



**Lorain County  
Public Health**

For the Health of Us All

# Strategic Plan

January 1, 2023-December 31, 2025

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# Introduction



Greetings, Lorain County Public Health staff, board members, and friends. The following pages of our Strategic Plan detail Lorain County Public Health's renewed path on improving health outcomes through collaboration, motivation, inclusion and equity. Our future is exciting as it will focus on building out support for our staff, providing new and necessary services for our residents, and continuing to build upon our already strong relationship with the community. It is our goal to be your trusted source of healthy choices, health strategies, and community partnerships in health planning. Thank you for lending us your time and caring about our community.

**Mark H. Adams REHS, MPH,  
Health Commissioner**

# Board of Health

**President:** Edward X. McNamara

**Vice President:** Patricia Schrull, DNP, RN

**Members:**

- Grant D. Comnick, DO
- Thomas G. Eschtruth
- Eric Lockhart, MD
- Kionna McIntosh-Pharms
- Mary Santiago
- Tom Stannard
- Edward von Hofen



## Critical Findings

As part of the strategic planning process, Lorain County Public Health accessed numerous data sources from numerous stakeholder groups. This information was used to identify strategic advantages, strategic challenges, and strategic opportunities for the organization. These were the critical findings that supported the development of the new vision, mission, and values along with the strategy map that will guide LCPH into the future.

# Advantages

## Community Partnerships

- LCPH prides itself on longstanding partnerships that encourage collaborative support and upholds a positive reputation.

## Information Technology (IT)

- LCPH is committed to technological advances that ensure cybersecurity, efficient processes, and timely support through dedicated staff.

## Regulatory

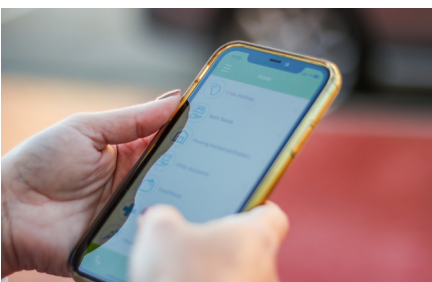
- LCPH continues to maintain public health accreditation and consistently meets all regulatory requirements.

## Services

- LCPH provides robust service offerings that are offered throughout the community.
- LCPH is continuously improving customer service that meets the needs of a diverse community.
- LCPH invests in equity through a dedicated coordinator to expand diversity and inclusion to all programs and services.
- LCPH develops innovative ways to continue services and operations through adversity.

## Workforce

- LCPH continuously cultivates a positive work environment that enables a healthy work/life balance and boosts staff morale.
- LCPH encourages and funds training and development opportunities that improve performance and prioritize a knowledgeable workforce.
- LCPH has a modern facility that supports internal operations, accessibility, and efficiency.



# Challenges

## Funding

- LCPH's future may be impacted by local, state, and federal funding.

## IT / Infrastructure

- LCPH needs to continually improve cybersecurity and IT infrastructure.
- LCPH lacks a replacement plan for aging equipment including vehicles and technology.

## Partnerships

- LCPH is limited when it comes to working with some external partners and agencies based on laws, regulations and/or grant requirements.
- LCPH needs to continually improve on its ability to analyze and share data with the public and partners.

## Services

- LCPH's workforce and delivery of service is not diverse enough to represent the population we serve.
- LCPH lacks a formalized customer feedback system.
- LCPH has limited capacity to meet customer expectations due to hours of operations, locations and lack of online services.
- LCPH needs to reassess its approach to address poor health outcomes identified in the CHA.

## Workforce

- LCPH lacks a formalized succession plan across all work units.
- LCPH lacks a robust workforce development plan that encompasses all work units.
- LCPH lacks a systematic approach for agency-wide performance management and quality improvement.
- LCPH has not adequately planned for agency growth.
- LCPH lacks a full-time, dedicated human resources (HR) staff member, which leads to inconsistencies across HR functions, plans, and policies.
- LCPH lacks an efficient interdepartmental communication system.
- LCPH has undergone significant workforce changes that may impact employee engagement and satisfaction.
- LCPH lacks a formal safety plan and protocols for an emergency situation.

# Opportunities

## IT / Infrastructure

- LCPH can improve utilization of IT infrastructure to improve reliability and efficiency.
- LCPH could improve infrastructure budgeting to focus on equipment, vehicles, and the facility.

## Services

- LCPH can increase accessibility by expanding services online.
- LCPH can diversify funding streams to support financial sustainability.
- LCPH can expand and adapt to emerging community health needs.
- LCPH can develop new ways to coordinate outreach planning across work units.
- LCPH can formalize a systematic approach to CHA and CHIP efforts.

