



# 2022-2027 STRATEGIC PLAN

January 2023



**Public Health**  
Prevent. Promote. Protect.  
Franklin County Health Department



# ENDORSEMENTS AND REVISIONS

This plan has been approved and adopted by the following individual:

\_\_\_\_\_  
Judy A. Mattingly, MA  
Public Health Director

\_\_\_\_\_  
Date

## Revisions:

Date	Description of Change	Pages Affected	Reviewed or Changed by
12/15/22	Goals & Objectives for Improve Infrastructure Strategic Priority		Leadership Team
1/19/23	Goals & Objectives for Funding/Revenue and Branding /Promotion Strategic Priority		Leadership Team
3/8/23	Goals & Objectives for Improve Health Outcomes of Franklin County/Frankfort and Workforce Development		Leadership Team
3/15/23	Final look at goals/objectives – minor edits		FCHD All-Staff
7/26/23	Updated goals – complete, not met, etc.		Brittany Parker

For questions about this plan,  
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# MEET THE STEERING COMMITTEE



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**Brittany Parker**  
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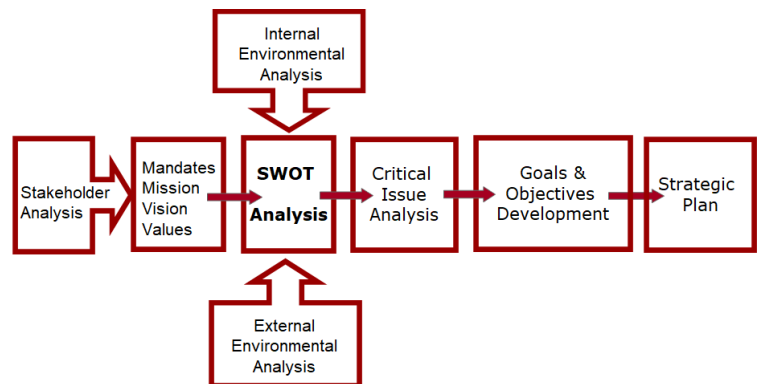


**Jennifer Bardroff**  
EMERGENCY  
PREPAREDNESS MANAGER

# STRATEGIC PLANNING PROCESS

Franklin County Health Department's (FCHD) prior strategic plan covered the years 2015-2020\* and followed the Buckeye Bluegrass Regional Leadership Academy (BBRLA) Strategic Planning Model. FCHD again followed the BBRLA Strategic Planning Model, but included input from all staff who participated in visioning, reviewed data, completed assessments and developed goals and objectives during quarterly all staff meetings.

The FCHD Leadership (Strategic Plan Steering Committee) team began meeting to update the Strategic Plan on January 19, 2023 and presented a final plan on May 16, 2023. Including all staff meetings (5) and steering committee meetings (10) there were a total of 15 planning and work sessions.



At the initial steering committee meeting the team discussed the need for internal (Board of Health (BOH) and Staff) assessments and external assessments (CHA/CHIP, Customer Satisfaction Survey(s)). The team determined that at the October 2022 all-staff meeting, all-staff will review the SWOT that was drafted during the September 2022 steering committee meeting. Data sources used at both meetings included:

- FCHD's 2015-2020 Strategic Plan
- FCHD Strategic Planning Internal Stakeholder (Staff and BOH) Survey (March 2022)
- FY21 FCHD Annual Report (Includes FY17-21 financials and service statistics for all programs)
- Customer Satisfaction Surveys (2022)
- 2019 Franklin County Community Health Assessment (CHA)
- 2020 Community Health Improvement Plan (CHIP)
- 2022 BARHII (Bay Area Regional Health Inequities Initiative) Staff Survey (March 2022)
- **Mandated Services (Kentucky Department for Public Health, 2014) - maybe Public Health Transformation??**

\*2021-2022-FCHD extended old strategic plan through COVID-19 Pandemic and Monkeypox Epidemic

# MISSION, VISION, AND VALUES

## Mission

During the December 2021 all staff meeting everyone was asked the following about our current FCHD mission statement:

- Do people in our organization know the mission?
- Does the mission clearly define the work of the organization?
- Is it clear & understandable?
- Does it provide direction?
- Is it brief and to the point?
- Is it easy to understand?
- Can you easily remember it?
- Is it broad enough to include growth?
- Are you proud of it?

It was unanimously decided to keep our mission statement:

**Prevent. Promote. Protect. Franklin County.**



# MISSION, VISION, AND VALUES (CONTINUED)

## Vision

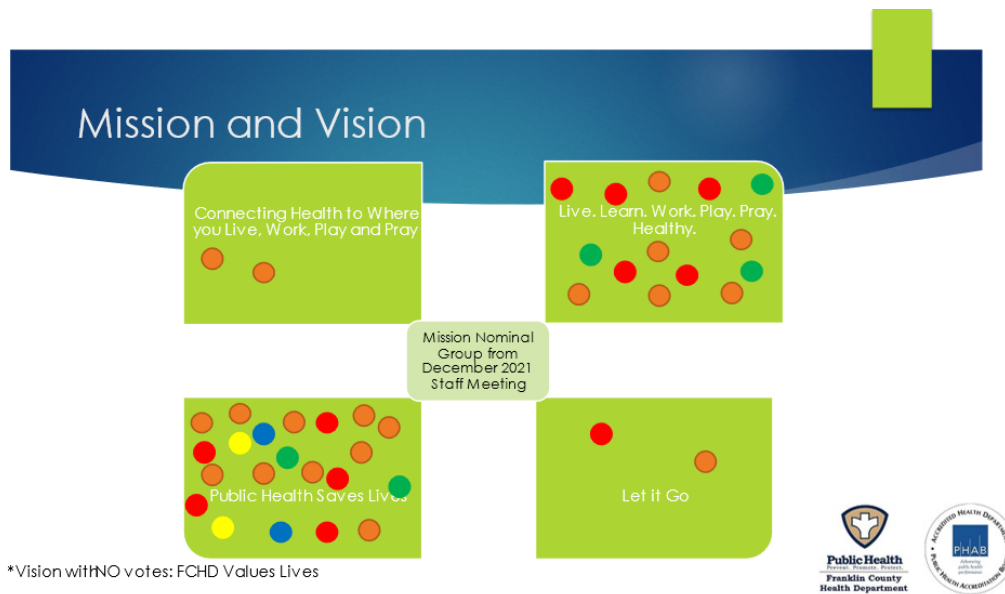
We also began our visioning process at the December 2021 all staff meeting with a training explaining that vision statements:

- Define an organization's future goals
- Describe what we want to create in 3-5 years
- Are about greatness- it inspires and challenges
- Brief and memorable
- Provides meaning to work
- A little cloudy and grand
- Appealing to all stakeholders
- Not bound by time and not quantified



In groups (5) staff began to discuss vision statements and then reported out to everyone for a vote. The 5 Vision statements that was presented included:

- Connecting Health to where you Live. Work. Play and Pray.
- Live. Learn. Work. Play. Pray. Healthy.
- Public Health Saves Lives
- Let it Go
- FCHD Values Lives



Upon seeing the results, the staff unanimously (March 2022) decided to adopt a new vision of :

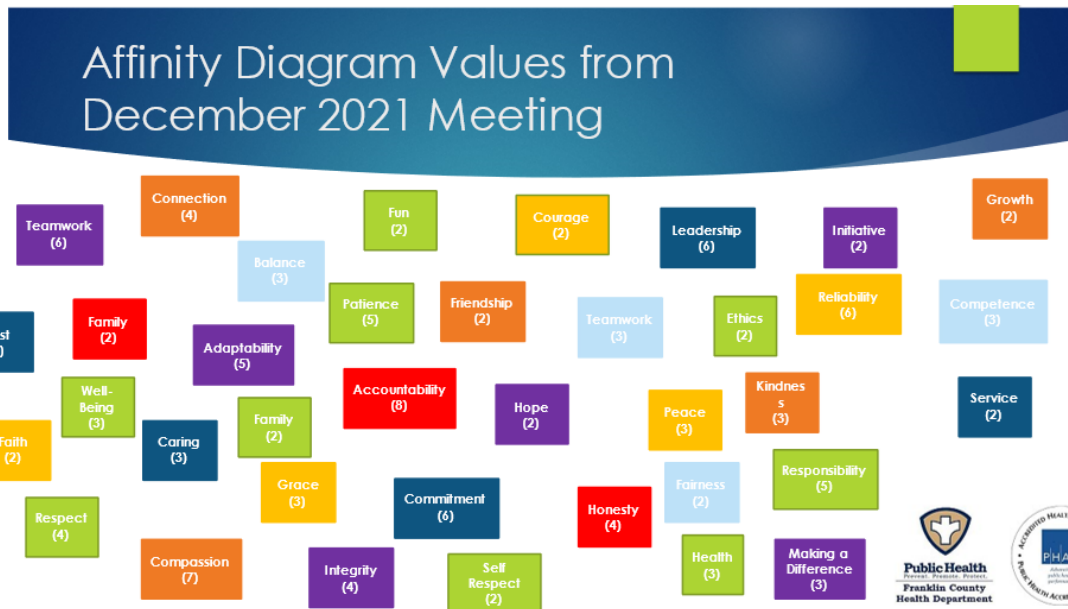
**Public Health Saves Lives.**

# MISSION, VISION, AND VALUES (CONTINUED)

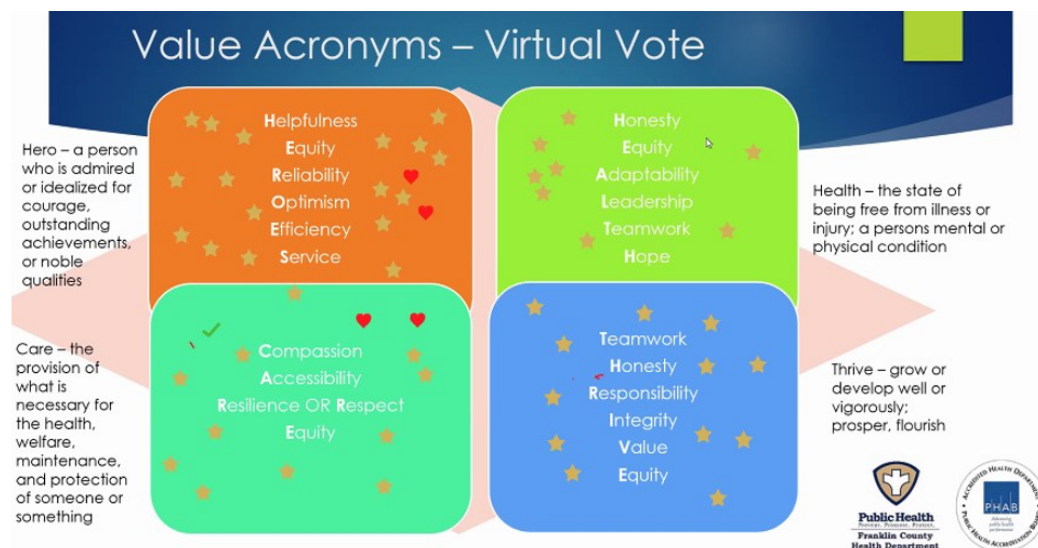
## Values

During the December 2021 all staff meeting it was explained that values are:

- Shared principles, beliefs and underlying assumptions that guide the organization.
- Core beliefs of the Local Health Department.
- Usually focus on service, quality, people, and work norms.
- How the organization will conduct itself.
- How do we want to treat others?
- How do we want to be treated ourselves?
- Quality Improvement tool, an affinity diagram, was utilized to reach consensus on FCHD's values.



The results of the affinity diagram were presented at the March 2022 all-staff meeting. FCHD staff were separated into 4 groups and asked to look at the results and present an acronym (if possible) of the values they would like all-staff to vote upon. Below you can see the acronyms developed and the final vote of all-staff for the values.



