

DELIVERED BY:



2026-2028 PICKAWAY COUNTY PUBLIC HEALTH STRATEGIC PLAN

PUBLISHED JANUARY 2026



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RECORD OF REVISIONS

Pickaway County Public Health documents all modifications to this plan, including the revision date, affected sections/pages, and a summary of changes.

Revision Number	Section/Pages Revised & Description	Date	Person Responsible

A NOTE FROM PICKAWAY COUNTY PUBLIC HEALTH



The 2026-2028 Strategic Plan helps define our purpose, direction, and the guiding principles for our agency. Developed through a comprehensive process with guidance and facilitation from Moxley Public Health, the plan represents months of critical thought and work with input from those who know our community best. This plan includes consideration of the results from the Community Health Assessment (CHA), the Community Health Improvement Plan (CHIP), a community survey, as well as input from stakeholders and community partners. As a Public Health Accreditation Board (PHAB) accredited health department, we operate at a high level, and this plan reflects our commitment to public accountability, effective community engagement, and responsible resource management.

The development of this Strategic Plan would not have been possible without the help of numerous individuals and organizations throughout Pickaway County. The work of public health is a community effort that involves our community members and organizations working together to be a thriving community that supports health and well-being at home, work, and play. We are grateful for those who took the time to share their perspectives and ideas for improvement through surveys, interviews, and planning meetings.

This Strategic Plan outlines our priorities, goals, and objectives, focusing on enhancing our prevention efforts, educational programming, and community services. All staff have a part to play in ensuring this plan is implemented and that we deliver on our commitments to community health improvement and organizational effectiveness. This plan is crafted to assist us in fulfilling our mission of protecting and improving the health of Pickaway County residents through quality public health services. We look forward to working side-by-side with our community partners to achieve our goals.

Andy Bull, MPH, MBA, REHS
Health Commissioner
Pickaway County Public Health

Board of Health Members
Colin Hedges
Dr. Linda Iskra
Brad Hughes
Roxan Sigmon
Nancie Bechtel
Brandy Dickson

EXECUTIVE SUMMARY

Pickaway County Public Health (PCPH) is proud to present its 2026-2028 Strategic Plan, a framework designed to guide our department's efforts in fulfilling our mission to protect and improve resident health through quality services and our vision of a vibrant, resilient community where everyone can thrive. This plan represents our leadership's commitment to strengthening our work and ensuring continued effectiveness in serving our community's health needs.

This plan provides clear direction for our department, ensuring alignment with organizational goals, evolving public health needs, and external influences. Building on both challenges and successes, we recognize the importance of strategic planning in enhancing organizational effectiveness and improving public health outcomes. By identifying key priorities and implementation strategies, the plan strengthens our ability to make informed decisions, allocate resources effectively, and continuously improve our impact on Pickaway County residents.

Our plan focuses on four key strategic priorities:

- 1. Operational Improvements** – Strengthen internal systems and digital infrastructure to enhance organizational effectiveness and improve community access to services.
- 2. Community Awareness & Marketing** – Increase visibility and strengthen partnerships through regular community engagement to improve understanding of public health services and inter-agency coordination.
- 3. Program Expansion & Development** – Expand clinical and environmental health services to increase community access to women's health, home visits, wound care, eye screening, and food safety programs.
- 4. Workforce & Staffing** – Build workforce capacity through strategic recruitment and development planning to ensure long-term organizational stability and service quality.

Each priority is supported by specific goals, measurable objectives, and actionable strategies to ensure meaningful progress.

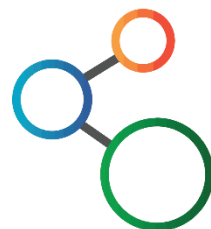
Achieving these goals requires sustained action and clear responsibility. PCPH will measure progress through regular reviews using our strategic workplan, ensuring we stay true to our mission while remaining responsive to changing needs. This approach will guide our decision-making and position us to better serve the Pickaway County community.

For questions about this plan, please contact:

Andy Bull, Health Commissioner

abull@pchd.org

740-477-9667 ext. 385

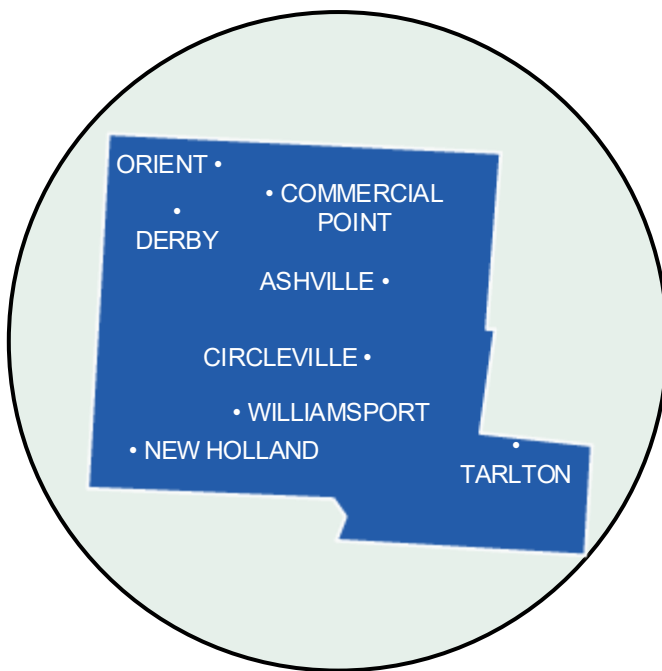


**PICKAWAY COUNTY
PUBLIC HEALTH**
We Care.

AGENCY OVERVIEW



Pickaway County Public Health serves **59,407 residents** from our office in Circleville, Ohio. We have a team of **14 staff members**, including 13 full-time and 1 part-time employee. Our mission focuses on protecting and improving the health of our community through quality public health services. A **seven-member Board of Health**, with one current vacancy, governs our operations, including funding from state and local subsidies, grants, and fees for service. In 2021, we earned **national accreditation** from the Public Health Accreditation Board (PHAB). We lead our Community Health Assessment (CHA) and Improvement Plan (CHIP) process, with support and participation from many community organizations to put the plan into action. We remain dedicated to fostering health and safety for all in the Pickaway County community.



We currently serve a population of

59,407¹

PICKAWAY COUNTY SERVICE AREA			
GEOGRAPHIC AREA	ZIP CODE	GEOGRAPHIC AREA	ZIP CODE
Ashville	43103	New Holland	43145
Circleville	43113	Orient	43146
Commercial Point	43116	Tarlton	43156
Derby	43117	Williamsport	43164

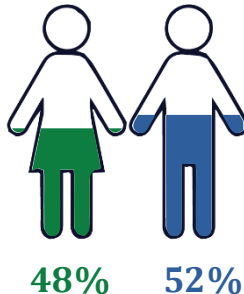
PICKAWAY COUNTY AT-A-GLANCE

48% of Pickaway County residents are **women** (vs. 51% of Ohio residents).¹



Youth ages 0-18 and seniors 65+ make up **38% of the population** (vs. 40% for Ohio).

Pickaway County's population is **59,407**.¹



In the Pickaway County service area, nearly **1 in 6 residents are ages 65+**.¹



7%

of both Pickaway County and Ohio residents are **veterans**.²

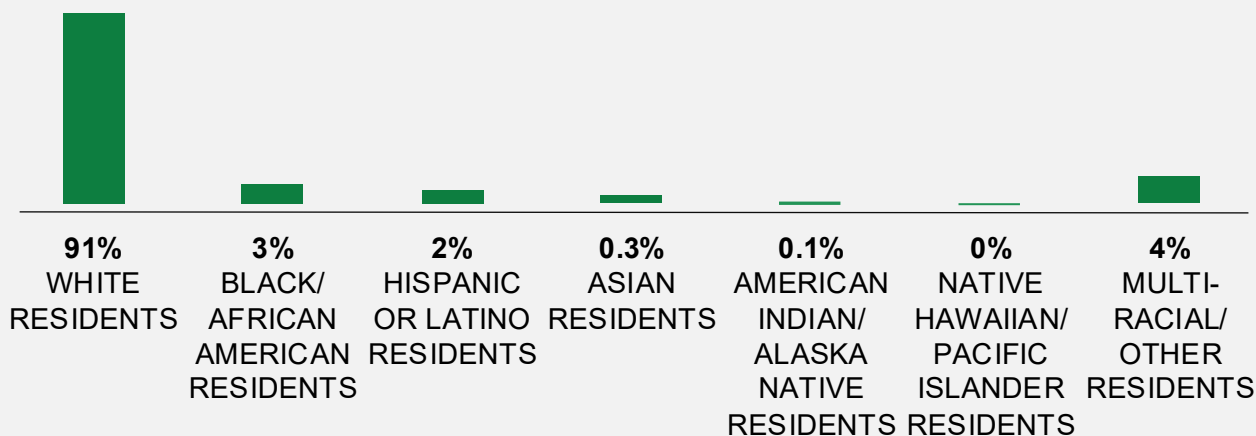
The life expectancy in Pickaway County of **74.4 years** is **0.8 years shorter** than it is for the state of Ohio.³



Pickaway County's median household income is **higher** than the state average.³

PICKAWAY COUNTY: \$76,471
OHIO: \$67,873

The **majority (91%)** of the population in Pickaway County identifies as **White** as their only race.²



99% of the population in the Pickaway County service area **speaks only English**. **1% are foreign-born**.²

ACKNOWLEDGMENTS



This Strategic Plan was made possible thanks to the collaborative efforts of Pickaway County Public Health (PCPH), the Board of Health, community partners, local stakeholders, and community residents. Their contributions, expertise, time, and resources played a critical part in the completion of this assessment.

The contributions and engagement of every stakeholder have been essential to building a strategic framework that will direct PCPH's efforts to strengthen the health and well-being of our community.

