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**MONTGOMERY COUNTY  
HEALTH DEPARTMENT**

# **Strategic Plan**

# **2016-2020**



**Public Health**

Prevent. Promote. Protect.

**Montgomery County**

**Health Department**

110 West South Boulevard

Crawfordsville, IN 47933

765.364.6440

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There are countless way of achieving greatness, but any road to achieving one's maximum potential must be built on a bedrock of respect for the individual, a commitment to excellence, and a rejection of mediocrity.

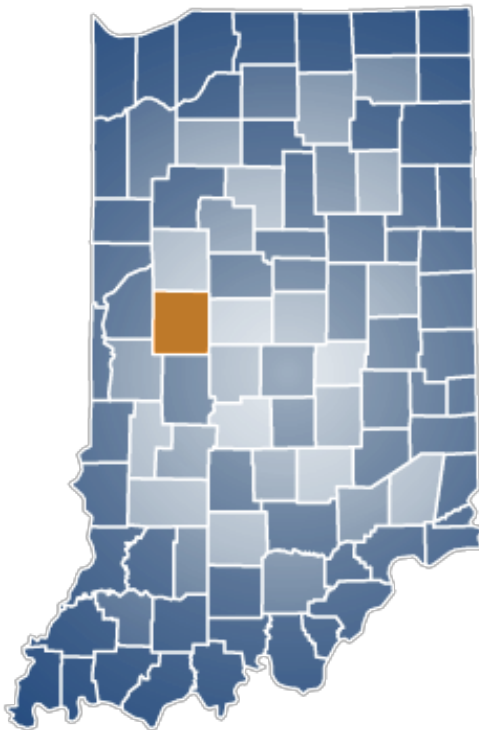
~ Buck Rodgers

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# BACKGROUND

**Montgomery County, founded in 1823, is located in West Central Indiana on 505 square miles and has a population of roughly 38,000.** Montgomery County is home to the City of Crawfordsville (the county seat), 10 incorporated towns, and 16 unincorporated towns. Montgomery County's population, while predominantly Caucasian (94%), is also made up of roughly 5% Hispanic, and 1 % African American individuals. Wabash College, housed on 60 acres within Crawfordsville, provides a temporary home to roughly 850 ethnically diverse male students.



**Montgomery County continues to see clear indications of growing health concerns with trends in increased chronic diseases, physical inactivity, and poor mental health.** The City of Crawfordsville's recent designation as a "Stellar Community" by Stellar Indiana assists in the effort of addressing health priorities by including Public Health aspects into its improvement plan for the downtown area. Efforts to improve factors impacting quality of life are being woven into multiple plans throughout the community, for example the Community Health Improvement Plan.

**The Montgomery County Health Department strives to be an innovative leader in public health by seeking to forge uncommon partnerships that create new opportunities for growth.** The health department has been fortunate to work alongside many dedicated community partners and agencies with the common goal of moving toward a healthier Montgomery County. **A key success for Montgomery County was the creation of the Montgomery County Wellness Coalition.** This group embodies the culture of collaboration that is evident throughout all levels of city and county government, schools, businesses, community leaders, and the community at large. It will take unique programs and collaborative efforts to shift toward a culture of health and wellness in our community and this department is up to the challenge.

# EXECUTIVE SUMMARY

**This strategic plan represents the focused efforts of continual improvement and the guide to a bright future for the Montgomery County Health Department.** Strategic planning requires a heavily involved process with active participation from all levels of an organization and its' governing body.

**This plan was created after countless hours of invested work of all Montgomery County Health Department staff, health board members, and the health board president.** Through this collaborative process strengths, weaknesses, opportunities, and challenges were identified. The mission, vision, and values were revised, and detailed strategic priority goals and objectives with measurable outcomes were created to address the three strategic priorities identified through this planning process.