Once staff voted, it was then unanimously decided that FCHD values are now:

**Helpfulness, Equity, Reliability, Optimism, Efficiency, Service (HEROES)**

# ASSESSMENTS

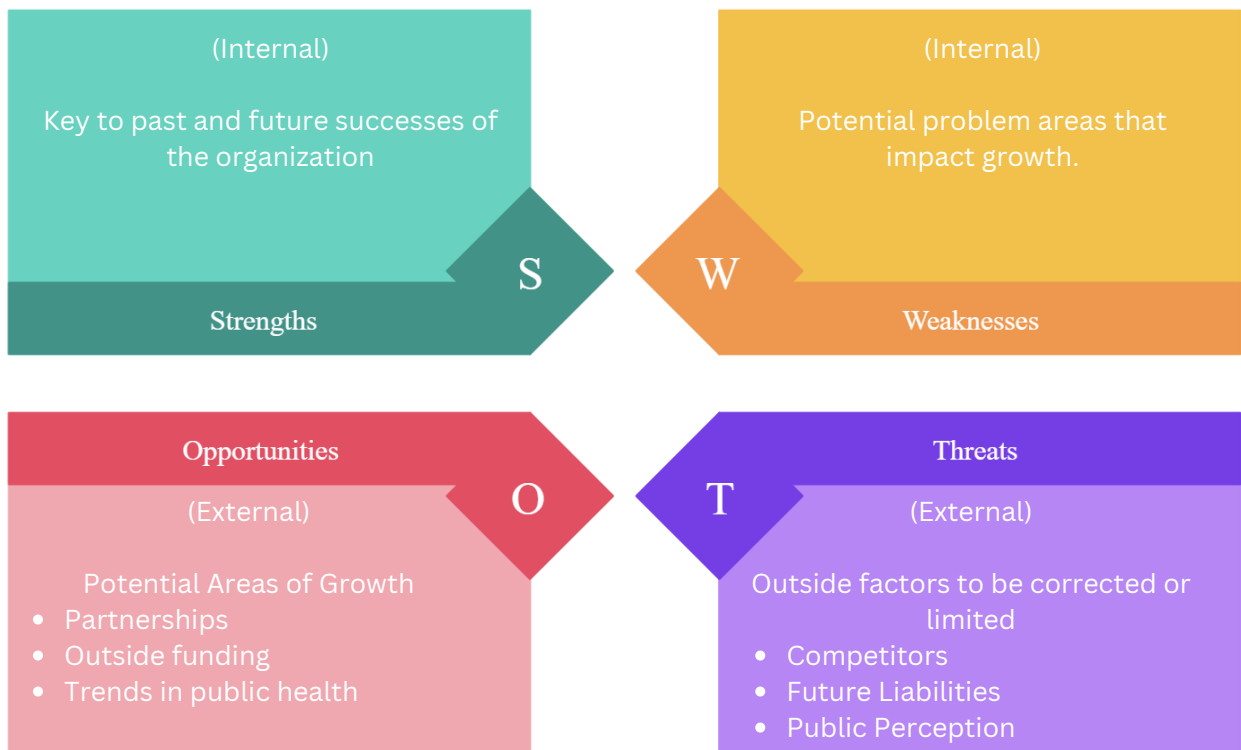
During the October 2022 staff meeting, all-staff were asked to work with their tables to look through data sources to determine internal and external assessment of FCHD.

## Internal Assessment

- Internal Stakeholders (Employees, Board members)
- Performance Trends
  - How are we doing?
- Goals & Initiatives
  - How are we achieving against our plan?
  - How successful have we been with recent initiatives?
- Organization Profile
  - Strengths?
  - Areas for improvement?
  - Structure, processes, finance, human resource technology, culture, etc.?

## External Assessment

- External Stakeholders (clients/customers, partners, etc.)
  - Their current & future needs?
  - Their perceptions of our performance?
- Public Health Trends
  - Recent shifts in the field?
  - Anticipated for the future?
- External Environment
  - Trends in economic, social, demographic, political, legal & technology areas?



### October 2022 Staff Meeting Strategic Planning Training SWOT Analysis

Upon reviewing the internal environmental and external assessments (data located on the shared drive) at the October 2022 staff meeting small groups (4) were divided at each part of the SWOT. Each team spent 8 minutes at each section of the SWOT adding to what had been indicated from the prior group. The completed SWOT can be found below.



# SWOT

## Analysis

### Internal Origin

attributes of the organization

#### Helpful

to achieving the objective

- Knowledgeable, experienced, flexible, adaptable, professional, passionate & dedicated staff\*\*\*\*
- Good financials\*
- Prior exercises/emergency plans/pandemic preparedness planning\*\*
- QI culture\*
- Employee recognition/acknowledge employees for recognition\*\*
- Increased grant funding/awards\*
- Increased tax rate when needed\*
- New positions\*
- New employees bring new & fresh ideas
- Instead of new positions other employees have increased responsibilities
- Serve as pilots for many new DPH programs\*
- Accreditation and national recognition\*
- Workforce Development & staff participation in leadership programs/academies\*
- Just Say Yes implementation
- Evidence-based practices
- Strong leadership\*
- Electronic processes (PO, AP, timesheets, vaccine registration)
- IT support
- Remote/hybrid work (morale)
- Health Equity Primer
- Continue to refine processes such as drive-thru events, mass clinics, etc. (better prepared for future emergencies including natural disasters)\*\*
- Community partnerships (MAPP)
- Strong relationship with DPH
- Supportive BOH\*
- Family oriented culture
- Positive, non-toxic work environment
- Culture of FUN work environment
- Social media presence
- Media materials (Annual reports, BOH reports, News & Views, social media posts)
- Good relationship with media (SJ & Cable 10)
- Assess better ways for effective peer reviews
- Adequate space/offices (at PHC)
- Work cars
- Building locations (accessible)
- Training opportunities
- Continue with mentorship program
- Multi-tasking
- Healthy inter-departmental cooperation
- Restructure of public health pay scale (Merit only)
- Low turn-over rate
- Single county health department
- Capital city
- Sense of pride among staff
- Now have an email specifically for WIC to send handouts & receive proofs
- PHC renovations

