educate the community in disease prevention and how to maintain a healthy living environment.

Alliance City Health Department Core Services:

Environmental Health:

- Retail food and food service program licensing and inspections
- Rabies prevention
- School inspections
- Swimming pool licensing and inspections
- Lead poisoning in children
- Plumbing registration and inspections
- Mosquito control
- Housing inspections and demolition of blighted and condemned structures
- Tattoo and body piercing registration and inspections
- Community Education outreach

Nursing Division/Community Health:

- Vaccine for Children Program (VFC)
- Women, Infant, and Children (WIC) Nutrition Program
- Children with Medical Handicaps and Special Needs (CMH)
- Adult health screening clinic
- Communicable disease investigation and control
- 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/STI Clinic
- HIV Counseling and Testing
- Foreign travel consultation
- Tuberculin (TB) testing
- Medicaid application assistance
- Project DAWN Naloxone program
- Vital Statistics (Birth and death certificates)

Alliance City Health Department Staff 2022

Administration:

Randall M. Flint, REHS, MPH, Health Commissioner
Leslie M. Shaffer, PhD, MPH, Accreditation Coordinator

Environmental Division:

William Robinson, REHS, M.Ed., Environmental Director
Duane M. Oyster, REHS, Environmental Health Specialist

Nursing Division:

Melissa Rudolph, MSN, BSN, RN, Nursing Director
Compton S. Girdharry, MD, Medical Director
Brittany N. Biller, BSN, RN, Public Health Nurse
Emily E. Edwards, BSN, RN, Public Health Nurse
Melissa Jackson, Nursing Clerk
Elissa Powers, WIC Clinic Assistant
Kristie Evans, MS, RD, LD, WIC Dietitian

Vital Statistics/Support Staff:

Holly A. Kouskouris, Registrar of Vital Statistics
Kimberly R. Nelson, Clerk and Deputy Registrar

Alliance City Board of Health Members 2022

Board of Health	Term Expires
Alan C. Andreani, PhD, Mayor, President, Ex-Officio	Dec. 31, 2023
Dr. Patricia Tucker, DVM, President Pro-Tem	Dec. 31, 2022
Beth Canfield-Simbroski, PhD	Dec. 31, 2023
Rob Gress, MA, Superintendent Alliance City Schools	Dec. 31, 2024
Tonia Burley, BSN, RN, CIC	Dec. 31, 2026
Dr. Barbara Freshley, MD	Dec. 31, 2025

Mission

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

Vision

Healthy Lifestyles, Health 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 services for all.

Integrity: strong leadership, as well as honest, dedicated and professional staff.

Accountability: we consist of a staff that are 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.

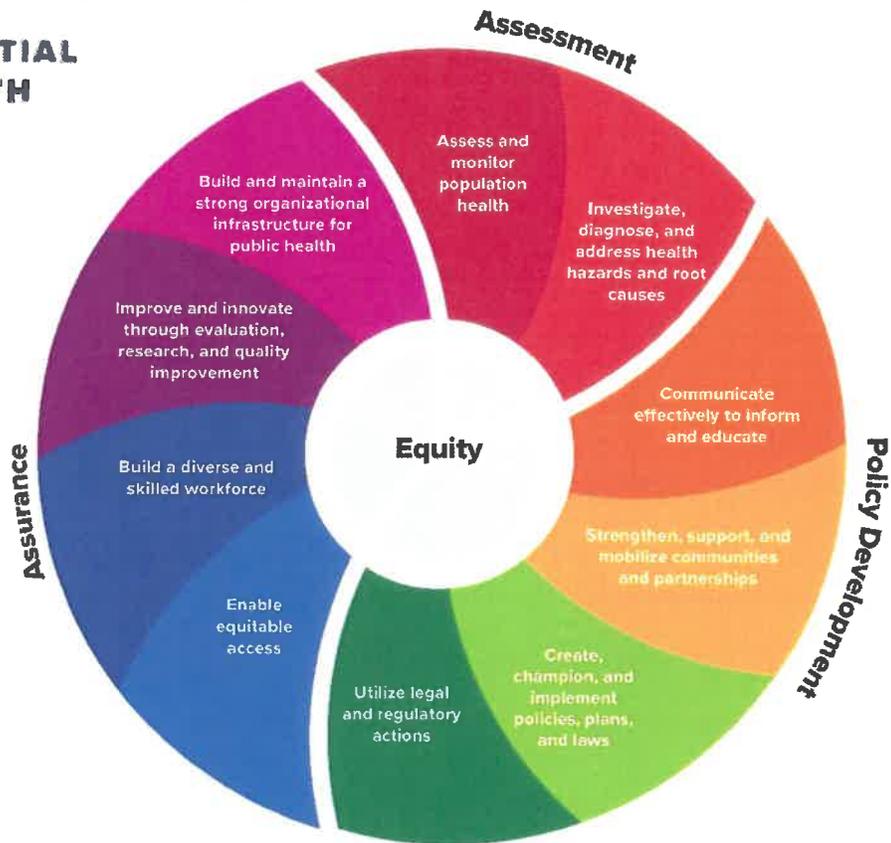
Ten Essential Services of Public Health

The 10 Essential Services of Public Health are used as a foundational framework in the development and implementation of public health goals and objectives for programs and service delivery.

THE 10 ESSENTIAL PUBLIC HEALTH SERVICES

To protect and promote the health of all people in all communities

The 10 Essential Public Health Services provide a framework for public health to protect and promote the health of all people in all communities. To achieve optimal health for all, the Essential Public Health Services actively promote policies, systems, and services that enable good health and seek to remove obstacles and systemic and structural barriers, such as poverty, racism, gender discrimination, and other forms of oppression, that have resulted in health inequities. Everyone should have a fair and just opportunity to achieve good health and well-being.



Created 2020

CDC (2002, March 29). *Public health professional gateway: 10 Essential Public Health Services*.
<https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html>

Links to the Workforce Development Plan, the CHIP, CHA, Succession Plan and Performance Management

The strategic plan is developed in coordination with the following ACHD plans: Workforce Development, Performance Management, Quality Improvement and Succession Plan. Additionally, the Stark County Community Health Needs Assessment (CHA) and the Stark County Community Health Improvement Plan (CHIP) also aid in the development of the Strategic Plan, especially the priority areas, goals and objectives. Each plan, even though consisting of separate goals and objectives, is built upon one another to establish consistency in providing quality services to the Alliance community.