PCPH WOULD LIKE TO RECOGNIZE THE FOLLOWING INDIVIDUALS AND ORGANIZATIONS FOR THEIR CONTRIBUTIONS TO THIS REPORT:

Assessment Team:

Andy Bull, Health Commissioner—PCPH
Kaleigh Fields, Office Manager—PCPH
Anne Roberts, Director of Nursing—PCPH
Hannah Montgomery, Director of Environmental Health—PCPH

Governing Entity: Board of Health Members

Colin Hedges
Dr. Linda Iskra
Brad Hughes
Roxan Sigmon
Nancie Bechtel
Brandy Dickson

Organizations that participated in Key Informant Interviews (KIIs):

Board of Developmental Disabilities
City of Circleville
Job and Family Services
Ohio State University Extension Office
OhioHealth Berger
Pickaway Addiction Action Coalition
Pickaway County Community Action Organization
Pickaway County Family and Children First Council
Pickaway County Library
Pickaway County Sheriff's Office

PCPH conducted the strategic planning process in collaboration with Moxley Public Health (MPH). MPH's role in the process included conducting KIIs, developing and helping to distribute the community member survey, and facilitating planning meetings for the group.

PURPOSE OF A STRATEGIC PLAN

STRATEGIC PLAN:



Sets Direction



Guides Decisions



Promotes Accountability



Builds Resilience

The **Strategic Plan** is a critical tool for ensuring the health department operates efficiently, makes informed decisions, and remains adaptable to future challenges. This plan provides a clear structure for setting priorities, optimizing resources, and guiding internal actions to support long-term success. By proactively identifying areas for growth and improvement, the department can focus on strengthening internal processes, workforce capacity, and service delivery while ensuring alignment between daily operations and long-term goals. As a living document, it will evolve with emerging challenges to ensure the department can respond effectively. It establishes a solid foundation for decision-making while promoting accountability and continuous improvement.

MISSION, VISION, AND VALUES

The health department's mission, vision, and values serve as its foundational compass, articulating why the organization exists, where it aspires to go, and the principles that guide its work. Together, these elements form the backbone of the strategic plan, informing priority-setting and organizational decision-making.

- The **mission statement** defines the health department's fundamental purpose and core responsibilities—answering "Why do we exist?"
- The **vision statement** paints a picture of the department's aspirational future and long-term goals—answering "What do we hope to achieve?"
- **Values** establish the guiding principles and beliefs that shape organizational culture and decisions—answering "What do we stand for?"

During strategic planning meetings, team members examined the existing mission, vision, and values, offering suggestions and perspectives that strengthened their relevance and clarity. The revisions are reflected below and represent the collective input and consensus reached during these planning meetings.

Our Mission:

The mission of Pickaway County Public Health is to protect and improve the health of Pickaway County residents through the provision of quality public health services.

Our Vision:

Our vision is to promote a vibrant, resilient community where every resident is protected, supported, and empowered to live a healthy, thriving life—today and tomorrow.

Our Values:

Authenticity: We foster trust and transparency through honest, empathetic, evidence-based practices that create genuine connections within our agency and community.

Compassion: We serve our community with empathy, understanding, and respect by listening actively, caring deeply, and supporting holistic well-being.

Determination: We pursue excellence with unwavering commitment, working collaboratively to overcome health disparities and empower individuals to lead healthier lives.

Professionalism: We uphold the highest standards of integrity, respect, and excellence while delivering compassionate, evidence-based services that inspire trust and confidence.

Fulfillment: We empower individuals and our community to thrive through holistic approaches that support physical, mental, and emotional well-being for all.

STRATEGIC PLANNING PROCESS



To develop the Strategic Plan, Pickaway Public Health (PCPH) followed a process that included the following steps:

STEP 1: Plan and prepare for the Strategic Plan.

STEP 2: Develop a community survey and interview guide.

STEP 3: Conduct an environmental scan, which includes distributing a community survey, conducting key informant interviews, and considering other health department plans.

STEP 4: Understand and interpret the data collected.

STEP 5: Hold strategic planning meetings to review data and agree on priorities.

STEP 6: Develop a written Strategic Plan.

STEP 7: Implement and monitor the Strategic Plan.

Within each step of this process, the guidelines and requirements of the state are followed precisely and systematically.

THE 2026-2028 PICKAWAY COUNTY STRATEGIC PLAN MEETS ALL PUBLIC HEALTH ACCREDITATION BOARD (PHAB) REQUIREMENTS.



STRATEGIC PLANNING PROCESS



Pickaway County Public Health (PCPH) conducted a comprehensive strategic planning process to strengthen organizational capacity and align with our mission, vision, and values. This effort used data-driven methods to assess internal strengths and challenges, external environmental factors, and the department's ability to deliver effective public health services.

Environmental Scan and Assessment

The Assessment Team—composed of health department staff members—began Strategic Plan development with an environmental scan drawing from multiple data sources: a community-wide survey, key informant interviews, and existing departmental plans, including the CHA and CHIP. This approach ensured strategic priorities aligned across all organizational plans.

The community survey gathered details on the perceptions and use of the health department and its services. The survey was widely distributed electronically to the community, including staff, board members, key stakeholders, and the greater community, with a total of **145 responses** received. To further understand the current state of the health department, **10 key informant interviews** were conducted with identified community leaders and representatives. Interviews explored the health department's strengths, opportunities, aspirations, desired results, and challenges, while also identifying opportunities to advance health equity.

SOAR/C Analysis and Healthy Equity Recommendations

Using the data collected, a SOAR/C (Strengths, Opportunities, Aspirations, Results, and Challenges) analysis was conducted, revealing the following findings:

Strengths	Opportunities
<ul style="list-style-type: none"> •Active community involvement and presence •Accessible and responsive •Strong communication with partners 	<ul style="list-style-type: none"> •Improve service promotion and outreach efforts •Increase utilization of mobile unit •Expand partnerships and coordinate services
Aspirations	Results
<ul style="list-style-type: none"> •Increase vaccination/immunization rates •Improve community awareness of services •Reduce communicable diseases •Expand mental health services and access 	<ul style="list-style-type: none"> •Increase in the number of children receiving required shots, percentage of population vaccinated; reduction in vaccine-preventable diseases •Increase in surveyed community knowledge, population accessing various services, website/social media reach •Reduction in disease incidence rates, hospitalization rates; improved outbreak response times •Increase in number of referrals made, partnerships established, screenings conducted, follow-through rates

Continued on next page →

STRATEGIC PLANNING PROCESS



SOAR/C Analysis and Healthy Equity Recommendations (*continued*)

Internal Weaknesses/Challenges	External Challenges
<ul style="list-style-type: none"> • Staff turnover • Staff shortage and limited capacity • Communication gaps with public (i.e., people don't know what the health department does) 	<ul style="list-style-type: none"> • Rapid county growth • Uncertainty in funding and budget constraints • Healthcare coverage concerns • Growing vulnerable populations (e.g., homeless population, aging population)

During interviews, key informants were asked if they had any recommendations for how PCPH can support health equity in the community. The following were the top efforts recommended:

- Strategic use of the mobile unit
- Meet people where they are/gather
- Expand services for vulnerable populations
- Enhance/expand partnerships and break down organizational silos

Selecting Strategic Priorities

Based on environmental scan findings, the Assessment Team used a multi-voting process to identify the most critical issues aligned with departmental capacity and community needs. Before voting, team members reviewed all data collected through surveys and interviews, along with existing departmental plans and priorities, ensuring strategic choices would complement and reinforce ongoing efforts.

Through this prioritization process, four strategic priorities were selected:

1. Operational Improvements
2. Community Awareness & Marketing
3. Program Expansion & Development
4. Workforce & Staffing

To translate these priorities into action, the Assessment Team held subsequent planning sessions to develop goals, objectives, strategies, and performance measures for each priority area. The team collaborated to develop a workplan which includes:

- Targeted activities and initiatives for each priority
- Implementation timelines and progress evaluation
- Designated staff responsibilities to ensure accountability and execution

Additional details on the workplan, interview questions and participants, community survey questions and demographics, and environmental scan results can be found in **Appendices A, B, C, and D**.

Strategic Priority #1: OPERATIONAL IMPROVEMENTS



PRIORITY

Operational Improvements

Focus: Strengthen internal systems through performance management implementation and website modernization.

Intended Impact: Enhanced organizational effectiveness that better supports staff development and improves community access to services.

GOAL

Enhanced organizational effectiveness through improved performance management systems, updated digital infrastructure, and streamlined operations that support staff development and community engagement.

OBJECTIVES

Develop a functional performance management system by June 2026 to help our staff create goals and clearly state what is expected of them.

By December 2026, ensure all website content is current, user-friendly, and reflective of ongoing programs, services, and community outreach efforts.

*See **Appendix A** for more details on this priority, including the objectives, key measures, action steps, timeline, and staff responsibilities.*

Strategic Priority #2: COMMUNITY AWARENESS & MARKETING



PRIORITY

Community Awareness & Marketing

Focus: Increase visibility and strengthen collaborative partnerships through regular open houses and strategic agency meetings.

Intended Impact: Improved community understanding of public health services and stronger inter-agency coordination for collective impact.

GOAL

Increase community awareness of public health services and strengthen collaborative partnerships through regular open houses and strategic meetings with community agencies.

OBJECTIVES

Have an open house with community partners twice a year (for each year of the cycle – 2026-2028).

For 2026-2028, hold strategic meetings with agency directors annually to understand what we do and how we can help each other.

*See **Appendix A** for more details on this priority, including the objectives, key measures, action steps, timeline, and staff responsibilities.*

Strategic Priority #3: PROGRAM EXPANSION & DEVELOPMENT



PRIORITY

Program Expansion & Development

Focus: Expand clinical service offerings and environmental health education to address identified community needs.

Intended Impact: Increased access to essential health services, including women's health, home visits, wound care, eye screening, and enhanced food safety programs.

GOAL

Expand the scope and reach of public health services by developing new clinical programs and enhancing environmental health education offerings that address identified community needs.

OBJECTIVES

Hold one ServSafe class by November 10, 2026.

Implement Clean Spoon Award program, with awards distributed annually (starting in 2027).

By December 2028, meet 3 additional FDA Voluntary Retail Program standards.

Develop a women's health services program by September 2027.