**The three strategic priorities for the Montgomery County Health Department are:**

- ACHIEVE ORGANIZATIONAL EXCELLENCE
- GROWTH THROUGH COLLABORATION
- DISEASE PREVENTION THROUGH PROMOTION OF HEALTHY BEHAVIORS

These strategic priorities establish the framework for focused work towards achieving a larger vision in where Montgomery County is a place in which *Individuals enjoy improved quality of life through healthy, vibrant, and invested communities.* The outlined strategic priorities in this strategic plan highlight goals and objectives with measurable time-framed targets to ensure each strategic priority is addressed moving forward.

**Upon incorporation of this strategic plan, a comprehensive and detailed work plan will be created. This work plan will join individual and departmental strategies and activities within each objective to achieve every goal.** This detailed work plan will allow for progress to be tracked and staff to be held accountable. Ensuring accountability will optimize improvement efforts and ensure progress is being made.

As this strategic plan is the first of its kind for the Montgomery County Health Department, using the outlined goals and objectives and resulting work plan will allow for baseline measurements to be established. **These baseline measurements will allow for increased specificity of tracking progress in resulting strategic plan and work plan revisions.**

The strategic planning committee anticipates modifying and adding objectives to each of the established goals in the coming years. **This plan is an evolving document that requires an annual formal review and update.** Revisions to this plan will be dated and described in the revision section found in Appendix A.