Introduction to the ACHD Strategic Planning Process

- March 2022, the drafts of the Community Survey and Stakeholders Surveys were developed and submitted to the accreditation team and a public health nurse for review. These surveys are a component of the SWOT analysis process to identify priority areas.
- April 4, 2022, feedback from the accreditation team was received. Each member reviewed the survey to suggest any changes if needed.
- April 7, 2022, the survey was transferred into the electronic Survey Monkey program.
- April 12, 2022, Survey Monkey program was purchased to collect a sufficient amount of data for both surveys.
- Tuesday April 19, 2022-the nursing clerk and the accreditation coordinator attended the Alliance City Job fair hosted by the Alliance Area Senior Center and the Alliance Chamber of Commerce. Community member surveys were provided if an individual wanted to complete one.
- July 7, 2022-community survey link emailed to board of health and staff to recruit more participants. Also posted on Twitter and Facebook.
- July 27, 2022-Randy Flint (health commissioner) emailed the survey invitation to staff members regarding the SWOT analysis. The staff had until August 5, 2022 to complete it. A total of 13 staff members completed the survey by the deadline---equaling complete participation.

A SWOT analysis was implemented to assess program performance and service delivery by identifying strengths, weaknesses, opportunities for improvement and threats that can prevent an agency from completing desired tasks. A SWOT analysis was completed in 2022 with the use of the staff survey. This tool played a pivotal role in developing the next version of the strategic plan priorities along with the community and stakeholder surveys. Below is the staff SWOT analysis chart:

	Positives	Negatives
Internal	<p>Strengths</p> <ul style="list-style-type: none"> • Positive recognition from the community • Small department and staff • Positive leadership and experience from health commissioner • Excellent leadership with our local political leaders • Emergency Preparedness Plans • Staff longevity which yields consistency in services • The effectiveness devoted to public protection and safety (truly concerned for well-being) • We provided a wide-range of services (convenience and availability) • Highly service and community oriented • Interagency collaboration (cross training) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • No community meeting space for programming/education • Recruitment of public health professionals to fill positions • Marketing of our programs and services to the community • Staff competence in the quickly changing world of technology • No flexibility of offering different clinical hours; limitation of hours for STD clinics • Lack of communication • Not enough follow-up for new mothers and babies • No partnership for “back to school” immunization clinic at the schools like other Stark County health departments do • Lack of space and offices • Staff pay rates
External	<p>Opportunities</p> <ul style="list-style-type: none"> • Opening up WIC Clinic • Non-traditional hours for working families • Additional staff involvement on local boards and committees • Compete • Occasional late clinics for immunizations and STDs • Collaborate with local schools for mass immunization clinics at their sites • Renovations or new space • Longer work/service days maybe 4 day work week • Signage outside posting clinic hours • Incentives to people • Continue social media presence 	<p>Threats</p> <ul style="list-style-type: none"> • Parking • Funding and grants • Political, economic, socio-cultural and technological factors • Seclusion between interagency departments • WIC being only drive-thru • Attracting public health leaders for the future • Community not aware of our services • Disease lockdowns can affect our services • Ambivalence from community members and leaders to engage in certain programs (Project DAWN) • Minimal local mental agencies • Distrust in government agencies • Lack of drive to collaborate • Vaccine ambivalence • Funding and space

Other SWOT Analysis Results:

The SWOT analysis for staff was completed to evaluate strengths, weaknesses, opportunities and threats of the health department services from an “internal” point of view. The survey link was emailed to all staff members from the health commissioner. The survey link (using Survey Monkey) was available July 27, 2022-August 5, 2022. The chart on the previous page presents the main themes of each category. Additional opinions can be found below; and these statements are direct references of statements provided by staff:

Strengths:

- Our department and our public health services are respected in the community
- Our community collaborations and public health partners
- We are viewed as the public health leaders in the community
- Our location is good
- I think a major strength is the mission to serve the needs of all community members and its acceptance of all types of people
- Community oriented
- Teamwork
- Dedication
- Clinics
- Birth and death certificates
- Employees
- We are here to service the public and we try to help the customers in any way possible

Weaknesses:

- Recently has been more changeover in nursing department
- New nurse starting is great but training is time consuming
- I think the community is unaware of what the health department offers and the free and low cost benefits
- Outreach difficult—visibility (a lot of people still don’t know location/services provided)—funding for it
- Characteristics of the organization that might hinder successful outcome. What other organizations might do better than yours
- No flexibility in offering different clinical hours for working families, limitation of hours for STD clinic
- I don’t believe we have any major weaknesses as everyone does their best and some of us have gone above and beyond to help others with a problem
- Burden with growing requirements for paperwork and documentation that detracts from ability to provide services
- Getting more difficult to attract new staff due to pay rates
- Additional staff involvement on community partner boards and committees

Opportunities:

- Continue to participate in community based services/activities with our partners
- A sign that could be updated as we promote different services would be nice
- Some sort of outreach? Bulk mailings?
- More publication
- Favorable external factors that could give this organization a competitive advantage
- Not aware of any right now. We could work on a better relationship with community doctors
- Longer work/service days. Longer service days may be available with 4 day work weeks which would also reduce break time(s)/restart times after break(s)

Threats:

- State political climate and groups that advocate changing public health laws
- Funding-space (building-parking area) visibility, where the community knows where to go to find health department and services
- Traditional community work hours are the same ones we have as service hours which makes it difficult for some people to use our services

ACHD Priority Areas

The ACHD Strategic Plan priorities areas were identified by gathering community, stakeholder and staff feedback regarding issues pertaining to the Alliance community. Each group was provided a link via Survey Monkey with specific survey questions for each group. The survey was anonymous and was advertised through multiple ways including: email, slips of paper with links, Facebook, Twitter and word of mouth. Appendices A, B and C provide the results and survey questions for each particular group. From all the information gathered, the Accreditation team met and developed seven priority areas to focus on. Each priority area also links to the CHIP and CHA.