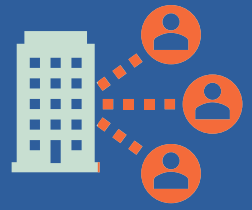
Develop a home visit program by September 2027.

Develop a wound care program by December 2026.

Develop an eye screening program by June 2026.

See **Appendix A** for more details on this priority, including the objectives, key measures, action steps, timeline, and staff responsibilities.

Strategic Priority #4: WORKFORCE & STAFFING



PRIORITY

Workforce & Staffing

Focus: Build workforce capacity through medical director recruitment and comprehensive development planning.

Intended Impact: A sustainable, well-trained workforce with clear succession pathways that ensure long-term organizational stability and service quality.

GOAL

Build a strong, sustainable workforce through strategic recruitment of medical leadership and comprehensive workforce development planning that supports succession planning, training, and retention.

OBJECTIVES

Hire a medical director by December 2026.

Create a workforce development plan (which includes succession planning, training, and retention) by March 2027.

*See **Appendix A** for more details on this priority, including the objectives, key measures, action steps, timeline, and staff responsibilities.*

PICKAWAY COUNTY PUBLIC HEALTH CHIP & PERFORMANCE MANAGEMENT ALIGNMENT



Community Health Improvement Plan (CHIP)

Pickaway County Public Health's 2026-2028 Strategic Plan is intentionally aligned with the priorities identified in the Pickaway County CHIP to ensure a cohesive approach to improving community health. While the CHIP focuses on broader community health initiatives, our strategic plan strengthens the internal capacity, workforce, and operations needed to effectively support these efforts.

For example, one of our CHIP priority areas is health care access, with a goal of increasing awareness and education related to health and health care. To support this work, our Strategic Plan includes an initiative under Community Awareness and Marketing to hold semi-annual open houses at the health department. These events will bring together community members and partners to increase awareness of available services and strengthen collaborative relationships with other agencies. This initiative directly advances our CHIP goal by creating structured opportunities to educate the public and partners about the health services and resources available in our community. Through consistent community engagement, we can ensure our health department services reach those who need them most while building the partnerships necessary for lasting health improvement.

Pickaway County Public Health collaborates closely with CHIP partners through regular meetings, shared performance measures, and coordinated planning to ensure alignment and avoid duplication of efforts.

Performance Management System

Our Strategic Plan directly integrates with Performance Management (PM) through a dedicated objective under the Operational Improvements priority: developing a functional PM system. We have selected Clear Impact as our platform, with a target implementation date of mid-2026.

To achieve this objective, we will undertake several key activities during the first half of 2026, including staff training on the Clear Impact system, development of customized templates tailored to our organizational needs, dedicated setup and configuration time, and research into how other health departments are successfully utilizing the platform.

The Assessment Team and division directors will lead this initiative collaboratively, ensuring the PM system serves all staff effectively by establishing clear goals and performance expectations across the organization.

CONCLUSION

PUTTING THE PLAN INTO ACTION



Implementation & Monitoring

Pickaway County Public Health (PCPH) has established a structured approach to implement and monitor the strategic plan, ensuring accountability and progress toward achieving objectives.

Each strategic priority is assigned to a designated team lead responsible for execution and reporting. The implementation team, led by department leadership, meets semi-annually to review progress, address challenges, and adjust strategies as needed. The detailed strategic workplan outlining specific activities, timelines, and responsibilities can be found in **Appendix A**.

Progress toward strategic objectives is monitored through:

- Semi-annual performance reviews that track key milestones and deliverables
- Regular progress reports from priority leads to department leadership
- Performance management tools, including the Clear Impact dashboard being developed as part of this plan, to track activities and outcomes
- Ongoing staff feedback to assess implementation effectiveness and identify necessary adjustments

Continuous Improvement

PCPH is committed to continuous quality improvement through systematic evaluation and adaptation of strategic initiatives. The department employs quality improvement methodologies to assess progress and refine approaches as needed.

This commitment to continuous improvement ensures the Strategic Plan remains dynamic and responsive to emerging community needs, shifting public health landscapes, and evolving organizational priorities. The performance management system being developed as part of this plan will serve as a critical tool for tracking progress, identifying areas for refinement, and supporting ongoing quality improvement initiatives across all program areas.

Through regular review cycles and data-driven decision-making, we maintain both accountability and flexibility in implementing our Strategic Plan. By integrating performance management with quality improvement efforts, Pickaway County Public Health ensures strategies remain relevant and achievable while adapting to changes in the public health environment.

APPENDIX A

STRATEGIC WORKPLAN

STRATEGIC PLAN PRIORITIES & WORKPLAN

To translate the strategic priorities into action, goals, objectives, strategies, and performance measures for each priority area were developed by the Assessment Team. The team collaborated to develop the following workplan, which includes:

- Targeted activities and initiatives for each priority
- Implementation timelines and progress evaluation
- Designated staff responsibilities to ensure accountability and execution

APPENDIX A: STRATEGIC WORKPLAN

Priority: Operational Improvements					
Goal: Enhanced organizational effectiveness through improved performance management systems, updated digital infrastructure, and streamlined operations that support staff development and community engagement.					
Key measure(s): •Clear Impact performance management system implementation •Website updates and additions completed					
Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Develop a functional performance management system by June 2026 to help our staff create goals and clearly state what is expected of them.	Functioning Clear Impact performance management tool	1) Train on Clear Impact 2) Create template 3) Devote time to set up Clear Impact 4) Look at other health departments that are using Clear Impact	Start using Clear Impact in mid-2026 Spend Q1 and Q2 of 2026 setting up and training	Division directors Andy Bull, Kaleigh Fields, Anne Roberts, Hannah Montgomery	
By December 2026, ensure all website content is current, user-friendly, and reflective of ongoing programs, services, and community outreach efforts. (Health education in video format for all programs on the website.)	Website audit completed Updated content implemented Online scheduling and payment capabilities added	1) Review all current website pages for outdated information 2) Identify pages requiring correction, expansion, or redesign 3) Compile findings into an audit checklist 4) Ability on website to schedule and learn about services (including requests for mobile unit) 5) Add the ability for online payments 6) Research options of website developers and select a vendor	Start reviewing during Q1 Make modifications/additions by December 2026	Andy Bull, Kaleigh Fields, Anne Roberts, Hannah Montgomery Website developer	
Notes:					

APPENDIX A: STRATEGIC WORKPLAN

Priority: Community Awareness & Marketing					
Goal: Increase community awareness of public health services and strengthen collaborative partnerships through regular open houses and strategic meetings with community agencies.					
Key measure(s): <ul style="list-style-type: none"> •Open houses scheduled and conducted •Annual strategic meetings held with agency directors •Individual follow-up meetings conducted 					
Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Have an open house with community partners twice a year (for each year of the cycle–2026-2028).	Open houses scheduled and conducted	<ol style="list-style-type: none"> 1)Develop the open house 2) Schedule the open houses 3) Communicate about the open house (via email?) - “Protecting Our Community: Behind the Scenes Tour.” 	2x/year for entire cycle (6 total by end of 2028) 1st open house in March 2026	Andy Bull and Kaleigh Fields (and the whole team)	
For 2026-2028, hold strategic meetings with agency directors annually to understand what we do and how we can help each other.	Annual meeting held 3 follow-up meetings conducted/year	<ol style="list-style-type: none"> 1) Schedule 1st meeting with group of agencies–have this group meeting annually 2) Schedule individual follow-up meetings 	1st meeting will be in May or June 2026, and then annually Follow-up meetings 3 times a year	Andy Bull, with support from Kaleigh Fields	
Notes:					

APPENDIX A: STRATEGIC WORKPLAN

Priority: Program Expansion & Development

Goal: Expand the scope and reach of public health services by developing new clinical programs and enhancing environmental health education offerings that address identified community needs.

Key measure(s):

- ServSafe food safety class implemented
- Clean Spoon Award distribution
- Additional FDA Voluntary Retail Program Standards met
- Clinical programs developed/expanded (including women’s health, home visits, wound care, eye screening)

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Hold one ServSafe class by November 10, 2026.	Food safety education class held	<ol style="list-style-type: none"> 1) Confirm approval 2) Verify that we have proper course materials 3) Coordinate and schedule classes 	Hold first class by November 10, 2026	Hannah Montgomery	
Implement Clean Spoon Award program, with awards distributed annually (starting in 2027).	Awards distributed annually (starting in 2027)	<ol style="list-style-type: none"> 1) Establish criteria for the award 2) Develop an award for establishments (sticker? plaque?) 3) Distribute the award to all who met the criteria for that year, and then be able to market that they received the award 	Distribute annual award starting in Feb 2027 (announce criteria in March 2026—at start of licensing year)	Hannah Montgomery	
By December 2028, meet 3 additional FDA Voluntary Retail Program standards.	Meet 3 more standards by the end of the cycle (2028)	<ol style="list-style-type: none"> 1) Delegate responsibility 2) Develop a program 3) Implement program to meet standards 	By the end of the cycle (December 2028)	Hannah to appoint a staff member to be standards coordinator	

APPENDIX A: STRATEGIC WORKPLAN

Priority: Program Expansion & Development (<i>continued</i>)					
Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Develop a women's health services program by September 2027.	Program operational and serving patients	<ol style="list-style-type: none"> 1) Hire a medical director 2) Develop a plan 3) Equip staff with training and supplies 4) Schedule seeing patients 5) Utilize the mobile unit for the program 	Q3 of 2027	Anne Roberts	
Develop a home visit program by September 2027.	Program operational and serving patients	<ol style="list-style-type: none"> 1) Develop a plan 2) Equip staff with training and supplies 3) Schedule seeing patients 4) Utilize the mobile unit for the program 	Q3 of 2027	Anne Roberts	
Develop a wound care program by December 2026.	Program operational and serving patients	<ol style="list-style-type: none"> 1) Hire a medical director 2) Develop a plan 3) Equip staff with training and supplies 4) Schedule seeing patients 5) Utilize the mobile unit for the program 	Q4 2026	Anne Roberts	