#### Harmful

to achieving the objective

- Communication (LHD to DPH; LHD to staff)\*
- Accountability\*\*
- Curse of competency\*\*
- Work/life balance\*
- Burnout/mental health/stress\*
- Lack of motivation for growth
- Billing process/reimbursements
- IT policies/procedures update
- Internal departmental silos
- Transparency
- Recruitment/retention
- Retirement system expenses
- Legislation
- Printed materials/forms
- Lack of EHR\*
- Staffing\*\*
- Building renovations
- Potential for many retirements at once/vacation & sick payouts impact budget
- Complacency/Quiet quitting
- Remote work (isolation)\*
- Lack of sense of urgency
- Limited client feedback
- Limited space in clinic (offices & storage)
- Limited time for cross training
- Need to learn/leverage newer social media
- Bad attitudes/negativity
- Non-filled positions after retirement, better planning and assessment
- Uneven workloads
- Fear of change
- Non-competitive pay/lack of competitive pay
- Partner buy-in (MAPP)
- Diverse representation (youth voice, faith based, special needs, LGBTQ+)
- Lack of higher providers (APRN, MD)
- WIC participants not getting educational materials
- No janitorial service
- Need professional look to buildings
- Update computer systems (risk of crashing)
- Contract employees should get incentives
- Blanket decisions from DPH should be more individualized at the local level (5% vs 10%)
- No incentive since benefit changes in tiers
- Lack of services – family care, sick visits, opportunities for teaching healthy lifestyle choices
- Lack of morale
- Lack of training
- Phone system frustrations



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10/12/22 FCHD STAFF MEETING

# SWOT

## Analysis

### External Origin attributes of the environment

#### Helpful

to achieving the objective

- Leverage leadership in KHDA & KPHA\*
- Identify gaps in health services/equity\*\*
- More inclusion of public health in community planning
- Potential for EHR\*
- Continue trainings
- Learn from other LHDs (processes)
- Continue positive public health image & messaging\*\*
- Increased recognition of FCHD in the community (public health spotlighted)
- Continually strengthen community partnerships (including drug prevention)\*\*
- Advocate for public health policy with KY legislation
- Continue outreach opportunities at community events (school and community events)\*\*
- Community awareness of services available
- Increase education resources in schools (hygiene, family planning)
- Convenience of possibly continuing WIC services remotely
- Capital City
- New farmer's market app for WIC
- Work with organizations to expand family planning services (Wanda Joyce Robinson Foundation)
- New partnerships (jail visits for HANDS families)
- Media initiatives/social media
- New Judge Executive & Magistrates
- Partnership with Governor's Office/Public Health Commissioner/city grant writers (Just Say Yes)
- Public Health Transformation
- Increased grant opportunities (harm reduction, cancer, etc.)\*
- Leadership programs
- Compensation changes from DPH/morale/recruiting\*
- New local businesses/commercial expansion
- River access
- Nationally known walking trails/physical activity opportunities
- Transportation
- Distillery expansions (increase barrel tax revenue)
- Downtown Frankfort (safety)
- KDPH provides a variety of trainings
- Vendors provide trainings and lunch

#### Harmful

to achieving the objective

- Burnout (from partners)\*
- Health being made political
- Public scrutiny
- IT health data concerns\*
- Mistrust of healthcare system\*
- Vaccine skepticism\*\*
- Reemergence of vaccine preventable diseases (polio, MMR, etc.)\*\*
- Isolation
- Mental health (PTSD, suicide)
- Supply chain challenges\*\*
- Shortages (supplies & staff)\*
- Accurate & current up-to-date communications
- Complexity of cost center coding\*\*
- Telecommuting (partners, DPH, etc.)
- Political party changes
- Change in funding (Public Health Transformation, retirement payments)
- Financial
- Change of programs
- Staffing
- Difficulty hiring/additional costs for job advertising
- Loss of historical knowledge
- New technology systems/changes in technology
- Changes in legislation/law
- Unintended consequences of legislation (barrel tax being threatened)
- Inflation
- Sustainability when grant funding ends
- Communication (DPH to LHD; federal partners to all)\*
- COVID/Monkeypox/Ebola
- Capital city expectations/environment
- Affordable training
- New Judge Executive
- Privatization of services
- Changes in views about health
- Nuclear war threat/war threat
- Grant dependent
- Sustainability of programs/services
- Death threats (mask orders)
- Overdoses/DUI/needles/trash/tobacco on campus
- KDPH program administration requirements are time-consuming (audits, reporting, etc.)\*
- KYIR reconciliation and ordering processes are difficult to navigate & fix errors
- Inability to obtain accurate answers at the state level
- Healthy Kids Clinic (FQHC)
- Competitive pay
- Hours of available services
- Scheduling system for clinic appointments (user friendly)
- Mixed feelings about new electronic timesheets (love or think not user friendly)
- Formula shortage/recalls/changes in WIC federal and state formula contracts (hospital gives non-contract formula)
- Inability to bill private insurance for school health services
- Expectation of immediate response



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10/12/22 FCHD STAFF MEETING

# STRATEGIC *Priorities*

Upon completion of the SWOT at the October 2022 staff meeting, staff were asked to discuss strategic priorities to address the objectives listed on the SWOT. This process expanded over two staff meetings October and December 2022. The results can be found below.

	<b>IMPROVE HEALTH OUTCOMES OF FRANKLIN COUNTY/FRANKFORT</b>
	<b>BRANDING &amp; PROMOTION</b>
	<b>WORKFORCE DEVELOPMENT</b>
	<b>IMPROVE INFRASTRUCTURE</b>
	<b>FUNDING/REVENUE</b>

**Improve infrastructure\***

PHC building renovation and general more professional looking space\*

Janitor to improve health department image/cleanliness (if outside company appropriate trainings and confidentiality agreements complete.

Improve clinic building (renovate) to allow for increased patient care, organization of supplies needed for care.