Priority One: Equitable Access to Mental Health Services

Goal #1: Education of all staff members in mental health first aid

Objective 1: Access mental health first aid training through Stark MHAR

Actions:

- Collaborate with Stark MHAR to access mental health first-aid training for all staff
- Have all staff members trained in mental health first-aid by December 31, 2022
- Establish a departmental policy to execute mental health response by December 31, 2022
- Ensure the availability of resources to all staff for response to mental health crisis

Goal #2: Establish a system that ensures mental health educational materials are available

Objective 1: Provide basic educational message to local community organizations

Actions:

- Develop and launch a mental health educational campaign by March 1, 2023.
- Provide mental health resources to homeless shelters, the Salvation Army, etc.
- Research whether a staff member can be trained to teach mental health first-aid
- Continue collaboration with other agency and serve on committees that focus on mental health
- Advocate for more mental health treatment access

Goal #3: Maintain community-wide awareness of gun safety

Objective 1: Increase education and resources to promote gun safety measures

Actions:

- Purchase and provide free gun locks to enhance safety measures in homes
- Provide gun safety education to community members
- Provide adequate information to reduce gun violence and educate the role guns have in suicide rates

Priority Two: Heroin/Opiate Use

Goal #1: Increase community awareness and access of naloxone

Objective 1: Increase education efforts within the community regarding overdoses and naloxone

Actions:

- Establish and install a Naloxone box at the Salvation Army
- Partner with Brenda and Raymont Johnson (Family Empowerment Ministries (FEMI) for a naloxone program
- Place signage up letting the community know that naloxone can be accessed at our health department
- Ask local library to post signage at their agency

Objective 2: Train Staff in Naloxone

Actions:

- Provide a refresher training to all staff members by December 31, 2022
- Provide educational materials to all staff members

Priority Three: Equitable Access to Health Care

Goal #1: Maintain community-wide awareness to equitable access to health care services

Objective 1: Provide resources to all community members and clientele

Actions:

- Provide resource books with information to find health care services in both English and Spanish
- Continue social media presence by ensuring up-to-date information on health topics including services
- Increase community awareness of our services
- Continue to have a staff member participate on the board at the AFHC and advocate for our services
- Increase staff participation on local health care boards or committees

Objective 2: Increase service delivery to all clients to ensure they have equitable access to all health care services

Actions:

- Assist clients with Medicaid applications and make referrals as needed
- Train a staff member in the health department that can assist a client in navigating through the health care systems
- Assist clients in establishing a primary care or a medical home
- Promote well check-ups and annual well-visits for all ages

Priority Four: Infant Mortality

Goal #1: Reduce infant mortality by providing infant safety education and continuing collaboration with our public health partners

Objective 1: Increase participation in the Newborn Home Visiting program

Actions:

- Continue partnerships with other community organizations to provide referrals
- Provide brochures and information materials to other organizations
- Ensure that new born home visiting brochures are available in other languages
- Continue to market the program on social media and the web site

Objective 2: Increase safe sleep education

Actions:

- Encourage WIC to refer clients to the public health nurse and provide educational materials
- Provide accessible Safe Sleep classes to community members
- Ensure that public health nurses are participating on the infant mortality group for the CHNA
- Increase community partnerships and education

Priority Five: Obesity/Healthy Lifestyles and Access to Fresh Foods

Goal #1: Reduce the risk of disease linked to obesity and increase promotion of health lifestyles

Objective 1: Provide education to the community related to healthy lifestyles and choices

Actions:

- Re-open WIC clinic to “in-person” appointments and reduce drive-thru window service
- Collaborate with other community organizations to promote healthy lifestyles
- Collaborate with local farmers markets to increase attendance and access to healthy foods
- Develop a resource guide for providing prevention education
- Continue donation program for the blessing box
- Enhance social media presence by providing healthy lifestyle information

Priority Six: Neighborhood Health Improvement

Goal #1: Continue to 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:

- Increase collaboration with the Building and Community Development Departments and Stark County Land Bank
- Seek to provide more green space for the community by removing blighted or condemned structures
- Advocate and procure additional funding sources for removal and demolition of blighted or condemned structures

Objective 2: Prevent deterioration of neighborhoods by code enforcement and education

Actions:

- Provide house safety education and information to community members
- Continue inspecting blighted structures to determine safety of the structure
- Advocate for better rentals, safe and affordable housing through the fair housing program and rent escrow
- Promote safe and healthy homes through Community Development Department owner occupied rehabbed loan program

Priority Seven: Sustainability of Staff and Services

Goal #1: Maintain funding levels for public health services

Objective 1: Continue to ensure stable support for core public health functions

Actions:

- Increase community presence on local boards and with local leaders
- Recruit and secure staff members for key positions
- 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 for public health

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

Actions:

- Complete initial Accreditation by the end of 2022 and begin the reaccreditation process
- Research all available resources to support the accreditation process
- Keep all staff and community members informed about the process

Appendix A: Community Survey Questions and Results

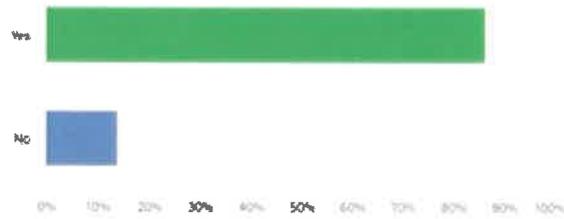
Alliance Community Member Survey Strategic Plan 2022

Q1 What is your zip code?

Answered: 71 Skipped: 0

Q2 Do you know where the Alliance City Health Department is located?

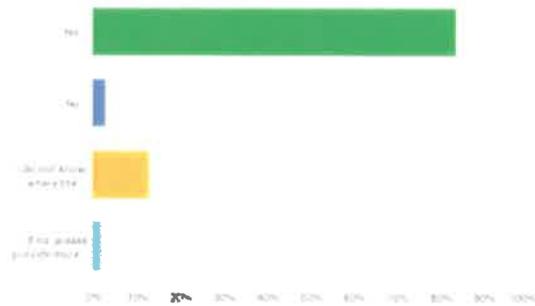
Answered: 72 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	62 (86.11%)	62
No	10 (13.89%)	10
TOTAL		72

Q3 Do you feel the location and clinic hours of the Alliance City Health Department are convenient and accessible?

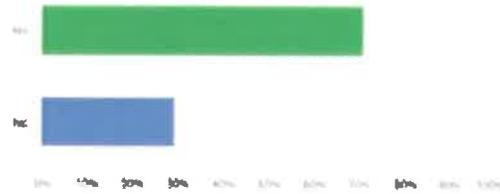
Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	10 (83.33%)	10
No	2 (2.78%)	2
I do not know where the Alliance City Health Department is located	9 (12.50%)	9
If so, please provide more details, including suggested hours, signage, etc.	1 (1.39%)	1
TOTAL		12

Q4 Have you ever used any services provided by the Alliance City Health Department?