APPENDIX A: STRATEGIC WORKPLAN

Priority: Program Expansion & Development (*continued*)

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Develop an eye screening program by June 2026.	Program operational and serving patients	1) Develop a plan 2) Equip staff with training and supplies 3) Schedule seeing patients 4) Utilize the mobile unit for the program	Q2 2026	Anne Roberts	

Notes:



APPENDIX A: STRATEGIC WORKPLAN

Priority: Workforce & Staffing					
Goal: Build a strong, sustainable workforce through strategic recruitment of medical leadership and comprehensive workforce development planning that supports succession planning, training, and retention.					
Key measure(s):					
<ul style="list-style-type: none"> •Medical director hired by the end of 2026 •Workforce development plan completed 					
Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Hire a medical director by December 2026.	Medical director hired	1) Write job description and post the opening (already completed) 2) Provide long-term goals for potential candidates to review 3) Find new ways to recruit and post job vacancies 4) Be assertive in the search over the next few months 5) Create a job description poster to be displayed 6) Identify and brainstorm places to post the poster 7) Hire and onboard chosen candidate	Immediately, but the realistic goal is by December 2026	Andy Bull	

APPENDIX A: STRATEGIC WORKPLAN

Priority: Workforce & Staffing (<i>continued</i>)					
Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Create a workforce development plan (which includes succession planning, training, and retention) by March 2027.	Workforce development plan developed	1) Research and review other health departments' workforce development plans 2) Create a team to develop a plan & schedule meetings to develop	Q1 2027	Andy Bull, Kaleigh Fields, Anne Roberts, Hannah Montgomery	
Notes:					



APPENDIX B

KEY INFORMANT INTERVIEW PARTICIPANTS

KEY INFORMANT INTERVIEW PARTICIPANTS

Listed on the following page are the names of **10** leaders, representatives, and members of the Pickaway County community who were consulted for their expertise on the needs of the health department. These individuals were identified based on their professional knowledge and experience serving diverse populations throughout the community.

APPENDIX B: KEY INFORMANT INTERVIEW PARTICIPANTS

INTERVIEW PARTICIPANTS		
NAME(S)	ROLE	ORGANIZATION
1. Michelle Blanton	Mayor	City of Circleville
2. June Green	Executive Director	Pickaway County Family and Children First Council
3. Sheriff Matthew O. Hafey	Sherriff	Pickaway County Sheriff's Office
4. Jessica Lowe	Extension Educator, Family and Consumer Sciences	Ohio State University Extension Office
5. Susan Metzger	Coalition Administrator	Pickaway Addiction Action Coalition
6. Jonna Motter	Executive Director	Pickaway County Community Action Organization
7. Nicholas (Nick) Tatman	Director	Job and Family Services
8. Tracy VanHorn	Volunteer & Community Outreach Coordinator	OhioHealth Berger
9. Marie Willbanks	Director	Board of Developmental Disabilities
10. Drew Wichterman	Director	Pickaway County Library

APPENDIX C

STRATEGIC PLAN

COMMUNITY SURVEY

STRATEGIC PLAN COMMUNITY SURVEY

Pickaway County Public Health gathered input from community members to inform the strategic planning process. A community survey was distributed to the Pickaway County community to assess the perceptions and use of the health department and its services.

The survey received **145** responses and provided valuable insights into community expectations for public health services, improvement priorities, and opportunities for enhanced community engagement. This feedback, combined with input from stakeholder interviews, helped shape the strategic priorities outlined in this plan.

APPENDIX C:

STRATEGIC PLAN COMMUNITY SURVEY

Welcome!

Pickaway County Public Health is starting to develop our next Strategic Plan for 2026-2028. Our Strategic Plan will help define our purpose, direction, and the guiding principles for our agency.

We are asking community members (those who live and/or work in Pickaway County) to complete this short, 10-minute survey. This information will help guide us as we consider services, programs, and policies that will benefit the community.

Be assured that this process is completely anonymous - we cannot access your name or any other identifying information. Your individual responses will be kept strictly confidential and the information will only be presented in aggregate (as a group). Your participation in this survey is entirely voluntary and you are free to leave any of the questions unanswered/skip questions you prefer not to answer (so only answer the questions you want to answer!). Thank you for helping us to better serve our community!

Demographics

1. Which Pickaway County ZIP Code do you live in?
If you do not live in Pickaway County, please indicate which ZIP Code you work in. (choose one)
 - 43103
 - 43113
 - 43115
 - 43116
 - 43117
 - 43125
 - 43135
 - 43137
 - 43143
 - 43145
 - 43146
 - 43154
 - 43156
 - 43164
 - 43217
 - 45644
 - Prefer not to answer
 - None of the above, I live/work primarily in the following ZIP code:
2. Which of the following best describes your age?
 - Under 18
 - 18-24
 - 25-34
 - 35-44
 - 45-54
 - 55-64
 - 65+
 - Prefer not to answer
3. What is your gender identity? (select all that apply)
 - Woman
 - Man
 - Transgender/Trans woman (person who identifies as a woman)
 - Transgender/Trans man (person who identifies as a man)
 - Non-binary/non-conforming
 - Prefer not to answer
 - Other/Not Listed (feel free to specify)
4. What is your sexual orientation? (select all that apply)
 - Heterosexual or Straight
 - Gay
 - Lesbian
 - Bisexual
 - Asexual
 - Prefer not to answer
 - Don't know
 - Other/Not Listed (feel free to specify)
5. What is your race and/or ethnicity? (select all that apply)
 - Asian
 - Black or African American
 - Hispanic/Latino/a
 - White/Caucasian
 - Multiracial/More than one race
 - Native American/Alaska Native
 - Native Hawaiian/Pacific Islander
 - Prefer not to answer
 - Other/Not Listed (feel free to specify)

APPENDIX C:

STRATEGIC PLAN COMMUNITY SURVEY

6. What is the highest level of education you have completed?
 - Less than a High School diploma
 - High School degree or equivalent
 - Some college but no degree
 - Trade School or Vocational Certificate
 - Associate's degree (e.g. AA, AS)
 - Bachelor's degree (e.g. BA, BS)
 - Graduate degree (e.g. MA, MS, PhD, EdD, MD)
 - Prefer not to answer
7. Are you currently employed?
 - Yes, full-time (30 hours per week or more)
 - Yes, part-time (less than 30 hours per week)
 - Not employed - but looking for work
 - Not employed - not actively looking for work
 - Student
 - Retired
 - Disabled
 - Prefer not to answer
8. What is your annual household income?
 - Less than \$20,000
 - \$20,000-\$34,999
 - \$35,000-\$49,999
 - \$50,000-\$74,999
 - \$75,000-\$99,999
 - Over \$100,000
 - Prefer not to answer
9. What is your current living situation? (select all that apply)
 - I have a steady place to live
 - I have a place to live today, but I am worried about losing it in the future
 - I do not have a steady place to live (I am temporarily staying with others)
 - I am staying in a shelter
 - I am living outside
 - I am living in a car
 - I am living elsewhere
 - Prefer not to answer
 - Other/Not Listed (feel free to specify)
10. What best describes your role in the community?
 - I am a community member who accesses/has accessed services from Pickaway County Public Health
 - I am a community member who does not access services from Pickaway County Public Health
 - I refer clients/patients to Pickaway County Public Health
 - Other/Not Listed (feel free to specify)
11. When was the last time you or your family accessed services from Pickaway County Public Health?
 - Within the past 30 days
 - Within the past 6 months
 - Within the past 12 months
 - 1-2 years ago
 - 3-5 years ago
 - More than 5 years ago
 - I have never accessed services from Pickaway County Public Health
12. Which service(s) did you or your family most recently access from Pickaway County Public Health? (select all that apply)
 - Care management: Coordination of healthcare services and support
 - COVID-19 or other infectious disease testing
 - Dental health: Services for children and adults, including preventive care and treatment
 - Disease control and prevention: Epidemic response, disease tracking, and intervention programs
 - Environmental health: Inspections related to food safety, water quality, and other environmental factors
 - Family planning: Support for reproductive health decisions
 - Food insecurity: Assistance to individuals and families facing food insecurity
 - Home health: Services for individuals with disabilities or chronic illnesses
 - Immunizations: Administration of various vaccines

APPENDIX C:

STRATEGIC PLAN COMMUNITY SURVEY

- Maternal, infant, and child health: Services for pregnant women, infants, and children, including the WIC program
- Mental health services: Counseling, treatment, and support for individuals with mental health needs
- Public health education: Fairs, workshops, and educational materials on various health topics
- Sexually Transmitted Infection (STI) testing, treatment, and/or education
- Other/Not Listed (feel free to specify)

Comments

13. Please rate your level of satisfaction with the most recent service(s) you or your family received from Pickaway County Public Health.

- Very dissatisfied
- Somewhat dissatisfied
- Neither satisfied nor dissatisfied
- Somewhat satisfied
- Very satisfied
- I have never accessed services from Pickaway County Public Health

Comments

14. Please rate your overall level of satisfaction with Pickaway County Public Health.

- Very dissatisfied
- Somewhat dissatisfied
- Neither satisfied nor dissatisfied
- Somewhat satisfied
- Very satisfied
- No opinion

Comments

15. How likely are you or your family to access services from Pickaway County Public Health in the future?

- Very unlikely
- Somewhat unlikely
- Neither unlikely nor likely
- Somewhat likely
- Very likely

Comments

16. What barriers do you or your family experience to accessing services from Pickaway County Public Health? (select all that apply)

- Difficulty getting an appointment to access services
- Health department hours do not work with my schedule
- Health department is too far away/I have transportation barriers
- Distrust/fear of discrimination
- Language barriers
- Cultural and/or religious barriers
- Not knowing what services are available/how to access services
- Services provided by the health department do not meet my needs
- I do not need to access health department services
- I do not experience barriers to accessing health department services
- Other/Not Listed (feel free to specify)

17. What do you think are the biggest strengths of Pickaway County Public Health?

18. What do you think are the biggest weaknesses/ areas of improvement for Pickaway County Public Health?

19. Are there any other services/programs that you would like Pickaway County Public Health to offer?

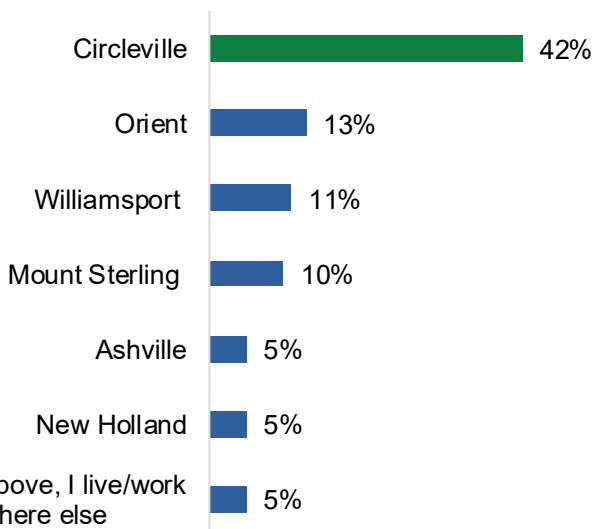
20. Are there any groups of people in the community who you think could be better served by Pickaway County Public Health (i.e. youth, people with disabilities, the Hispanic community)?