*“Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan.”*

*~ Tom Landry*

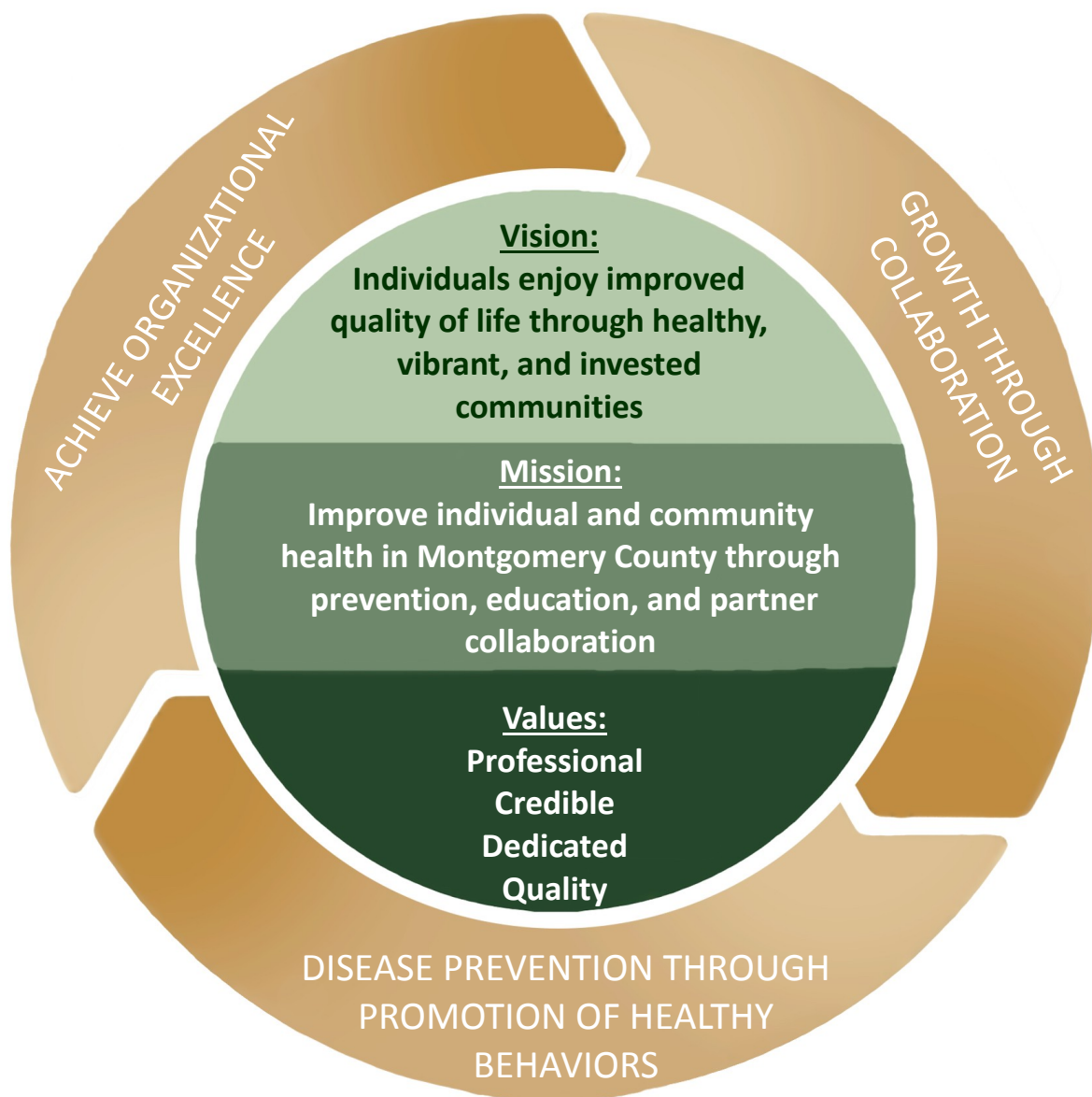
# STRATEGIC PLANNING PROCESS

**Strategic planning relies on an inclusive development process with broad input from all levels of an organization, external stakeholders, including governing agencies.** Developing the strategic plan for the Montgomery County Health Department took roughly seven months beginning in October 2015.

- **October 2015**
  - Employee Satisfaction Survey and a Workforce/Work Environment Needs Assessment was conducted. All non-administration full-time employees completed these surveys.
- **November 2015**
  - Initial mission, vision, and value brainstorming session occurred at the November Health Board meeting. Notes from this meeting and health board member feedback were compiled.
- **December 2016**
  - Community Health Profile was created and released to the public. This document assessed the health of Montgomery County in multiple health topic areas. The MCHD Advisory Group took part in a deliberation facilitated by Wabash Democracy and Public Discourse (WDPD) to narrow down top priority areas to eight.
- **January and February 2016**
  - Community at large was recruited and invited to take part in multiple community forums facilitated by WDPD. These community forums served to narrow down the Advisory Group's top eight priority areas into the communities top three priority areas: Mental Health, Substance Abuse, and Youth Health.
- **March 2016**
  - Montgomery County Community Health Improvement Plan (CHIP) was created establishing goals, setting measurable objectives, and identifying strategies to address the top three priority areas.
  - Upon completion of the CHIP, three strategic planning sessions were conducted. The first two consisted of health department staff and the health board president. The third included health board members.
  - These sessions covered vision, mission, and vision brainstorming; Strengths, Weaknesses, Opportunities, Challenges/Threats analysis; and informal and formal mandate discussion.

***Upon adoption of this strategic plan, a detailed work plan will be created. This strategic plan and resulting work plan will be reviewed at least annually and for the first year at six months. Having two revisions in the first year will allow for staff and administrator address any challenges or barriers that were not addressed in the first version of the strategic plan and detailed work plan.***

# VISION, MISSION, AND VALUES



- This vision is an ideal future state; this is an inspirational beacon where the department aligns its future direction.
- The mission of the Montgomery County Health Department states the purpose of why this department exists and what it intends to do moving forward.
- The values are guiding principles, which stand as foundational pillars of the department. The mission and vision of the Montgomery County Health Department are built upon these core values.
- The Vision, Mission, and Values serve as the backbone and give a framework to the department's strategic priorities, goals and objectives, and improvement efforts.