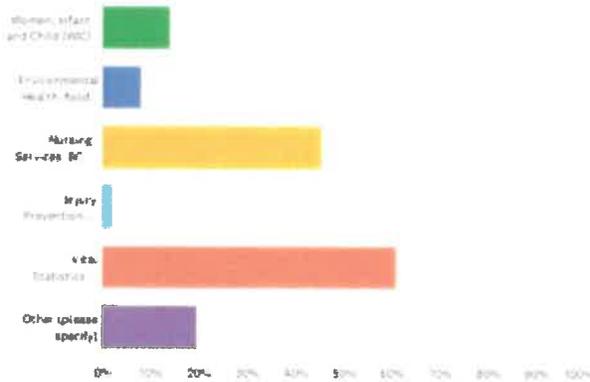
Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	72 (83%)	72
No	15 (17%)	15
TOTAL		87

Q5 If yes to question #4, please select all the services that you used at the Alliance City Health Department:

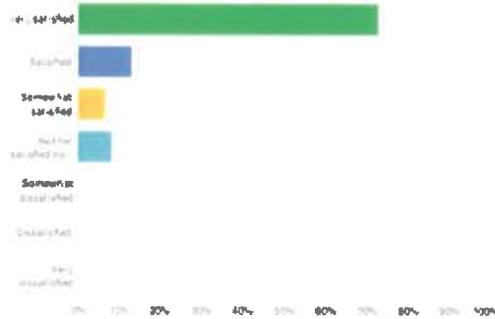
Answered: 5 Skipped: 22



ANSWER CHOICES	RESPONSES	
Women, Infant and Child (WIC)	13.7%	7
Environmental Health (food safety, swimming pool inspections, mosquito control, rabies clinic, animal bites, nuisance complaints, school inspections, septic systems, solid waste, tattoo and piercing)	7.6%	4
Nursing Services (N) (ICMHC, adult immunizations, TB testing, STD (STI/HIV) testing, free condoms, Project DAWN (NARCAN training), newborn home visits, childhood immunizations, lead poisoning and communicable disease follow-up)	45.1%	23
Injury Prevention (bike helmets, car seat safety, clubs for kids)	1.96%	1
Vital Statistics (birth records/certificates, death records, vaccination records, COVID-19 vaccine cards)	60.7%	31
Other (please specify)	19.6%	10
Total Respondents		51

Q6 How satisfied were you with the services provided and staff interaction?

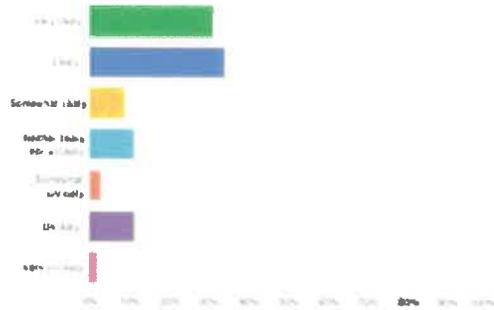
Answers by Question ID



ANSWER CHOICES	RESPONSES	
Very satisfied	72.90%	45
Satisfied	22.90%	14
Somewhat satisfied	6.40%	4
Neither satisfied nor dissatisfied	0.00%	0
Somewhat dissatisfied	0.00%	0
Dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
TOTAL		62

Q7 How likely are you to visit the Alliance City Health Department for services or programs?

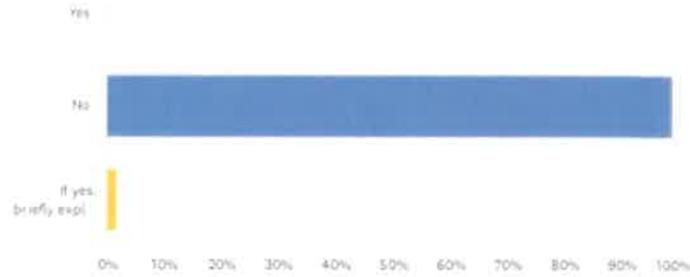
Answers by Question ID



ANSWER CHOICES	RESPONSES	
Very likely	30.80%	22
Likely	33.80%	24
Somewhat likely	11.80%	8
Neither likely nor unlikely	12.20%	9
Somewhat unlikely	2.90%	2
Unlikely	11.70%	8
Very unlikely	1.80%	1
TOTAL		71

Q8 Does anything prevent you from coming to the Alliance City Health Department for services (including work hours)?

Answered: 70, Skipped: 2



ANSWER CHOICES

Yes

No

if yes, briefly explain why?

TOTAL

RESPONSES

0.00%

98.57%

1.43%

0

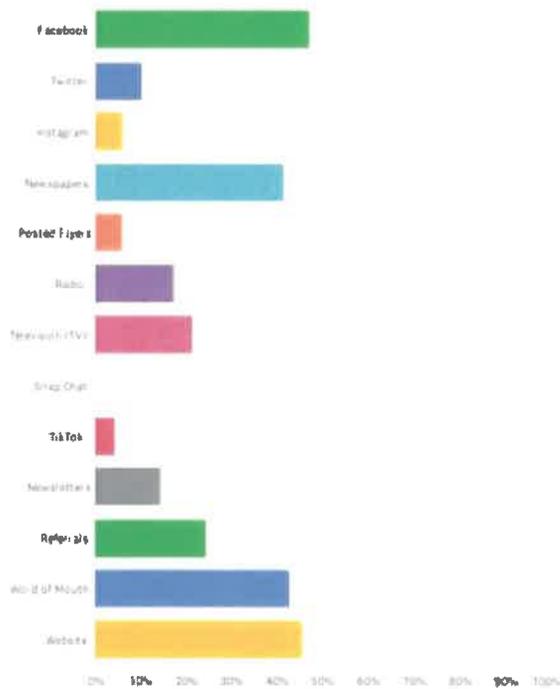
69

1

70

Q9 What type of media do you use the most for retrieving information about health care in general (mark all that apply).