21. Do you have any other feedback or comments to share with us?

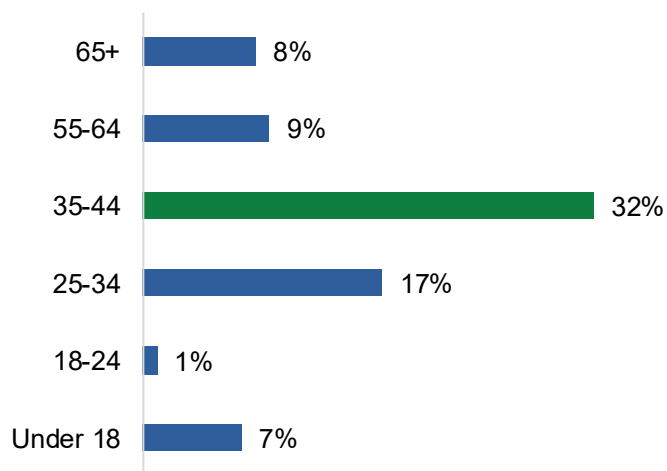
Thank you! Please send this survey to anyone you know who lives and/or works in Pickaway County.

APPENDIX C: STRATEGIC PLAN COMMUNITY SURVEY DEMOGRAPHICS

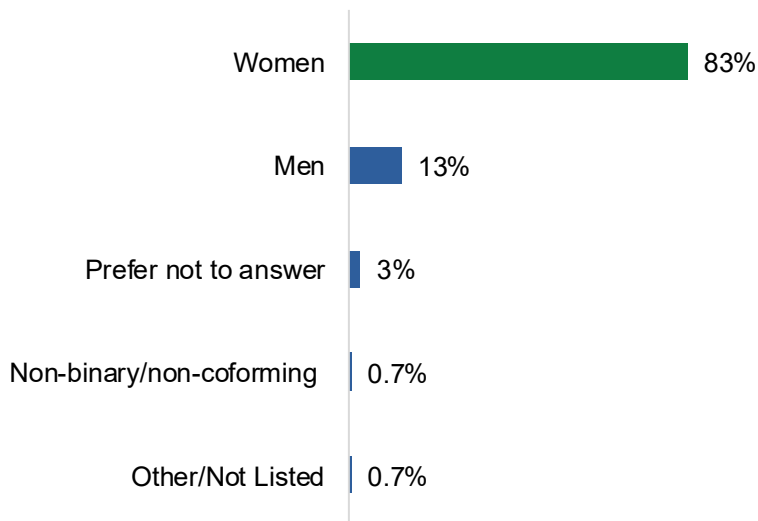
The majority of respondents live in **Circleville (43113)**, while there was representation from Orient (43146), Williamsport (43164), Mount Sterling (43143), and other zip codes.



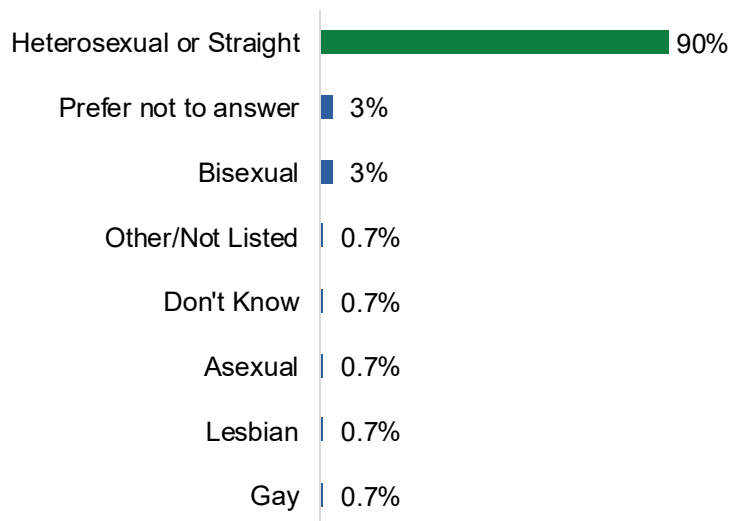
There was a greater proportion of survey responses from **middle-aged adults**, particularly from the 35–44-year-old age group.



The majority of respondents were **women** (men were underrepresented).

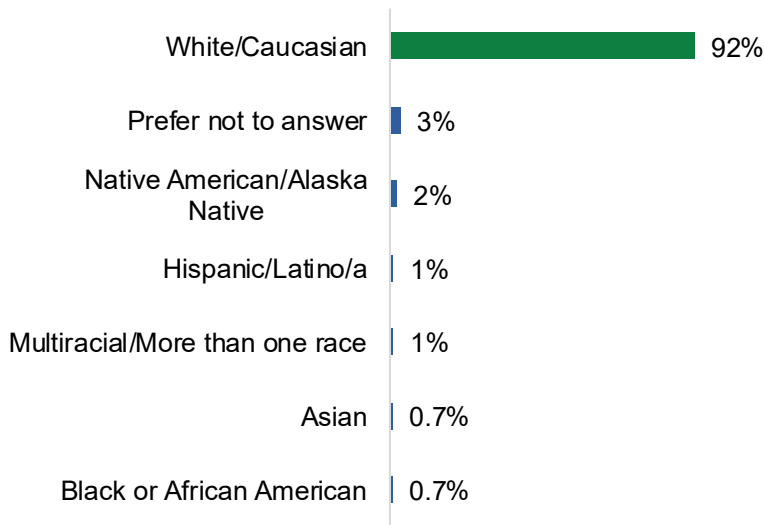


The majority of respondents said that they are **heterosexual**.

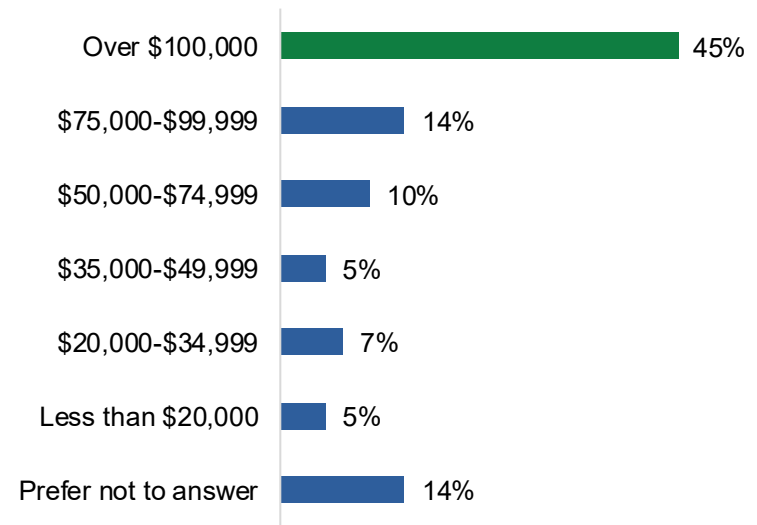


APPENDIX C: STRATEGIC PLAN COMMUNITY SURVEY DEMOGRAPHICS

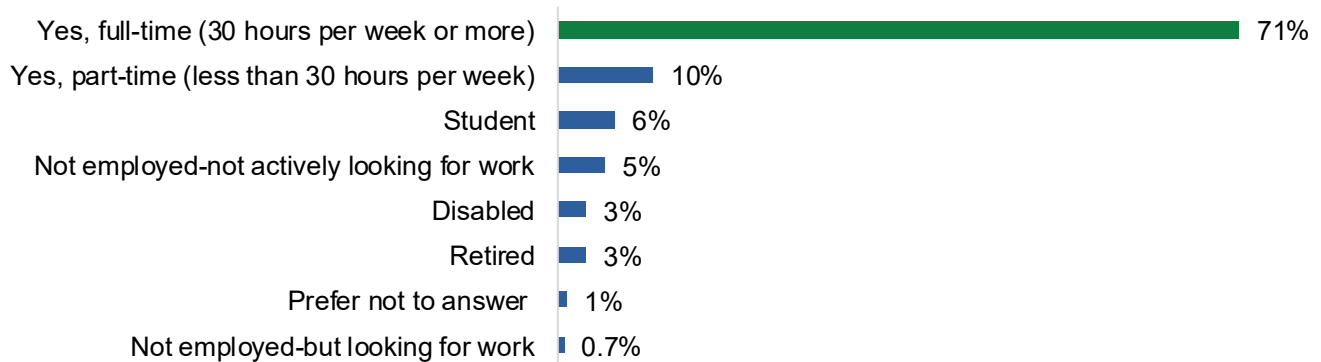
The majority of respondents were **White**, consistent with the composition of the service area. However, Hispanic/Latino and Multiracial residents were slightly underrepresented.