## STRATEGIC PRIORITY 1: ACHIEVE ORGANIZATIONAL EXCELLENCE

STRATEGIC PRIORITY 1: ACHIEVE ORGANIZATIONAL EXCELLENCE			
GOAL 1	<b>Develop a departmental culture of Quality Improvement</b>		
	Description	Measurable Outcome(s)	Target Date
<b>Objective 1</b>	Complete 2 Small QI Projects in first year, and 3 in year two.	5 Completed Project Reports signed off by administrator and health board president	March 2017
<b>Objective 2</b>	Develop a QI Visualization Board	1 Established QI Board with QI tracking and achievements	March 2017
<b>Objective 3</b>	Infuse QI elements throughout all job descriptions and departmental policies and procedures	7 Job Descriptions have QI component and all policies and procedures contain quality improvement measurement; all job descriptions have been approved by the quality improvement team and the administrator	July 2016
GOAL 2	<b>Develop and recruit highly skilled people</b>		
	Description	Measurable Outcome(s)	Target Date
<b>Objective 1</b>	Establish minimum requirements for each staff position	7 job description contains minimum requirements based on Public Health Core Competencies as appropriate; job descriptions are approved by the workforce development team	July 2016
<b>Objective 2</b>	Assess and measure current staff against minimum requirements	Workforce Development Team (WDT) conducts 1 current staff assessment to identify gaps in meeting minimum requirements; and develop/adapt 7 Individual Development Plans to ensure minimum requirements are met using Public Health Core Competencies as appropriate; assessment and IDPs signed off by WDT; then ongoing annual reviews.	March 2017
<b>Objective 3</b>	Focus recruitment of qualified future staff	Development of 1 health department recruitment policy with minimum requirements stated for each position; signed off by Administrator and Health Board President	March 2018 Ongoing/As needed
GOAL 3	<b>Establish standardized policies and procedures</b>		
	Description	Measurable Outcome	Target Date
<b>Objective 1</b>	Establish a uniform document format	Establish 1 procedure for new documentation including formatting, letter head mandates, etc. Procedure must be approved by Administrator	July 2016
<b>Objective 2</b>	Create or update current policies and procedures to include performance management measurable indicators to ensure quality and completeness	Enhancement and/or Development of 5 standardized policies and procedures including: 1 Water Lab Procedure, 1 Vaccination Procedure, 1 Food Establishment Inspection Report Creation Procedure 1 Social Media Policy, and 1 media communications policy; All policies must be approved by the strategic planning team and the health board.	March 2017



## STRATEGIC PRIORITY 2: GROWTH THROUGH COLLABORATION

GOAL 1	Enhance and increase sustainable community partnerships		
	Description	Measurable Outcome(s)	Target Date
<b>Objective 1</b>	Maintain and improve current collaborative partnerships	Maintain annual Montgomery County Wellness Coalition Membership, membership signed off by health board president; Establish 1 MOU with Wabash College; provide 2 summary reports from meetings	March 2017 and ongoing
<b>Objective 2</b>	Establish new sustainable collaborative partnerships	Establish 2 formal partnerships/MOU with local and regional partners, including educational partners; provide 2 summary reports to entire staff from collaborative meetings; report on improvement efforts to health board at 2 separate health board meetings, 2 health board meeting minutes containing presentation information.	March 2017 and ongoing
GOAL 2	Community outreach and improvement of health outcomes through partner collaboration		
	Description	Measurable Outcome(s)	Target Date
<b>Objective 1</b>	Coordinate Community Health Improvement Strategies	Assist in the development in 2 collaborative partner work plans; Present CHIP updates to the health board at 2 separate health board meetings, 2 health board meeting minutes containing summary information	December 2016 and ongoing
<b>Objective 2</b>	Oversee and assist in development of partner CHIP work plans	Assist in the development in 2 collaborative partner work plans; Present CHIP updates to the health board at 2 separate health board meetings, 2 health board meeting minutes containing summary information	March 2017 and ongoing