Answered: 70 Skipped: 2



ANSWER CHOICES

- Facebook
- Twitter
- Instagram
- Newspapers
- Posted Flyers
- Radio
- Television (TV)
- Snap Chat
- TikTok
- Newsletters
- Referrals
- Word of Mouth
- Website

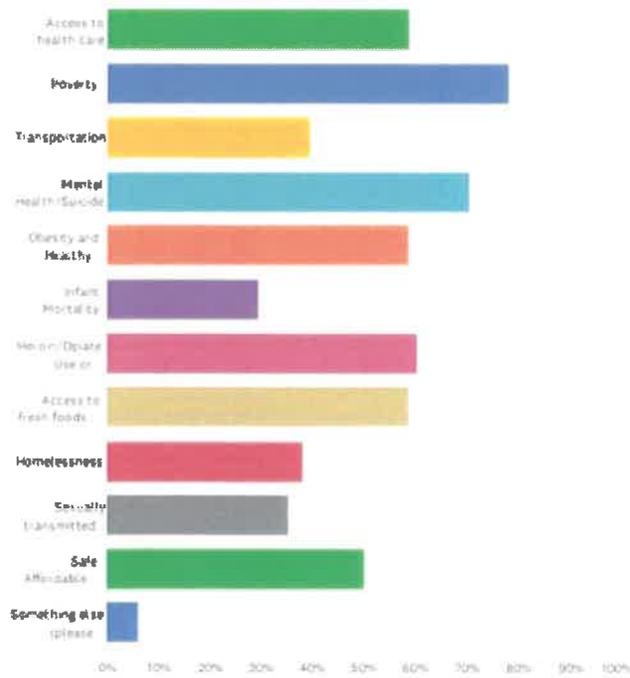
Total Respondents: 70

RESPONSES

Facebook	47.14%	33
Twitter	10.00%	7
Instagram	5.71%	4
Newspapers	41.43%	29
Posted Flyers	5.71%	4
Radio	17.14%	12
Television (TV)	21.43%	15
Snap Chat	0.00%	0
TikTok	4.29%	3
Newsletters	14.29%	10
Referrals	24.29%	17
Word of Mouth	42.86%	30
Website	45.71%	32

Q10 Which of the following health topics do you think are the greatest concern in the Alliance community (Select all that apply) ?

Answered: 68 Skipped: 4



ANSWER CHOICES

RESPONSES

Access to health care	58.82%	40
Poverty	77.94%	53
Transportation	39.71%	27
Mental Health/Suicide	70.59%	48
Obesity and Healthy Lifestyles	58.82%	40
Infant Mortality	29.41%	20
Heroin/Opiate Use or Substance Abuse (drug use)	60.29%	41
Access to fresh foods or healthy foods	58.82%	40
Homelessness	38.24%	26
Sexually transmitted infections/diseases (STIs/STDs)	35.29%	24
Safe Affordable Housing	50.00%	34
Something else (please specify)	5.88%	4
Total Respondents - 68		

Q11 Do you have any other comments or question for the health department? If so, please share. Your opinions and feedback are appreciated.

Answered: 17 Skipped: 55

- None at this time
- No
- Can't comment as not had any contact!
- No
- Thank you so much for all you do for so many!
- No
- Poverty should have been ranked higher than 6.
- The COVID-19 awareness and access to vaccines and boosters have been excellent.
- Thank you!
- Very organized. Helpful people, helps the community.
- No
- No
- You guys do excellent work supporting our community! Great leadership and staff!
- None at this time
- They have been very helpful with navigating the pandemic by providing great communication.
- I like that WIC had a drive up!
- Are we supposed to report positive home COVID test results to you?

Appendix B: Stakeholder Questions, Surveys and Results

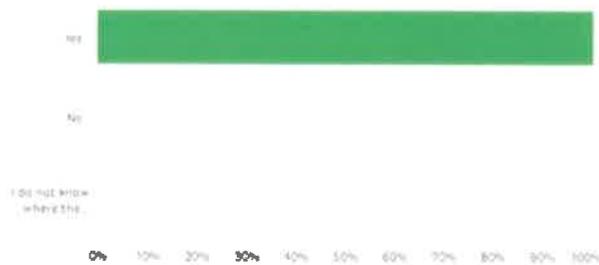
Alliance City Health Department Stakeholder Survey

Q1 What is your zip code?

Answered: 12 Skipped: 0

Q2 Do you feel the location of the Alliance City Health Department is convenient and accessible?

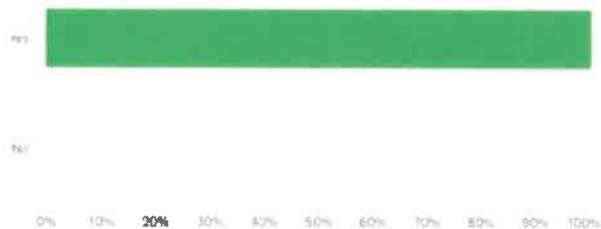
Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	12
No	0.00%	0
I do not know where the Alliance City Health Department is located.	0.00%	0
TOTAL		12

Q3 Have you ever referred individuals for services at the Alliance City Health Department?

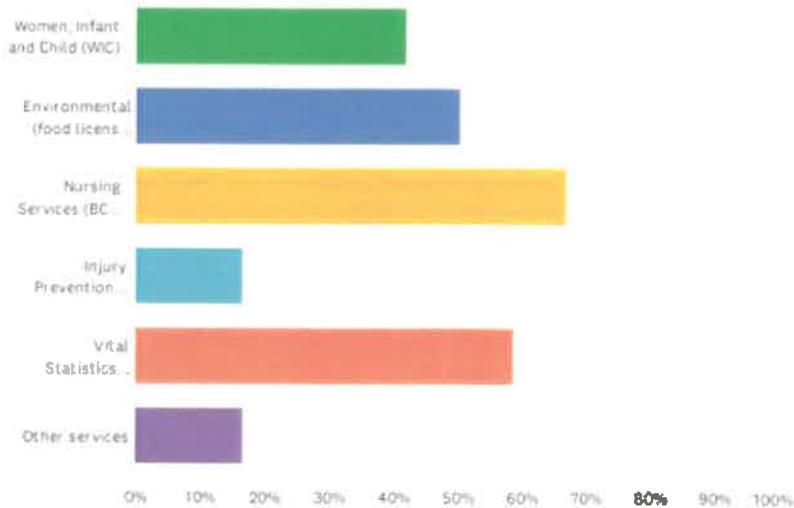
Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	12
No	0.00%	0
TOTAL		12

Q4 If yes to question #3, please select all the services that you referred individuals to at the Alliance City Health Department:

Answered: 12 Skipped: 0



ANSWER CHOICES

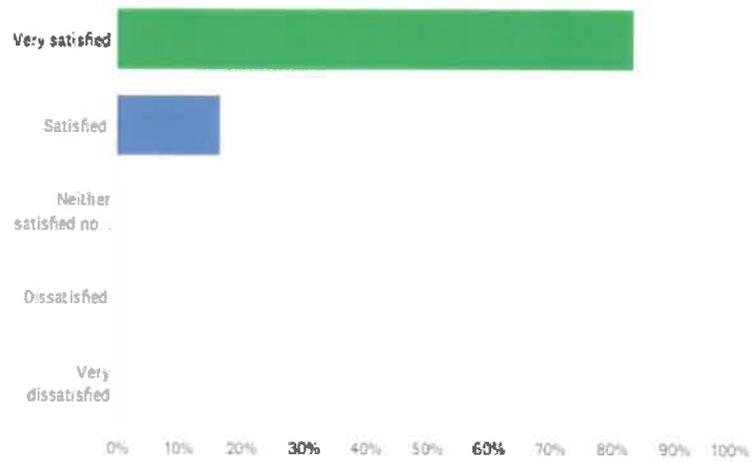
RESPONSES

Women, Infant and Child (WIC)	41.67%	5
Environmental (food license, swimming pool inspections, mosquito control, rabies clinic, animal bites, nuisance complaints, school inspections, septic systems, solid waste, tattoo and piercing)	50.00%	6
Nursing Services (BCM, adult immunizations, TB testing, STD/HIV testing, free condoms, Project DAWN (NARCAN training), newborn home visits, childhood immunizations, lead poisoning, communicable disease follow-up)	66.67%	8
Injury Prevention (bike helmets, car seat safety, home safety, cribs for kids)	16.67%	2
Vital Statistics (birth records/certificate, death records, vaccination records, COVID-19 vaccine card)	58.33%	7
Other services	16.67%	2

Total Respondents: 12

Q5 How satisfied are you with the partnership with the Alliance City Health Department?

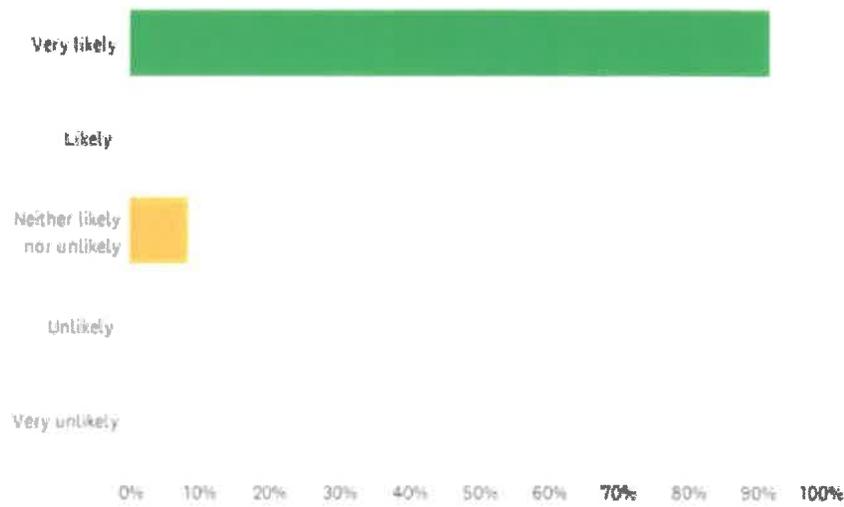
Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	83.33%	10
Satisfied	16.67%	2
Neither satisfied nor dissatisfied	0.00%	0
Dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
TOTAL		12

Q6 How likely are you to refer individuals to the Alliance City Health Department for services or programs?

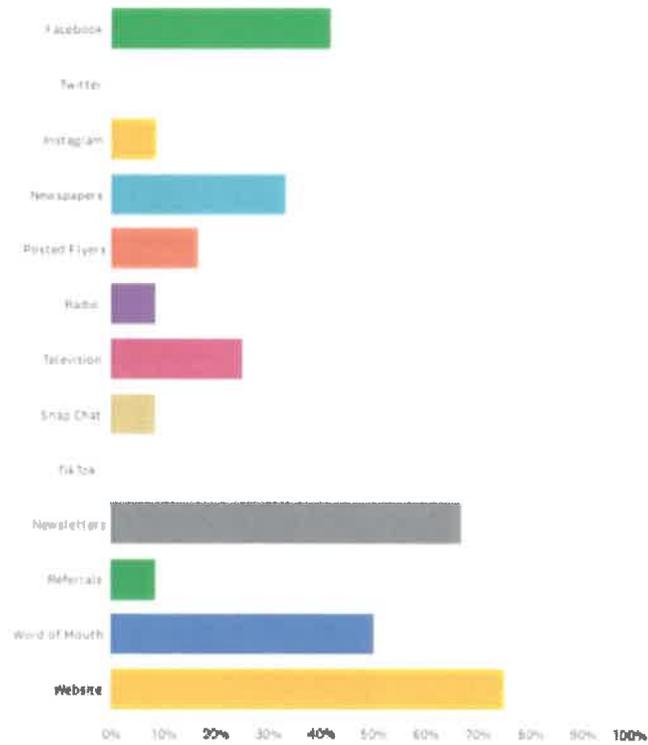
Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very likely	91.67%	11
Likely	0.00%	0
Neither likely nor unlikely	8.33%	1
Unlikely	0.00%	0
Very unlikely	0.00%	0
TOTAL		12

Q7 What type of media do you use the most for retrieving information about health care in general (select all that apply):