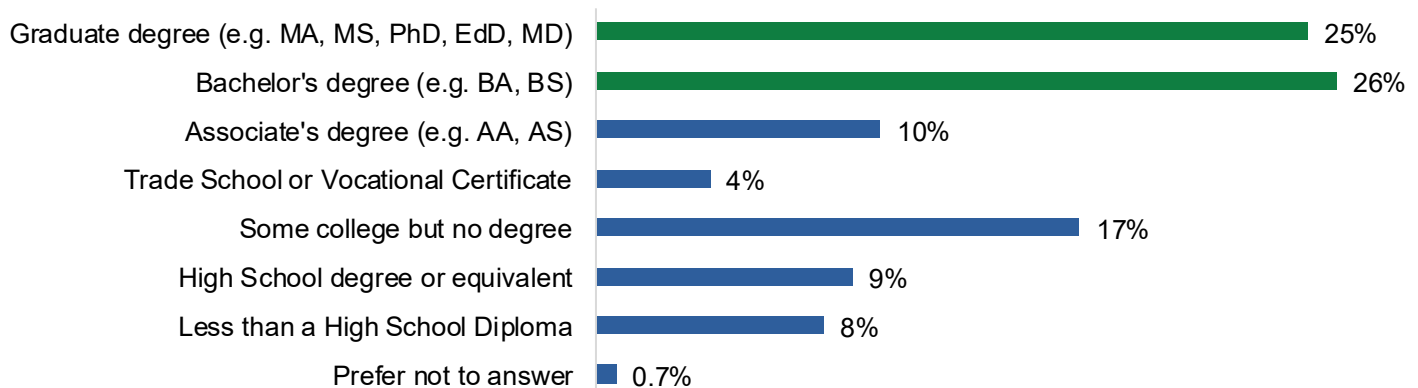
Respondents were generally **higher income**, with over half having an annual household income of \$50,000-\$150,000 or more. This representation is similar to the service area as a whole.



The majority of respondents **work full-time**, with others being **part-time or a student**.

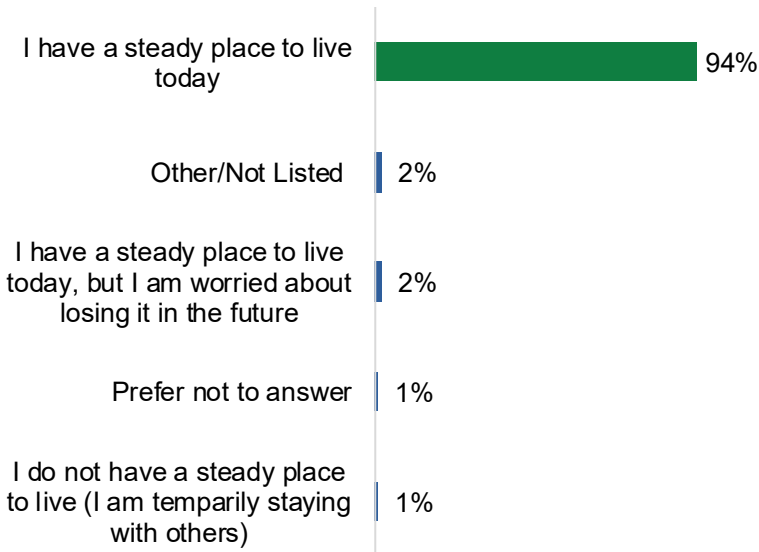


The majority of respondents have at least a **high school degree or equivalent**, with a significant number having a **Bachelor's or Graduate degree**.

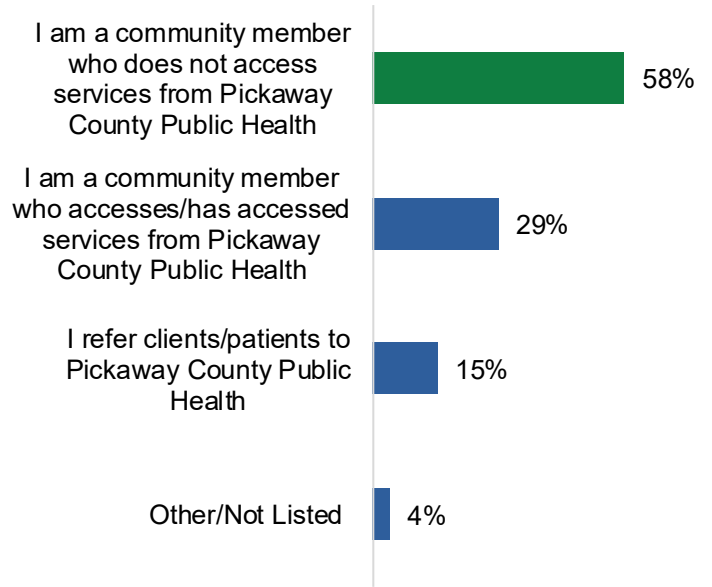


APPENDIX C: STRATEGIC PLAN COMMUNITY SURVEY DEMOGRAPHICS

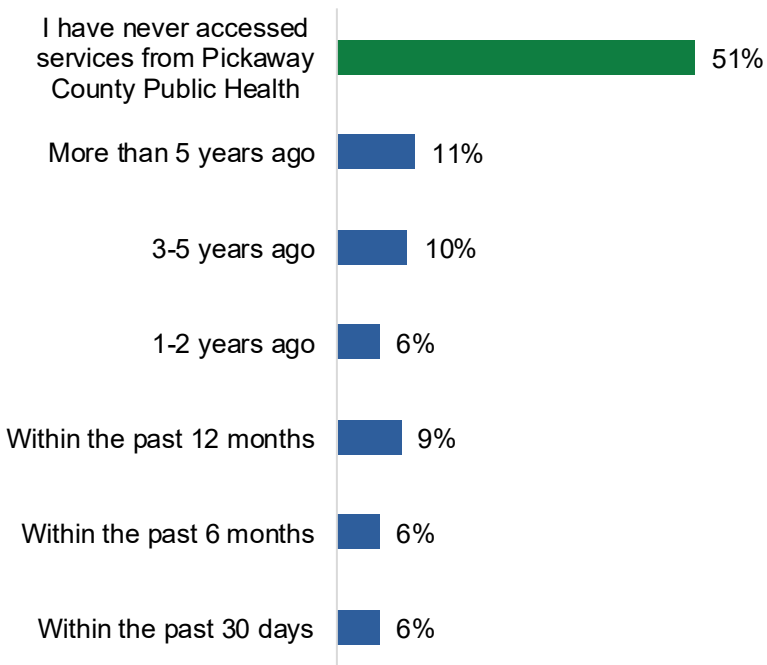
The majority of respondents have a **steady place to live**, while some are worried about losing it in the future.



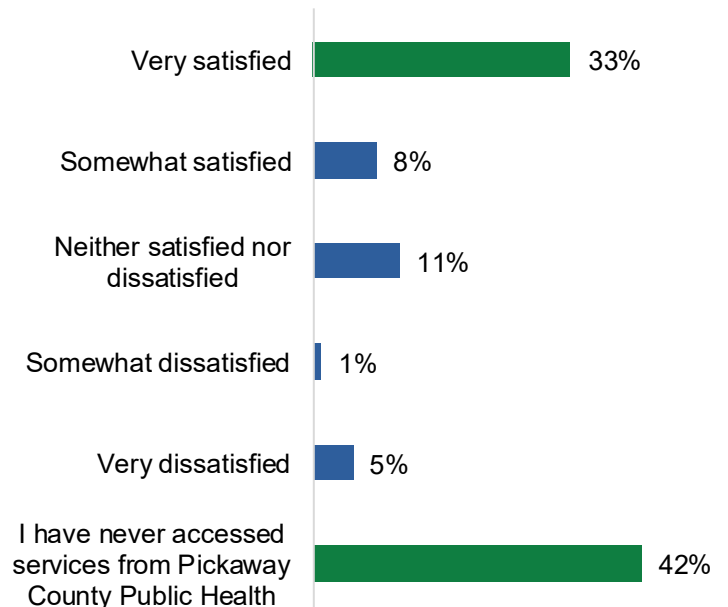
Over half of the respondents are **community members who didn't use Pickaway County Public Health's services**, while others have used their services.



The majority of respondents have **never** used services from Pickaway County Public Health, while others have within the past 5 years.

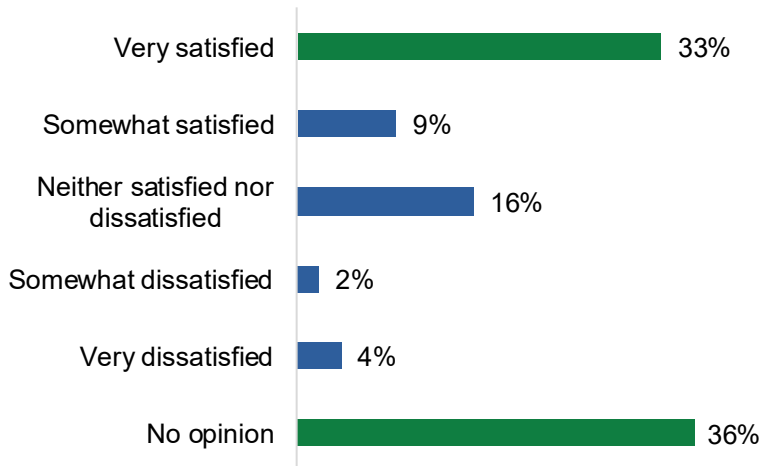


Most respondents have **never** used services from Pickaway County Public Health, but those who have used them have been **very satisfied**.