**STRATEGIC PRIORITY 3: DISEASE PREVENTION THROUGH PROMOTION OF HEALTHY BEHAVIORS**

<b>GOAL 1</b>	<b>Enhance and increase health education</b>		
	<b>Description</b>	<b>Measurable Outcome(s)</b>	<b>Target Date</b>
<b>Objective 1</b>	Assess current MCHD educational programs, campaigns, and materials	Conduct 1 Assessment of current educational program/campaigns/materials; Assessment and Report must be signed off by Administrator and Performance Management Team (PMT)	December 2016
<b>Objective 2</b>	Enhance Current and Develop new educational programs, campaigns, and materials	Improve 2 currently utilized educational programs, campaigns, and/or materials; and develop 1 new educational program or campaign. Improvement of current and establishment of new program or campaign must be tracked using measureable indicators established by the PMT. 1 progress report must be signed off by the PMT and approved by the Administrator.	March 2017 and ongoing
<b>Objective 3</b>	Identify educational opportunities within/through Montgomery County schools to improve youth health	Identify and Develop 1 educational opportunity within the Montgomery County Schools. 1 Education Opportunity Report (containing which staff will educate on what topic, and when and where) must be created and signed off by the Administrator	December 2016 and ongoing
<b>GOAL 2</b>	<b>Enhance and increase community outreach</b>		
	<b>Description</b>	<b>Measurable Outcome(s)</b>	<b>Target Date</b>
<b>Objective 1</b>	Develop and establish social media/marketing and branding policy.	Create 1 social media/marketing/branding policy; Policy must be approved by Administrator and Health Board	July 2016
<b>Objective 2</b>	Improve social marketing and branding of the health department within the community through public health and wellness campaign	Develop and implement 1 public health and wellness campaign, with a focus on Montgomery County. Campaign and materials must be approved by the Administrator and developed using social/media/marketing/branding policy as a guide. 1 Public health and wellness campaign proposal must be created and approved by the Administrator. This proposal must include specific tasks of staff, and what specific messages are being shared.	July 2016

# SWOC/SWOT ANALYSIS

Strengths (Internal)	Opportunities (External)
Staff that is:	Increasing staff training
o Dedicated	Seeking accreditation
o Passionate	Multi-county health department collaboration
o Professional	Improving Partner Collaborations
o Compassionate	Implementing/Developing New Services
o Flexible	Changing the community's perception of health department:
o Respectful	o Credibility
o Innovative	o Recognition
o Motivated	o Respect
o Committed	Engaging Community/increasing involvement
o Caring	Improving perception of health and wellness:
o Proactive	o Substance Abuse
o Dependable	o Addiction
Supportive Health Board	o Mental Health
Good leadership	o Youth Health
Collaborative	Improving Community Health:
Public health services	o Decreasing childhood obesity
Forward thinking	o Decreasing teenage pregnancy.
	o Decreasing smoking
	o Improving mental health
Weaknesses (Internal)	Threats or Challenges (External)
Limited staff	Personal safety when in threatening environment
Limited staff expertise/knowledge	Accreditation Fees
o Trainings	Lack of community involvement
Limited employee orientation	Lack of community leader awareness/investment
Ability to explain certain processes to others	Funding
Efficiency	Staying up to date on laws/statues/policies
o Time Management	Completely understanding unique community
Lacking processes and procedures	Lack of ordinances with clout
Attention to details	Healthcare coverage climate uncertainty
Lack of courage in regards to enforcement/confrontation	Uncommitted health board members
Physical office space	Lack of diverse healthcare options
Lack of proper funding	Conflict of interests
	Perception of health/wellness
	o Substance Abuse
	o Addiction
	o Mental Health
	o Youth Health
	Legislation
	Politics

# EXTERNAL IMPACTS

SWOT/SWOC analysis provided the opportunity for all involved in the strategic planning process to identify external trends, events, and other factors that impact community health and the Montgomery County Health Department.