Improve computers to provide faster services

Improve phone system

Improve IT infrastructure/security\*

++Develop all call/group text to clinic patients

++Space at clinic during PHC reno

++Parking during renovation – especially during winter for cars

++Clinic electronic medical records

++Dedicated indoor space for SEP visits

++Possible change from Windstream to KY Wired

++Ample storage at clinic and PHC

++Employee input on new furniture and PHC renovation

**IMPROVE INFRASTRUCTURE**

Improve cleanliness/consistency (trash, clean-up, needles)

Building maintenance coordinator

Improve scheduling system

Continue & improve upon WIC remote services

Improve health statistics/health outcomes for ALL of Franklin County/Frankfort\*\*\*\*\*

Weakness—Lack of higher providers

Increase health education for our youth (community events, table targeted for adolescents)

Identify and fill health/service needs/gaps in Franklin County

Improve communication to public concerning shots

Educating the public concerning harm reduction

Increase training for improvement

Increase Hep C treatment

More trainings for different programs

New partnerships (SEP/HR)—community map needs, naloxone training in at risk areas, education within behavioral health institutions

Improve health outcomes of Frankfort (vaccinate more people to prevent diseases like COVID-19, Flu, Monkeypox, etc.)

Improve education in the community concerning vaccine preventable diseases

Improve health outcomes (need APRN, more community outreach for Family Planning; combine with other programs)

Improve health literacy in Frankfort/ Franklin County

++Increase external provider communication within WIC services at the health department

Target younger population of workers in the community (youth programs, etc.) with naloxone training

++Decrease silos between sectors

Increase immunization rates

**IMPROVE HEALTH OUTCOMES OF FRANKLIN COUNTY/ FRANKFORT**

# Strategic Priorities



October 12, 2022  
 Staff Meeting Final  
 ++Additional notes added during December 8, 2022 All-Staff Meeting

## FUNDING/REVENUE (apply to all strategic priorities)

Increase competitive salary

Lobbyist at state level to improve Public Health (i.e., services, funding, competitiveness, access)

Bring in more revenue for clinic services

Grant opportunities

Increase funding/ revenue/ grants/unrestricted reserves to use as FCHD needs\*\*\*\*\*

++Increase Payer Code 8 Contracts

++Bonus for contract employees

++Have more contracts with private insurances

## WORKFORCE DEVELOPMENT

Recruit/retain qualified, motivated staff (increase staffing)

Continue OI culture

Strength— strong leadership

Improve communication

Equal workloads

Complacency

Improve culture of health equity

Succession planning

Incorporate health equity into all programs (health equity trainings)

Increase workforce development with increase in financial incentives and revenue for employees (merit & contract) from state/HD\*\*\*\*\*

Educate staff/participants concerning how to communicate/build respect/honesty

Offer employee flex time for trainings more frequently

Training with other health departments

Increase/improve consistent & diverse community partnerships and collaborations internally & externally\*\*

Incentives/rewards for competent staff who deliver services and fulfill mission (revenue funding)\*\*

Increase cross training

More translators for patients

Implement separate billing departments (i.e., school health vs. clinic) to increase reimbursements with feedback to clinicians

## BRANDING & PROMOTION

++Immunization competition to be issued by DPH for K-12.

++Student ambassadors in schools (including KSU)

++How do we help kids with mental health

++Get people engaged – we do "poo" ask us about this!

Increase positive public health perception in community

Increase/improve branding\*

Increase educational materials

Increase community awareness of the health department

Capitalize on current (positive) public perception

Connect on more social platforms, target younger at risk populations

Increase branding so the public will KNOW us & what we do

Increase confidence in local public health system

++Catchy name for ourselves

++Outreach college student in marketing program

++Co-op platforms STLP videos to schools

++Educational material needs to be organized so that info can be found and distributed quickly

During the December 2022 all staff meeting staff were asked to break into 5 groups, one for each strategic priority determined and asked to discuss amongst themselves, a Now □ Next □ Future list of objectives to how FCHD can achieve the strategic priorities. Below you can see the Now □ Next □ Future results FCHD staff developed.

**IMPROVE HEALTH OUTCOMES OF FRANKLIN COUNTY/ FRANKFORT**

Continue & improve upon WIC remote services	Improve communication to public concerning shots	Improve health outcomes of Frankfort (vaccinate more people to prevent diseases like COVID-19, Flu, Monkeypox, etc.)	Increase immunization rates	++Increase external provider communication within WIC services at the health department
Improve health statistics/health outcomes for ALL of Franklin County/Frankfort*****	Educating the public concerning harm reduction	Improve education in the community concerning vaccine preventable diseases	New partnerships (SEP/HR)-community map needs, naloxone training in at risk areas, education within behavioral health institutions	Target younger population of workers in the community (youth programs, etc.) with naloxone training
Weakness-Lack of higher providers	Increase training for improvement	Improve health outcomes (need APRN, more community outreach for Family Planning; combine with other programs)	Identify and fill health/service needs/gaps in Franklin County	++Decrease silos between sectors
Increase health education for our youth (community events, table targeted for adolescents)	Increase Hep C treatment	More trainings for different programs	Improve health literacy in Frankfort/ Franklin County	



December 8, 2022  
Staff Meeting Final

# Opportunities to Address Strategic Priorities

## NOW

- Police, EMS, Peer Support, HRSEP, UK KIRP implementing a rapid OD response team
- CARES coalition
- Just Say Yes program
- School implement the KARs on immunizations. Send home non-compliant children
- Needing updates in a timely manner on program protocols/procedures from the state. Ex. Pap Smear, Mammogram (every 2 years)