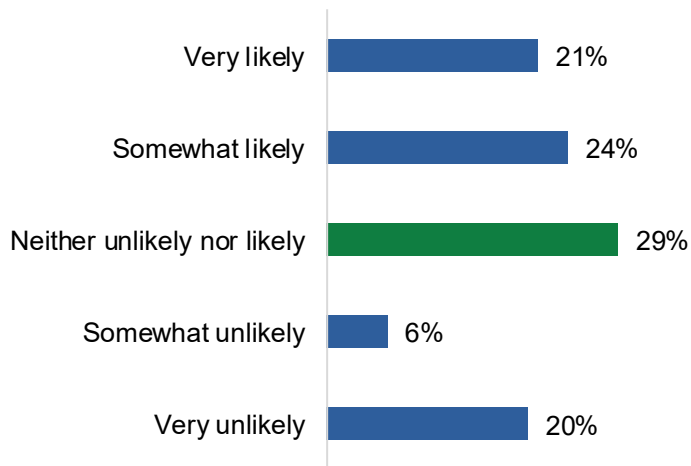


APPENDIX C: STRATEGIC PLAN COMMUNITY SURVEY DEMOGRAPHICS

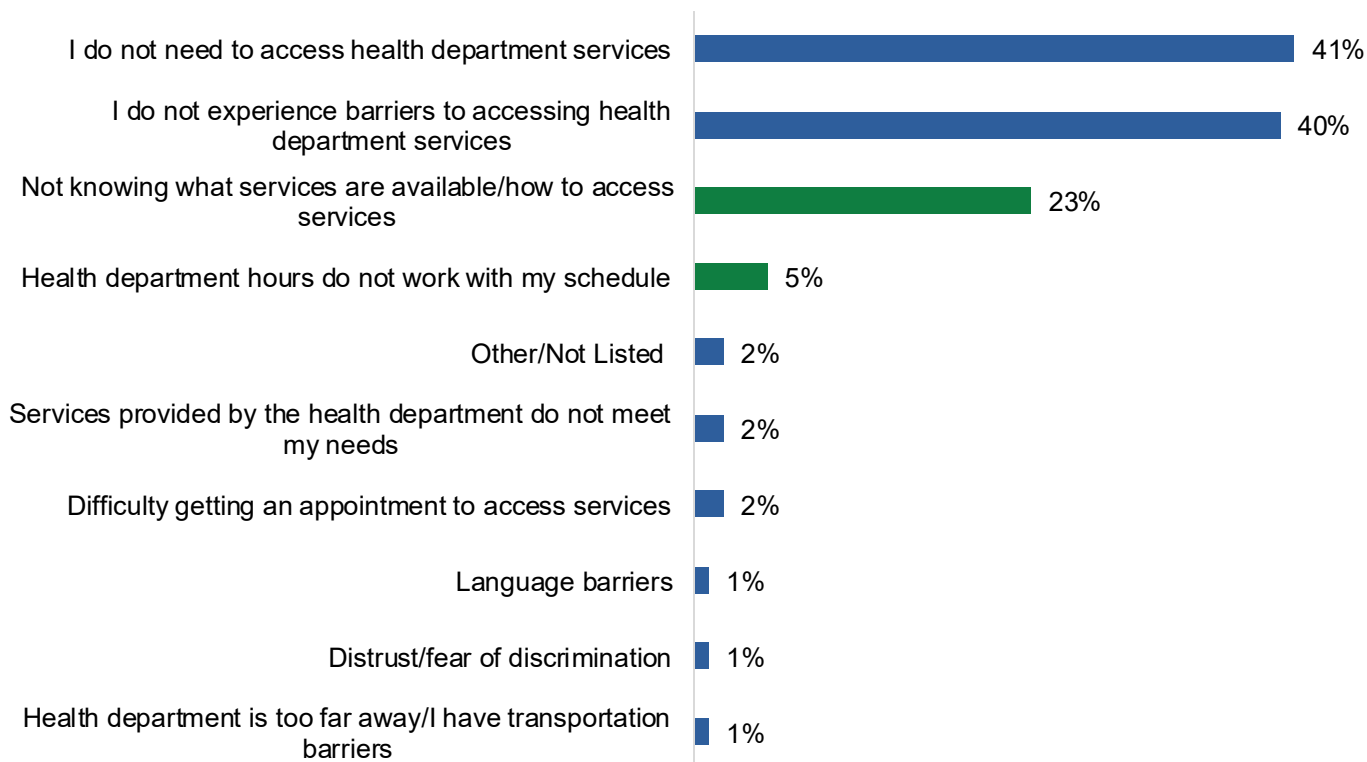
When asked about their overall satisfaction with Pickaway County Public Health, most respondents had **no opinion**, while others were **very satisfied**.



The majority of respondents were **unsure** about their **likelihood of accessing services** from Pickaway County Public Health in the future.



The top reported barriers to accessing services among respondents were **not knowing what services are available/how to access services**, and **the health department's hours do not work with their schedule**.



APPENDIX C: STRATEGIC PLAN COMMUNITY SURVEY DEMOGRAPHICS

The majority of respondents said that **they or someone in their family most recently used immunization services** from Pickaway County Public Health, while others used it for COVID-19/other infectious disease testing and maternal, infant, and child health.



APPENDIX D

ENVIRONMENTAL SCAN RESULTS

ENVIRONMENTAL SCAN RESULTS: KEY INFORMANT INTERVIEWS & SURVEY

Strategic Plan development began with an environmental scan drawing from multiple data sources: a community-wide survey, key informant interviews, and existing departmental plans, including the CHA and CHIP. The following pages report the results from the interviews and survey, which informed the planning process, notably the SOAR/C analysis as well as health equity recommendations.

APPENDIX D:

ENVIRONMENTAL SCAN RESULTS

KEY INFORMANT INTERVIEWS

Q1 - Strengths are internal to the organization and make us unique and good at what we do. Based on that, what are the health department's three greatest strengths?

Strength 1	Strength 2	Strength 3
Very involved in the community, present at events	Programming for community (cribs for kids, car seat program)	-
Becoming more interactive with community	Actively seeking areas where health gains can be made	Quality of staff
Working with local Circleville community	Strong leadership (Health Commissioner is attentive, available, helpful)	Mobile unit is a great asset
Communication - active in community, attend meetings	Availability - always available to talk and collaborate	Customer service - easy to reach and work with
Partnership - reliable and dependable	Act quickly in emergency situations	Reach different areas of public health, not just vaccines
Presence at meetings and events	Communication with community during emergencies	Help with zoning and nuisance property enforcement
Visibility at community info fairs and events	Responsive and helpful with referrals	Good partnership during Covid test distribution
Accessibility - always available when called	PORT team (Pickaway Overdose Response Team) and education efforts	Flu vaccines and public health services
Good core services (birth certificates, information resources)	Essential during pandemic for PPE and guidance	Ability to provide critical support in emergencies
Strong grant writing and securing funding	Partnering on prevention programs (PORT, harm reduction)	Communication during crises via social media

APPENDIX D:

ENVIRONMENTAL SCAN RESULTS

KEY INFORMANT INTERVIEWS

Q2 - Opportunities are external forces and trends that impact how we best meet the needs of our stakeholders. Based on that, what are the top three opportunities where the health department should focus our efforts?

Opportunity 1	Opportunity 2	Opportunity 3
Communication	Better management of 2-1-1 system and keeping it updated	-
Partnerships with community stakeholders	More staff/manpower	More availability (tied to staffing)
Outreach to rural communities beyond Circleville	Getting the word out via social media about services	-
Focus on mental health services	Environmental health and unsafe living conditions	Continue vaccine awareness and outreach
Better outreach so people know what they do	Promote 2-1-1 system	Focus on mental health and drug recovery
Introduction to all services they're responsible for	-	-
Partnerships with community organizations on health initiatives	Mobile health unit for sports physicals and services	Parking lot available for mobile unit/unhoused population services
Address unsanitary living conditions and flop houses	Continue drug education efforts	-
Mobilize mobile unit to rural communities regularly	Partner with township trustees on programs	Address staffing/team building for program success
Staff stability to create robust presence	More collaboration with other agencies	Maintain seat at community discussion tables

APPENDIX D:

ENVIRONMENTAL SCAN RESULTS

KEY INFORMANT INTERVIEWS

Q3 - Aspirations are what we care deeply about and represent our preferred future. They are projects, programs, and processes that we want to implement in order to be the best health department we can be. Results are measurable and tell us whether or not we've achieved that preferred future. Based on that, what are three aspirations for the health department and what results will let us know we've achieved them?

Aspiration	Measurable Result
Increase vaccination rates	Measure number of children vaccinated before and after efforts
Reduce communicable diseases	Track rates of hand-foot-mouth, West Nile virus, etc.
Improve overall health of Pickaway County	General health metrics improvement
Create bigger footprint/increase presence	More staff leading to more availability
Reach state of Ohio health improvement goals	Meeting state benchmarks
Build stronger partnerships	List of partners and collaborations established
Focus on mental health	More opportunities without stigma, increased accessibility
Improve social media and promotional presence	People asking about services beyond birth certificates
Set up immunization camps at schools	Track how many kids got shots, how many still need them
Share information about services (like lice checks)	Measure how often services are used, track awareness
Communicate annual report to citizens	Present data in small, understandable pieces
Show health outcomes data	Demonstrate how programs have improved overall health
Improve communication through newsletters and networks	Reach niche markets with health information
Increase visibility about services offered	New residents and community members aware of services
Combat misinformation with factual information	Public trusts and believes health department guidance
Increase PORT team contacts after overdoses	Track number of people entering recovery programs

Continued on next page →

APPENDIX D: ENVIRONMENTAL SCAN RESULTS

KEY INFORMANT INTERVIEWS

→ Continued from previous page

Q3 - Aspirations are what we care deeply about and represent our preferred future. They are projects, programs, and processes that we want to implement in order to be the best health department we can be. Results are measurable and tell us whether or not we've achieved that preferred future. Based on that, what are three aspirations for the health department and what results will let us know we've achieved them?

Aspiration	Measurable Result
Reduce "broken window homes"/flop houses	Fewer unsafe housing situations, properties condemned/demolished
Provide health education in schools	Youth informed about STI prevention, health resources available
More active health communication role	Community receives consistent health-related information
Creative collaboration for unique populations	Special clinics/services for vulnerable populations established
Prevent tobacco/vaping among youth	Reduced youth smoking/vaping rates in student surveys
Strengthen 2-1-1 program	Reliable, updated resource referral system in use



APPENDIX D:

ENVIRONMENTAL SCAN RESULTS

KEY INFORMANT INTERVIEWS

Q4 - What do you consider to be the three biggest internal and external challenges facing the health department in the next three years?