Answers: 12 Skipped: 0



ANSWER CHOICES

Facebook

Twitter

Instagram

Newspapers

Posted Flyers

Radio

Television

Snap Chat

Tik Tok

Newsletters

Referrals

Word of Mouth

Website

Total Respondents: 12

RESPONSES

41.67%

0.00%

8.33%

33.33%

16.67%

8.33%

25.00%

8.33%

0.00%

66.67%

8.33%

50.00%

75.00%

5

0

1

4

2

3

3

1

0

8

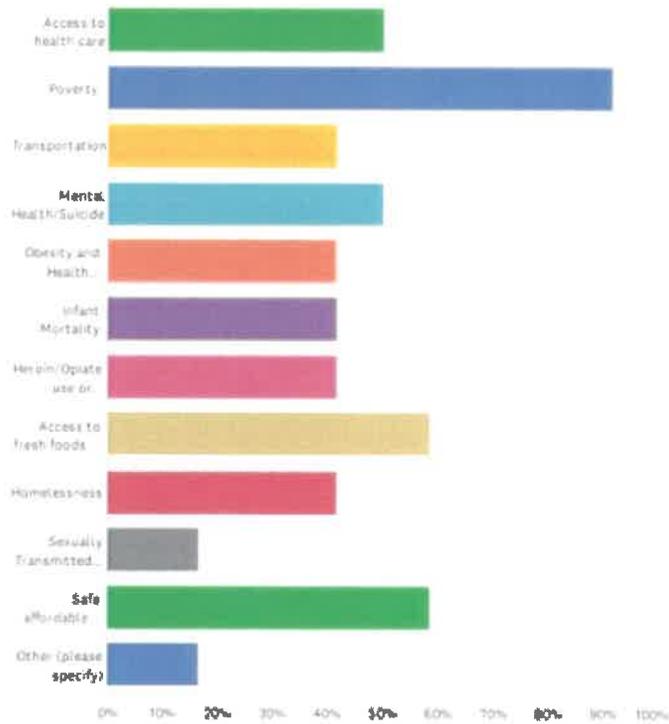
3

6

9

Q8 Which of the health issues listed do you think are the greatest concern in the Alliance community (select all that apply)?

Attempt: 12 Skipped: 0



ANSWER CHOICES

Access to health care

Poverty

Transportation

Mental Health/Suicide

Obesity and Health Lifestyles

Infant Mortality

Heroin/Opiate use or substance abuse

Access to fresh foods or healthy foods

Homelessness

Sexually Transmitted Diseases/Infections (STDs/STIs)

Safe affordable housing

Other (please specify)

Total Respondents: 12

RESPONSES

50.00% 6

91.67% 11

41.67% 5

50.00% 6

41.67% 5

41.67% 5

41.67% 5

58.33% 7

41.67% 5

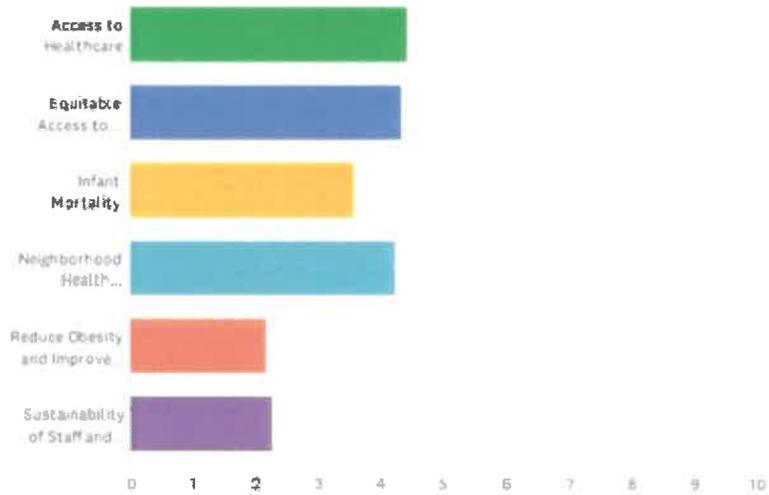
16.67% 2

58.33% 7

16.67% 2

Q9 Please rank the current ACHD Strategic Priorities based on relevance and importance (rank 1-6, with 1 being the most important)

Answered: 12 Skipped: 0



	1	2	3	4	5	6	TOTAL	SCORE
Access to Healthcare	25.00% 3	16.67% 2	33.33% 4	25.00% 3	0.00% 0	0.00% 0	12	4.42
Equitable Access to Behavioral Health Services	25.00% 3	25.00% 3	25.00% 3	8.33% 1	16.67% 2	0.00% 0	12	4.33
Infant Mortality	8.33% 1	8.33% 1	33.33% 4	41.67% 5	0.00% 0	8.33% 1	12	3.58
Neighborhood Health Improvement	25.00% 3	41.67% 5	0.00% 0	8.33% 1	16.67% 2	8.33% 1	12	4.25
Reduce Obesity and Improve Healthy Lifestyles	8.33% 1	0.00% 0	8.33% 1	0.00% 0	50.00% 6	33.33% 4	12	2.17
Sustainability of Staff and Services	8.33% 1	8.33% 1	0.00% 0	16.67% 2	16.67% 2	50.00% 6	12	2.25

Q10 In what ways could the Alliance City Health Department strengthen its relationship with your organization and/or the community?

Answered: 9 Skipped: 3

- Talking about issues at hand, declaring race a public health crisis. I feel that it is very unjust to our community and specifically one of our size that is has not been declared.
- Its already a very collaborative partnership.
- I would like the ACHD to plan some of its community outreach to take place in our building. Vaccines, meetings, seminars, trainings, community engagement.
- Devise ways to get the message to impacted populations, with the decline of traditional media and difficulty many in the community have with accessing social media.
- I'd encourage the health department to continue to go out to the community in evenings and on weekends. Meeting people where they are at, especially the working poor, will expand clients and provide positive word of mouth referrals.
- Doing a great job with pertinent and timely health, safety, and vaccine recommendations on Facebook.
- Great question. The Alliance City Health Department has a great reputation and the people at the health department are very competent. Strengthening relationships requires more people to contact which is difficult due to the day-to-day work load of the department.
- None—Randy and his team are amazing!
- Regular meetings to share initiatives, outcomes and goals
- We'd like to have some of your professional staff provide education to our clients on various health %& safety topics here at our facility

Q11 Do you think there should be other strategic priorities included in the 2022-2026 ACHD Strategic Plan? Please list or briefly explain what should be included.

Answered: 7 Skipped: 5

- More of an Equity focus than just behavioral services
- A lack of safe affordable housing is very important and of highest priority currently. While we have been addressing infant mortality, we have a major loss of affordable units since the pandemic and increased rates of homeless.
- No
- Housing is an issue that should be addressed. There are so many children living in unsanitary, deplorable conditions in Alliance. There should be a way to report this, provide education to parents, which includes help and cleanup support and also rewards for parents who show upkeep and improvement inside and outside their home. This should be done without taking children away from parents. Landlords should be held accountable for their lack of upkeep when dealing with lead, leaks, mold, furnaces and unsafe construction like ceilings and roofs caving in. People live in these conditions in part due to poverty and no other affordable options. Stark Metro housing is not enough. It lacks the number of housing units available to keep up with demand and people have few affordable options so they accept terrible housing from landlords who don't care about their health and safety.