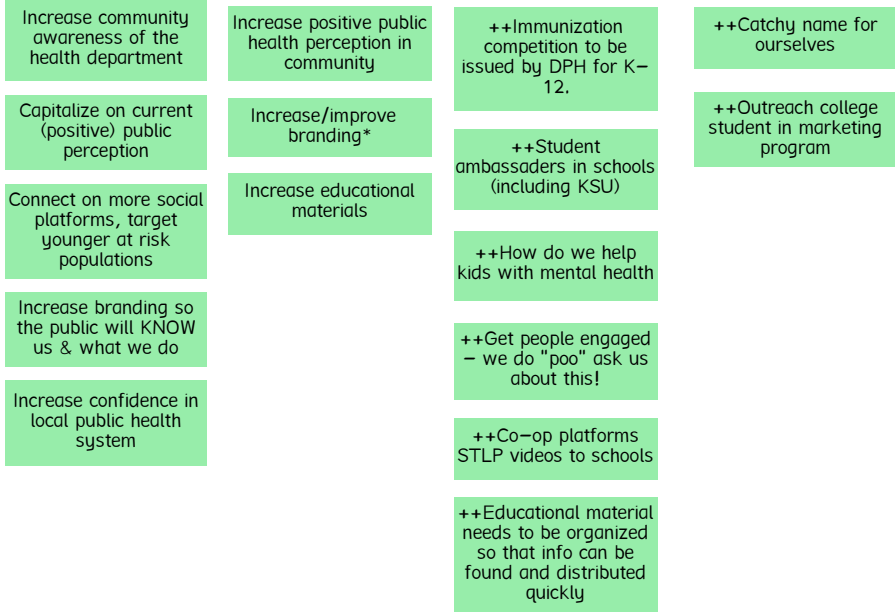
## NEXT

- Staff
- Have someone to review all our written material regarding literacy
- All info in the appropriate language(s)
- Mobility of vaccines to school, home, or HD
- Decrease silos between sectors
- Increase external provider communication within WIC services at the health department
- Assessing patients/needle exchange:
  - off our free testing
  - linkage to care/treatment
  - staff needs to learn harm reduction activities

## FUTURE

- Allow flexibility for staff to increase provider communication in the hospitals
- Partner with convenience stores to provide sharps containers
- Mobile unit for all services
- Provide better transportation for those with barrier issues

**BRANDING & PROMOTION**



December 8, 2022  
Staff Meeting Final

# Opportunities to Address Strategic Priorities

## NOW

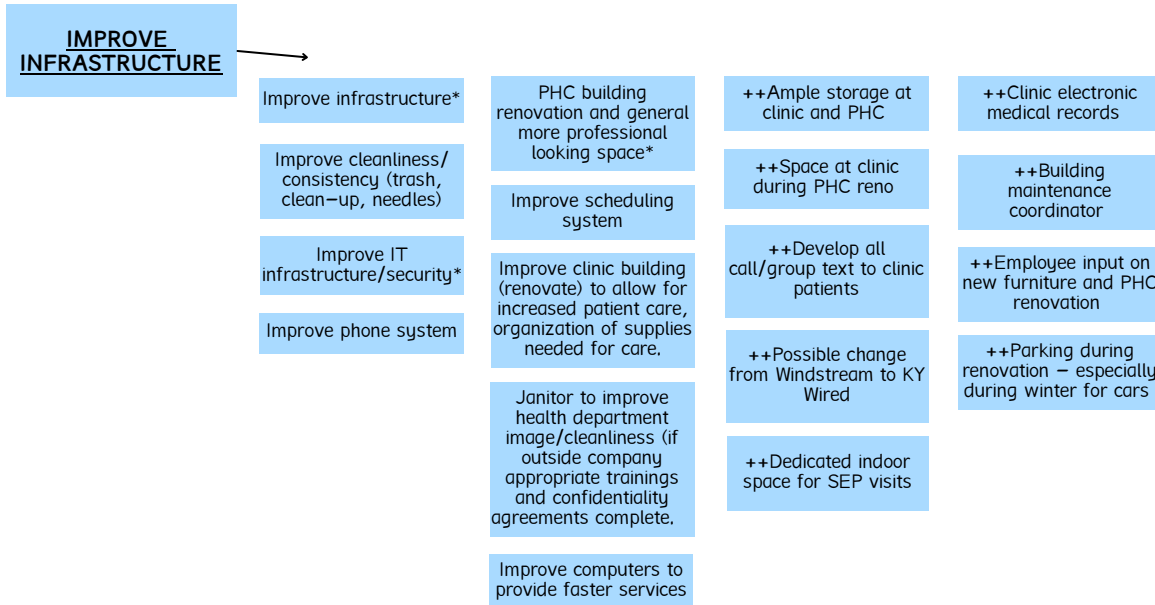
- KPHA/KHDA lobbying firm (Babbage Group)
- More Cable 10 coordination and promotion i.e. Banners/Around 10
- FCHD/FHS/Foundation for a Healthy KY – youth vaping video campaign.
- Billboards (Now electronic available)
- Data informed communication plan for improved health outcomes and 6 pack of plans
- Utilized preparedness trailer as a mobile unit
- CDC funded position (JSY communication coordinator)

## NEXT

- Communication internally AND externally
- Website – where I can "click" to purchase FCHD branded outfits, scrubs, lanyard, ear muffs, etc.
- Multi use of head shots
- Building Renovation(s)
- Electronic sign with new renovations (BOH suggestion)

## FUTURE

- Health Department services & resources funding increase due to public request – legislative, state, county
- Moved from preventing poor health outcomes to maintaining good health for Franklin County
- Dedicated marketing/branding person (Fortune 500 Like) They can coordinate outreach youth & marginalized population
- Reduced unwanted pregnancy
- Reduced premature births increased HANDS usage (barrier can't talk about birth control)
- Increased revenue due to positive branding public perception 1 new integrated building for all services
- Travel RN's (Revenue – CPR, PALS, ACLS, Fit test)
- Reduced health risks county wide
- Mobile Health Department Unit – promotion, prevention, and treatment



December 8, 2022  
Staff Meeting Final

## Opportunities to Address Strategic Priorities

### NOW

Scan closed patient files and move current files to closed file area

Temporary carpports/structures for parking (remote starters)

Client billing system

Use Ready OP for all call/texts

Dept Reps meet with dept then meet with architect to discuss layout and furniture