Challenge 1	Challenge 2	Challenge 3
Rapid county growth (housing, infrastructure, jobs)	High staff turnover	Miscommunication with other agencies
Staff turnover (past and continuing challenge)	-	-
Staffing issues, especially Director of Nursing position	Rapid county growth with small staff	-
Political divisions affecting service delivery	Community engagement and outreach challenges	Budget constraints and federal funding uncertainty
High employee turnover	Limited/unwelcoming space (being renovated)	External funding challenges with government changes
Cannot speak to internal challenges	Past controversies need public education and trust-building	-
Combating misinformation and distrust	Potential gaps from legislative/policy changes	Loss of healthcare coverage creating service gaps
Funding for programs	Recruiting qualified staff (nurses can make more elsewhere)	County growth overwhelming department with inspections
High staff turnover creating instability	Director of Nursing revolving door	Need for team building among staff
Staff turnover preventing relationship building	Grant funding becoming scarce	Avoiding duplication of efforts with other agencies

APPENDIX D:

ENVIRONMENTAL SCAN RESULTS

KEY INFORMANT INTERVIEWS

Q5 - Health equity is a focus of the health department. Health equity means that everyone has a fair and just opportunity to be as healthy as possible. What are some meaningful efforts that the health department can take to promote and increase health equity in our community?

Effort 1	Effort 2	Effort 3
Partner with local farmers for fresh food access to low and middle-income families	Make healthcare services more accessible (appointments, clinics, vaccinations)	-
Partnership with mobile units (physicians + health dept staff)	Continue drug-free summer activities collaboration (with PACK and others)	Additional staff to increase access to services
Use mobile unit in homeless communities	Better interaction with women's/children's and men's homeless shelters	Flexible scheduling and job sharing to fully utilize mobile unit
Health Department is already equitable and open to everyone	-	-
Address transportation barriers - mobile unit with set schedule	Partner with library bookmobile for outreach	Programs for aging population wanting to stay in homes
Be present at locations where underserved populations gather (food giveaways, etc.)	Meet people where they are rather than waiting for them to come	-
Expand telehealth services for vulnerable populations	Partner with libraries for telehealth space	Address Wi-Fi/technology access for healthcare
Help people find jobs with health insurance	Direct services to those unable to work	Guide employable people toward gainful employment
Address tobacco/vaping prevention for youth	Partner with OSU Extension on food safety/health education	Promote free health services as coverage gaps emerge
Targeted outreach to vulnerable populations (elderly, disabled)	Communicate opportunities to staff working with people with disabilities	Ensure awareness of health resources for those with poor health outcomes

APPENDIX D: ENVIRONMENTAL SCAN RESULTS

STRATEGIC PLAN COMMUNITY SURVEY

Q17 - What do you think are the biggest strengths of Pickaway County Public Health?

Strengths		
Informative and helpful when needed	Community involvement	Affordability
Seeks community feedback	Close to home	Community-driven approach
Wide variety of services	Partnerships with local healthcare providers	Unclear about all services offered
Food insecurity assistance	Increased involvement	Connecting families to other resources
Grant access for community programs	SNAP access and Medicaid enrollment help	Local presence in Pickaway County
Wide range of services	Pleasant and professional staff	Informative social media presence
CMH nurse support and Cribs for Kids program	Kind and helpful staff	Available to all community residents
Staff willing to help	Mobile unit	Offer many services
Many opportunities	Friendly staff	Services provided
Community involvement	Safety	Good hours and nice nursing staff
Public service	Central location and social media presence	Community services
Friendly staff	Trusted social media information	Visible in community
Overdose referral system addressing addiction	-	-

APPENDIX D: ENVIRONMENTAL SCAN RESULTS

STRATEGIC PLAN COMMUNITY SURVEY

Q18 - What do you think are the biggest weaknesses/areas of improvement for Pickaway County Public Health?

Weaknesses/Areas for Improvement		
Need more program information	Poor communication and scheduling	Rude staff member
Minimal staff, trust issues, limited hours	People don't know it's open to everyone.	Need community paramedics for outreach
Address food stamp recipients not seeking employment	Long wait times and unhelpful staff	Lack of awareness about available services
Lack of service information	Need better outreach to homeless population	Healthcare provider partnerships needed
Communication and marketing needed	Need more homeless services	Lack of collaboration on homeless/transient population
Homeless and drug abuse issues	Limited service information for those without technology	Communication
Lack of funding	Resources don't meet needs	Need to spread awareness of services
Staff turnover hinders partnerships	Leadership turnover affecting continuity	Transportation barriers for rural residents
Too small to serve county, rural areas underserved	Need more volunteers	High demand and workload
Communication and advertising	Wish they tested for STD's and had low income doctor	Dental
Partner with businesses for health programs	Limited office hours	Limited hours but present at community events
Covid-related distrust of government health	Need WIC program back	-

APPENDIX D: ENVIRONMENTAL SCAN RESULTS

STRATEGIC PLAN COMMUNITY SURVEY

Q19 - Are there any other services/programs that you would like Pickaway County Public Health to offer?

Other Services/Programs Needed		
I really think you should make less questions on this thing it seems like a test	We've asked for someone to help with our well. Guidance not money or structural just need input but can't get anyone to respond. Always told there isn't any staff	Community paramedics
Pinworm education/treatment at Westfall schools	Proactive health programs (exercise, nutrition)	Mental health services to reduce ER burden
Youth obesity prevention programs	Address illegal dumping with municipalities	Free/low-cost exercise programs
Mold inspection	Food and shelter access	Mental health support
Mobile unit for rural areas	Mobile unit immunizations at schools	Public vaccine information
Sports physicals	Support for disabled non-working individuals	Low-income pediatric care, dental, sports physicals
Dental clinic	Nurse Family Partnership for home visits	More flu/vaccine clinics - access barrier
Community gardens if school meal funding cut	WIC and to be able to send my clients there to get STI testing and treatment.	-

APPENDIX D:

ENVIRONMENTAL SCAN RESULTS

STRATEGIC PLAN COMMUNITY SURVEY

Q20 - Are there any groups of people in the community who you think could be better served by Pickaway County Public Health (i.e. youth, people with disabilities, the Hispanic community)?

Groups Who Could Be Better Served		
LGBTQ+	Moderate-income families with disabled children	Homeless - food and vaccinations
Veterans underserved compared to others	People with disabilities	Focus more on elderly than able workers
Youth	Teens	Unhoused population
Mentally ill	Youth of all backgrounds	Homeless (all ages)
Homeless - employment assistance	Unhoused population	Mentally challenged and homeless
Students with disabilities	Special needs education and advocacy support	Developmental disability community
Homeless	Youth with mental health issues	Network with homeless organizations
Elderly	Homeless - assess barriers to service utilization	Unhoused community
Those outside main service area	Low-income families	Youth
Veterans	Youth with disabilities	Hispanic population - Spanish language services
Non-English speaking families	Homeless	Adults with chronic diseases - screenings
Help integrate Hispanic and Somali populations	Children with drug-addicted parents	-

APPENDIX E
**PUBLIC HEALTH
ACCREDITATION BOARD
(PHAB) STRATEGIC PLAN
REQUIREMENTS CHECKLIST**

**MEETING THE PHAB REQUIREMENTS
FOR THE STRATEGIC PLAN**

The PHAB Standards & Measures serve as the official guidance for PHAB national public health department accreditation and include requirements for the completion of Strategic Plans for local health departments. The following page demonstrates how this Strategic Plan meets the PHAB requirements.

APPENDIX E: PHAB STRATEGIC PLAN REQUIREMENTS CHECKLIST

PUBLIC HEALTH ACCREDITATION BOARD (PHAB) REQUIREMENTS FOR STRATEGIC PLANS			
YES	PAGE #	PHAB REQUIREMENTS CHECKLIST	NOTES/ RECOMMENDATIONS
MEASURE 10.1.1 A: Adopt a department-wide strategic plan.			
✓	8-13 9-13	1. The process to develop the strategic plan, which includes: <ul style="list-style-type: none"> a. How the health department's staff at various levels and the governing entity or advisory board are engaged in developing the strategic plan. b. Strategic planning process steps. 	A detailed work plan (living document) has been developed that includes strategic priorities, SMART objectives, action steps, indicators, timeframes, and staff responsibilities.
✓	10 14-17, Appendix A 19 18 18	2. A department-wide strategic plan, which must include: <ul style="list-style-type: none"> a. The health department's mission, vision, and guiding principles or values. b. Strategic priorities. c. Objectives with measurable and time framed targets. d. Strategies or actions to address objectives. e. A description of how the strategic plan's implementation is monitored, including progress towards achieving objectives, and strategies or actions. f. Linkage with the community health improvement plan (CHIP). (If the linkage with the CHIP is not evident in the plan, it could be indicated in the Documentation Form.) g. Linkage with performance management (PM). (If the linkage with PM is not evident in the plan, it could be indicated in the Documentation Form.) 	A detailed work plan (living document) has been developed that includes strategic priorities, SMART objectives, action steps, indicators, timeframes, and staff responsibilities.

APPENDIX F
REFERENCES

APPENDIX F:

REFERENCES

¹U.S. Census Bureau, American Community Survey, DP05, 2023 5-year estimate.

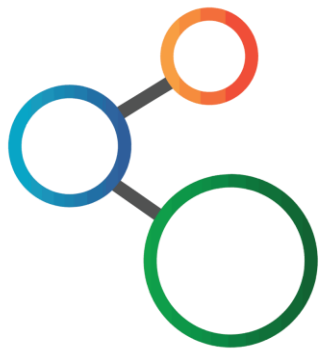
<http://data.census.gov>

²U.S. Census Bureau, American Community Survey, DP02, 2023 5-year estimate.

<http://data.census.gov>

³University of Wisconsin Population Health Institute. County Health Rankings & Roadmaps 2025.

www.countyhealthrankings.org.



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www.moxleypublichealth.com
stephanie@moxleypublichealth.com