- Post-Covid there will always be the next epidemic; flu, monkey pox, Ebola, etc. I would look at what strategies are needed to address this situation as it will always be ongoing from this day forward.
- I think poverty underlies all of the current strategic priorities, but I doubt any single local agency can have a meaningful impact on the high rate of poverty in Alliance. The work you do is a critical lifeline to many folks.
- No-these are the right initiatives
- We see numerous patients without medical insurance. It would be great to have a Medicaid rep in the community to assist with the application process.

Q12 Do you have any other comments or questions for the health department? If so, please share below (your opinions are appreciated)

Answered: 7 Skipped: 5

- Thank you for all you do and your work during the pandemic!
- No
- We have repeated the same programs over and over. It's time to add some new initiatives and put some pressure on our city to use some of the money they have to really help those in poverty. Not enough of these funds make it to the people who really need it. Some neighborhoods in our city are perpetually left out. I'm willing to help however we can't do it without the support of the city government and city/county agencies.
- The Alliance City Health Department does an excellent job of providing vital services to the city and regional community.
- Thank you for all you do! You are seen and appreciated!
- Excellent department that does not get enough credit for the work they do for our community. The greater Alliance community needs this valuable resource in our town, not moved to the county level (Canton) like so many of the non-profit social agencies in the past.
- Great partner- appreciate the collaboration, especially during the height of the pandemic.

Appendix C: ACHD Staff SWOT Analysis Survey Questions and Results

SWOT Analysis Results (2022 Staff Survey):

Please list what you consider to be the major Strengths of the health department and services provided (list as many as you would like):

- Cross training
- Positive recognition of the health department from the community
- Positive leadership from commissioner
- Small department and staff is actually a strength
- Our department and our public health services are respected in the community
- Our community collaborations and public health partners
- Excellent relationship with our local political leaders
- We are viewed as the public health leaders in the community
- Smaller staff
- Experience health commissioner
- All departments/staff work together as needed to help clients with services provided
- Staff longevity which yields consistency in services
- We provide a wide range of services for a small office
- Our location is good
- Strong leadership
- I think the major strength is the mission to serve the needs of all community members and its acceptance of all types of people
- Community oriented
- Teamwork
- Dedication
- Clinics
- Birth death cert.
- Location of health department
- Employees
- Emergency preparedness plans
- The effectiveness devoted to public protection and safety
- We are here to serve the public and we try to help the customers in any way possible
- Convenience and availability of service
- Range of services
- Location
- Highly service oriented
- Staff works as a team
- Truly concerned for the well-being of our community

Please list what you consider to be the major Weaknesses of the health department and services provided (list as many as you would like):

- Community meeting space for programming/education

- Recruitment of public health professionals to fill positions
- Marketing of our programs and services to the community
- Staff competence in the quickly changing world of technology
- No flexibility in offering different clinical hours for working families, limitation of hours for STD clinic, no “diving” in to expand community collaboration for healthcare services

Weaknesses, cont.

- Marketing of programs and not setting up a partnership to develop a “back to school” immunization clinic with the school system as other Stark County health departments do
- We would benefit from more space/offices and additional staff
- Recently has been more changeover in nursing department
- New nurse starting is great but training is time consuming
- I think the community is unaware of what the health department offers and the free and low cost benefits
- Outreach difficult-visibility (allot of people still don’t know location/services provided)-funding for it
- Lack of communication
- Communication
- Characteristics of the organization that might hinder successful outcome. What other organizations might do better than yours.
- I don’t believe we have any major weaknesses as everyone does their best and some of us have gone above and beyond to help others with a problem
- Not enough follow up for new mothers and babies
- Burden with growing requirements for paperwork and documentation that detracts from ability to provide services
- Getting more difficult to attract new staff due to pay rates

List some Opportunities that could enhance the overall service delivery and image of the health department:

- Opening up WIC office to the public
- Non-traditional hours for the working families
- Additional staff involvement with local boards and committees
- Opening the WIC clinic
- Being more flexible with clinics and setting up a mass immunization clinic physically at the school to meet people where they are
- We have to learn to compete a bit
- Lack of communication from departments
- Have occasional late clinics for immunization and sexually transmitted disease screenings
- Continue to participate in community based services/activities with our partners
- A sign that could be updated as we promote different services would be nice
- Some sort of outreach? Bulk mailings?
- Free stuff for people to come learn more about the health department
- Renovations-larger building with more offices-funding for that/room for events that can be held at the health department
- More publication
- Continue social media presence
- A sign outside to post clinics or upcoming events
- Favorable external factors that could give this organization a competitive advantage

- Not aware of any right now. We could work on a better relationship with community doctors
- Longer work/service days. Longer service days may be available with 4 day work weeks which would also reduce break time(s)/restart times after break(s)

In your opinion, what are some Threats or barriers that prevent the health department from serving the community, list as many as you can think of:

- Parking can be an issue
- Continuation of current funding levels and continuation of grants long term
- State political climate and groups that advocate changing public health laws
- Attracting public health leaders for the future
- Funding
- Lack of drive to really collaborate
- Each department seems to be secluded from one another
- General health does not seem to be as much of a priority as it should be
- Vaccine ambivalence
- WIC being only drive thru limits client/provider interaction
- Ambivalence from community members and leaders to engage in certain programs (ie: project DAWN, minimal local mental health agencies that we can refer to)
- I'm not completely sure, but I think some of the population does not trust the government, does not trust vaccines, and doesn't like that our organization is accepting of all.....but that is just the impression I get from following the FB page
- Funding-space (building-parking area) visibility, where the community know where to go to find Health department and services
- Funding
- Community not aware of all our services
- Upcoming changes to status quo (regulatory, political, social, etc.)
- Factors: political, economic, socio-cultural, technological
- Not aware of any threats
- Traditional community work hours are the same ones we have as service hours which makes it difficult for some people to use our services
- Disease lockdowns can affect our services

Alliance City Health Department

Located at:

537 E. Market St.
Alliance, Ohio 44601

Website: <https://www.cityofalliance.com/health>

Facebook: www.facebook.com and follow the City of Alliance Health Department

Twitter: [@AllianceCityPH](https://twitter.com/AllianceCityPH)