Portable PODs for office and storage space during PHC renovation

PHC Renovation

Janitorial/Maintenance for agency

### NEXT

Consider reconfiguration of medical records or billing office in clinic to convert to SEP exchange area

DPH infrastructure changes

Identify improved phone system that is compatible with KY Wired

Piggyback off experiences of other LHD's transition from Windstream to KY Wired

### FUTURE

Electronic Medical Records



December 8, 2022  
Staff Meeting Final

**FUNDING/REVENUE**  
(apply to all strategic priorities)

- Increase competitive salary
- ++Increase Payer Code 8 Contracts
- Lobbyist at state level to improve Public Health (i.e., services, funding, competitiveness, access)
- ++Bonus for contract employees
- ++Have more contracts with private insurances
- Bring in more revenue for clinic services
- Grant opportunities
- Increase funding/revenue/grants/unrestricted reserves to use as FCHD needs\*\*\*\*\*

# Opportunities to Address Strategic Priorities

## NOW

- Increase staff/use staff available/cross training employees
- Increase Flu/Dental Varnish
- Look for more grant opportunities
- LivingWell Screenings
- Pursue contracts for private insurance

## NEXT

- Tax rate
- Ask BOE to increase school health contract payment
- Reach out to community partners
- Opioid settlement funding
- Hire grant writing firm

## FUTURE

- Increase appts.
- Hire NP's for school
- CPR trainings for community/travel nurses



**WORKFORCE DEVELOPMENT**

- Recruit/retain qualified, motivated staff (increase staffing)
- Continue QI culture
- Strength- strong leadership
- Improve communication
- Equal workloads
- Complacency
- Improve culture of health equity
- Succession planning
- Incorporate health equity into all programs (health equity trainings)
- Increase workforce development with increase in financial incentives and revenue for employees (merit & contract) from state/HD\*\*\*\*\*
- Educate staff/participants concerning how to communicate/build respect/honesty
- Offer employee flex time for trainings more frequently
- Training with other health departments
- Increase/improve consistent & diverse community partnerships and collaborations internally & externally\*\*
- Incentives/rewards for competent staff who deliver services and fulfill mission (revenue funding)\*\*
- Increase cross training
- More translators for patients
- Implement separate billing departments (i.e., school health vs. clinic) to increase reimbursements with feedback to clinicians



December 8, 2022  
Staff Meeting Final

# Opportunities to Address Strategic Priorities

## NOW

- Word of mouth advertising.
- "Kudos" names go into drawings.
- Process mapping
- Use newer employees for wild card QI projects.
- Tie WFD to annual evaluations for lump sum bonus
- Do annual trainings at all-staff meetings.
- Utilize translators to work with other staff on Spanish 101.
- Use of Region IV Public Health Training Center
- Use of Handshake
- Stewart Home/Everyday Matters
- Reach out to other LHDs for training recommendations or they lead the training for FCHD
- More off-site all-staff meetings.
- Bonuses for all-staff.

## NEXT

- Use of TikTok to advertise reasons to work for HD.
- Staff incentives – holiday incentives
- More book clubs
- Succession planning/mentorship.
- Increase staff participation in leadership institutes
- Focus groups with vulnerable populations
- Implement Health Equity primer.
- Pull in community coalitions to MAPP.
- Service day of volunteer day for all-staff (humane society, food pantry, etc.)
- Increase formative research
- Hire new staff person: for billing and health education.
- Finance/AP trainings with other LHDs.
- Inclusion more people with disabilities.
- Create trainings around BARHI equity results.

## FUTURE

- PIO Training for more staff.
- Using headshots for promotion – "Faces of Public Health"
- Alternate benefit like an extra vacation day (Birthday?) .
- Use online/APP trainings platforms to assist with languages staff want to learn.
- Public speaking classes
- KOG improvements to make it easier to apply for jobs.

# STRATEGIC *Priorities*

Upon completion during December 2022 all staff meeting FCHD strategic planning steering committee then met to draft goals and objectives to present at the March 2023 all staff meeting. At the March 2023 staff meeting, staff made final recommendations to goals and objectives listed. Upon completion the following goals and objectives was determined.

	<b>IMPROVE HEALTH OUTCOMES OF FRANKLIN COUNTY/FRANKFORT</b>
	<b>BRANDING &amp; PROMOTION</b>
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## IMPROVE HEALTH OUTCOMES OF FRANKLIN COUNTY/ FRANKFORT

### Increase training for improvement

1. QI trainings will be offered during all-staff meetings. By June 30th, 2024.
  - Research QI all-staff trainings
  - Utilize a virtual platform
  - Coordinate with Leadership Team to get on an all-staff agenda

### Identify and fill health/service needs/gaps in Franklin County

1. By December 30th, 2023, the Franklin County Community Health Assessment and Community Health Improvement Plan will be:
  - CHA will be updated with 2023 Data
  - CHA will be professionally printed
  - CHIP will be professionally printed
  - CHIP Updated with May 2023 MAPP meeting updates

### Increase health education for Franklin County youth (community events, table targeted for adolescents)

1. Add 2 youth to MAPP, JSY Steering Committee, other coalitions, etc. by June 30, 2024.
  - Work with local school board to invite youth on their board.
  - FCHD team members to utilize student advisory council to host focus groups to discuss education efforts.
  - Invite/encourage students to attend FCHD hosted coalition meetings.
  - Work with JSY students (maybe those of Wanda Joyce Robinson Foundation (WJRF)) to develop communication methods among those at high risk for risky behaviors.

### Educating the public concerning harm reduction

1. Increase Naloxone trainings to community members to two per month by June 30, 2024. (Currently 1-3 monthly)
  - Spread training opportunities with MAPP coalition
  - present at Franklin County ASAP meeting
  - Present at Frankfort Chamber Meeting to spread word with local businesses
  - Develop a google form/contact us on FCHD's website to ask for Naloxone training.
2. Decrease Overdose rates by 10% by June 30, 2026.
  - Develop baseline - Fatal OD Rate 2021 65.8 per 100,000 population, KIPRC Non-Fatal O/D rate 2021 298 per 100,000 population
  - Provide additional trainings provided by Olivia/UK regarding linkage to care, free testing, treatment/referral process, education, etc.
3.
  - Provide updates at an all-staff meeting on harm reduction activities.