## Workforce

- LCPH will dedicate an HR person to implement a comprehensive system to improve retention, recruitment, public health services, and other HR processes.
- LCPH can design a recruitment plan that emphasized local talent.
- LCPH can implement a system to obtain satisfaction feedback both internally and externally.
- LCPH can benefit from revised policies that are more supportive for the workforce.
- LCPH could develop a succession plan to retain knowledge and identify a leadership development path.
- LCPH can diversify the workforce to mirror the county we work in, embrace our communities, and understand societal differences that affect Lorain County.
- LCPH can create a culture that embraces team building, team support, and strong employee morale.
- LCPH can complete a market value survey to reevaluate pay scale.
- LCPH could create an employee development plan to increase knowledge base, engage in workforce development, and build on skill sets and goals.
- LCPH programs and processes can benefit from agency-wide, program specific performance management and a culture of quality improvement.
- LCPH can dedicate a grant person/committee to coordinate funding opportunities and activities agency-wide.
- LCPH could consider renaming job titles and teams for accuracy and clarity.

# Mission, Vision, Values

## Mission

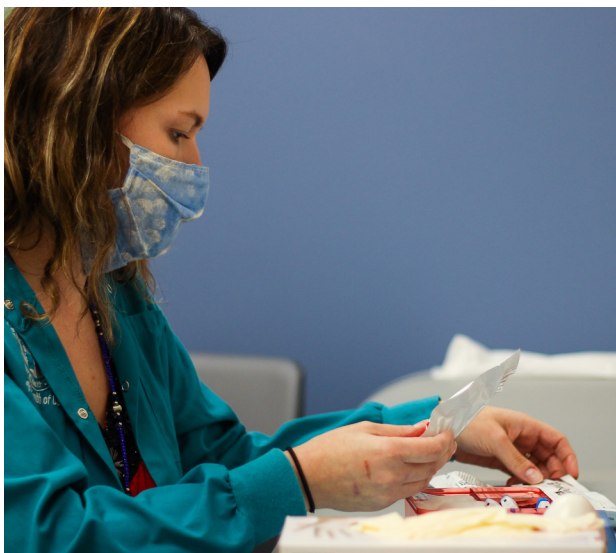
To serve and support a healthy community

## Vision

Improving today for a healthier tomorrow

## Values

- Making data-driven decisions
- Continuously improving
- Respecting everyone
- Encouraging creativity
- Being compassionate
- Embracing diversity
- Working together







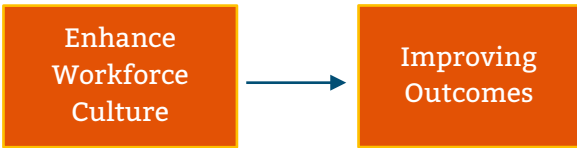
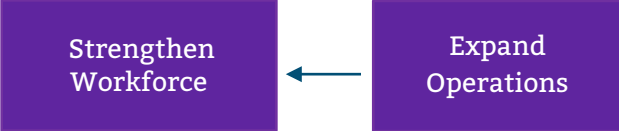
# Next Steps

LCPH will begin to determine the long and short-term action plans that need to be developed to address the initiatives identified in the strategy map.

Periodic updates will be provided to inform the board , workforce, and community of strategic plan progress.



# Strategy Map

<b>Vision</b>	<b>Improving today for a healthier tomorrow</b>			
<b>Mission</b>	<b>To serve and support a healthy community</b>			
<b>Strategic Goals</b>	<b>Enhance Performance</b>	<b>Support the Workforce</b>	<b>Exceed Customer Expectations</b>	<b>Ensure Financial Sustainability</b>
<b>Strategic Objectives</b>		<b>Initiatives</b>	<b>Measures</b>	<b>Targets</b>
<b>Financial</b>		<ul style="list-style-type: none"> <li>• Research financial strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Identify alternative funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• Determine funding options</li> </ul>
<b>Customer</b>		<ul style="list-style-type: none"> <li>• Develop key customer feedback system</li> <li>• Expand programs</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate program offerings</li> </ul>	<ul style="list-style-type: none"> <li>• Meet identified needs</li> </ul>
<b>Internal Processes</b>		<ul style="list-style-type: none"> <li>• Human Resource (HR) development</li> <li>• Performance management/continuous quality improvement (CQI)</li> <li>• CHIP &amp; CHA management</li> <li>• Internal communication process</li> </ul>	<ul style="list-style-type: none"> <li>• % of programs identifying key performance metrics</li> <li>• % CHIP objectives met</li> <li>• HR needs of the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Determine baseline measures in programs</li> <li>• Increase CHIP performance</li> <li>• Complete HR assessment</li> <li>• Assessment of communication process</li> </ul>
<b>Learning and Growth</b>		<ul style="list-style-type: none"> <li>• Develop a succession plan</li> <li>• Employee engagement</li> <li>• IT infrastructure</li> <li>• Facility management</li> </ul>	<ul style="list-style-type: none"> <li>• Staff retention</li> <li>• Employee satisfaction</li> <li>• Develop IT plan</li> </ul>	<ul style="list-style-type: none"> <li>• Increase retention rates</li> <li>• Increase satisfaction rates</li> <li>• December 2024</li> </ul>

Making Data-Driven Decisions, Continuously Improving, Respecting Everyone, Encouraging Creativity, Being Compassionate, Embracing Diversity, Working Together