**The identified external trends, events, and other factors were:**

**Stellar Community Grant:**

This achievement will greatly enhance the City of Crawfordsville's focus on being active and improving public health. This will allow for multiple walking, running, and biking trails to be created, and will establish accessible links to healthy opportunities in the community like a downtown pocket park and farmer's market.

**Upward trend in chronic disease and physical inactivity:**

State and county level increases in chronic disease and increasing physical inactivity pose as threats to public health and the efforts of the Montgomery County Health Department.

**Declining mental health and negative perception of mental health, substance abuse, and addiction:**

Mental health and substance abuse were identified as two of three top priority areas for Montgomery County and is a key focus in the Montgomery County Community Health Improvement Plan. Within the identification and development of mental health and substance abuse improvement strategies, changing the negative perception of mental health, substance abuse, and corresponding addictions was identified as a looming challenge.

# DEPARTMENTAL CAPACITY AND ENHANCEMENT

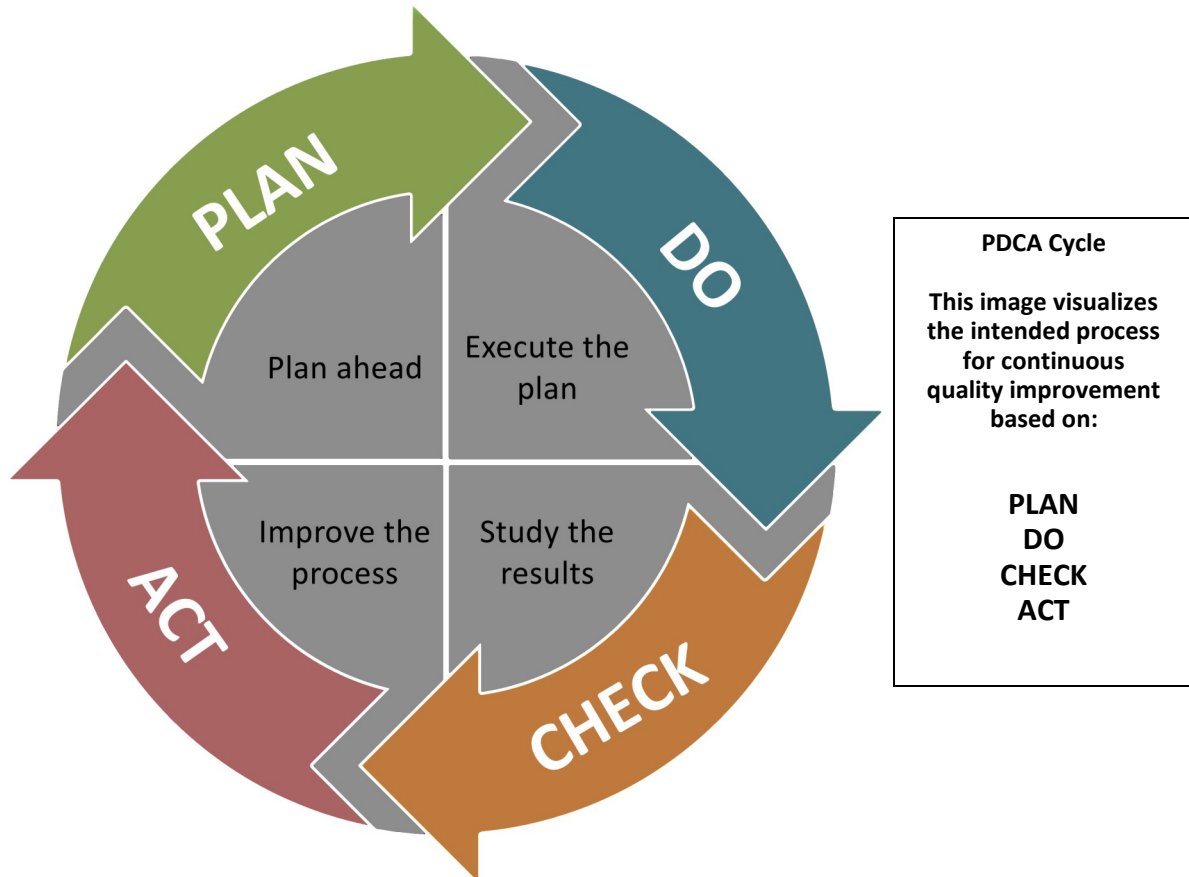
The strategic planning processes allowed for the consideration of the current capacity and enhancement of multiple departmental features. These features were categorized into two main classifications: 1) Maintaining Current Capacity, and 2) Maintaining and Enhancing Current Capacity.

**Information management and financial sustainability have been categorized into classification 1-Maintaining Current Capacity.** These departmental features are vital to the effectiveness and longevity to the health department, however with current operational configuration making enhancements at this time is not feasible. The health department will continue to pursue outside funding opportunities and maintaining a fiscally responsible budget.

**Workforce development and communication/branding have been categorized into classification 2- Maintaining and Enhancing Current Capacity.** The strategic plan and development of other intra-departmental plans allow for increasing measured performance, staff development, and pursuit of establishing a culture of quality improvement. Improved partner collaborations have allowed the health department to reconsider messaging and social marketing campaigns. The developed strategic priorities establish objectives of departmental rebranding and improved community outreach, especially to at risk populations.

# INCORPORATION OF QUALITY IMPROVEMENT

As is evident in the Montgomery County Health Department Strategic Priorities, **Quality Improvement is infused throughout this entire document and is a primary focus for the health department moving forward.** Quality improvement enables the health department to increase effectiveness, efficiency, and value to our customers.



## ALIGNMENT WITH COMMUNITY HEALTH IMPROVEMENT PLAN

Another important aspect of this strategic plan is to establish specific and time-framed objectives to address Community Health Improvement Plan (CHIP) Strategies. The health department acts as a coordinator of the CHIP identified strategies. **There is a clear understanding that the health department is very limited in what services are provided to directly impact the areas of Mental Health, Substance Abuse, and Youth Health.** The health department, acting as a coordinator, will assist community partners in community health improvement efforts. This facilitation is illustrated in MCHD's *Growth through Collaboration* strategic priority.

Another important aspect of the CHIP is community education and outreach. This is incorporated into the goals and objectives of the third strategic priority: *Disease prevention through promotion of healthy behaviors*. Included in these objectives is development of social marketing campaigns. **These campaigns will not only serve to promote the health department and its services, but also community health improvement efforts.**

# NEXT STEPS

**Evaluating and enhancing this strategic plan is vital for its long-term effectiveness. This strategic plan and resulting work plan will be formally reviewed and updated on an annual basis, with a 6-month review in the first year of adoption.** As with many of the health department documents and plans, this strategic plan is an evolving document that will be amended as the health department improves and the landscape of public health in Montgomery County changes over time.

Formal annual reviews and updates will be conducted by the Strategic Planning Team consisting of the Health Department Administrator, Health Board President, at least two staff members, and at least one other health board member. **The Strategic Planning Team anticipates adding objectives to each of the outlined goals in the future.** Since this is the first plan of its kind for the Montgomery County Health Department, this evaluation process will include an annual survey of health department staff attitudes and impressions of how this strategic plan has impacted their work.

**Upon adoption of this strategic plan, a detailed work plan will be created. This work plan will identify and describe specific strategies and activities to achieve each objective. These activities will consist of measurable outcomes and will include responsible staff.**

Any additions, revisions, or deletions will be documented and described in the Revision Section found in Appendix A.

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# APPENDIX A

## REVISIONS (UPDATED AS NEEDED)

Date	Section/Page(s) Affected	Description of Revision