### Increase immunization rates

- FCHD APRN school health will work with non-compliant students to update and create a plan of care to increase compliance rates
- Immunization compliance check 3 times per school year. (what is the baseline? of non-compliant students)
2. FCHD All-Staff will be compliant with required immunizations per FCHD Policy Manual (or provide appropriate documentation) by June 30, 2023.

### CARES coalition

1. Frankfort CARES coalition to present at FCHD staff meeting by June 30, 2024.
2. FCHD WIC Coordinator(s) to collaborate with Frankfort CARES and FCHRSEP to educate/share resources by June 30, 2024.

### Alzheimer

1. Increase from 2nd to 5th in the Nation in rankings in Alzheimer rates by June 30, 2025.
2. Work with University of Kentucky Center for Aging to provide free biometric screenings and education in predominately Black/African American churches.  
(Completed, May 2023)

### Just Say Yes

#### Employee Wellness

1. Training provided by WebMD on services/reminders available to all-staff by June 30, 2024. i.e. pap smear reminders, dental reminders, annual physical, etc.
2. All-Staff take advantage of FREE biometric screening events in FY24 - regardless of insurance status.
3. FCHD will have Anthem/BCBS attend an all-staff meeting to provide education on services offered by the end of FY25.

#### Increase Hep C treatment

1. FCHD APRN will be trained in Hep C treatment by June 30, 2023. (Completed, March 2023)
2. Increase compliance for Hep C treatment from 0-5, by December 31, 2025.

#### Health Literacy

1. Update the FY23 FCHD communication policies to include literacy website information. (Completed, February 2023)
2. Update Risk Communication plan with health literacy website information. (Completed, March 2023)

#### Franklin County Transportation Barriers

Annually attend coordination meeting with Frankfort Transit to advocate for:  
- Sidewalk to FCHD Clinic  
- Bus stop cover  
(Attended March 2023 by Shannan Rome)

#### Increased communication

1. WIC will implement certain days for translation services by June 30, 2025?
2. FCHD HANDs will increase referral sources to 10 by June 30, 2023. (Completed, June 2023 with 22 different sources)

## BRANDING & PROMOTION

### Lobbying and Advocacy

1. FCHD communication team will share Babbage Firm newsletters in News and Views.
2. Lobbying vs. Advocacy training at an all-staff meeting by June 30, 2024.

### FCHD Staff Communications/Branding

1. By June 30th, 2023 FCHD will provide head shots for all-staff. (Completed, March 2023)
2. Updated email signatures of all staff to include:
  - Head shots, mission, vision and values, by December 31, 2023.
3. Branding toolkit through Canva with approvals set in place before downloads. (Completed, September 2022)
4. Branding and communication trainings with CDC communications personnel for all - staff by June 30, 2023 (maybe a virtual recording?) (Not Completed)
5. Update/create FCHD brochure to be more of a flyer/handout by December 31, 2023.
  - have more options of advertisement of services. (maybe one of them is an a la carte menu of services provided)
6. Annually (each March) provide staff with the opportunity to purchase extra branded clothing/accessories. (Completed, March 2023)
7. Update FCHD logo policy and usage to include updated PHAB logo by October 30, 2023.

### Media Promotions

1. By June 30, 2024 FCHD will be on Around 10 (Cable 10) 6 times promoting different public health messages.
2. FCHD will work to create/adapt/adopt a "What is Public Health" video by December 31, 2024.
3. Promote FCHD/FHS/Foundation for Healthy Kentucky youth vaping media campaign:
  - post on website
  - scheduled social media posts

### FCHD Building Updates

1. Upon completion of PHC renovation, host an Open House.
2. An electronic sign will be purchased and replace current signage at the Public Health Center.

### Franklin County Community Branding

1. Use of Student Technology Leadership Program (STLP) to work within schools:
  - a. Keep FCHD abreast of current social media platforms
  - b. Help educate staff on social media platforms
  - c. Update FCHD Risks Communication Plan with suggestions from STLP group.
  - d. New Vista and Parent University

## WORKFORCE DEVELOPMENT

### All-Staff/All-Staff Meetings

1. Every Fiscal year include one "Fun/Off-Site" all-staff meeting.
  - o Completed for FY23 - Bowling, June 5, 2023\
2. Include 1 service/volunteer day as part of an all-staff meeting by June 30, 2025.
3. Provide time during the fall All-Staff Meeting that allows staff to complete mandatory all-staff meetings.
  - Completed for FY23
4. When your name is put into News and Views for a shout out or kudos, the name goes in for a drawing for gift-card to be given away bi-annually.
5. Create book clubs led by FCHD staff. Complete 1 book club by October 30, 2024.
6. Use new staff as wildcards in QI projects.

### Recruitment

1. Add question to interview, "How did you hear about us" by July 31, 2023.
  - a. Take data from these questions during FY23 and adjust/make goals around feedback.
2. Remove KOG from hiring process for FCHD by December 30, 2023.
3. Create a Handshake account to increase recruitment by June 30, 2024.
4. Hire vacant positions by October 30, 2023.
  - Billing
  - Hands
  - Clinic
  - Environmental
5. Add Public Health 101 training from OSU as mandatory training for new hires.

### Succession Planning

1. FCHD departments will create PM goals around process mapping of general job duties/processes.. Annual PM goal.
  - a. FY 23?
2. Cross train FCHD employees in other job duties/departments.
3. Create a succession plan and include recruitment early when someone is retiring to allow for cross train.

### Staff Incentives

1. Human Resource Manager to look into added extra benefits to staff like an extra vacation day by December 30, 2023.
  - a. If yes, add new benefit to rewards at all-staff meetings or for getting employee of the month, etc..
2. New staff incentives besides swag to be offered during odd fiscal years.

### Trainings

1. PIO training extended to Leadership Team.
  - a. Add 2 more members from leadership team that participate in PIO trainings through DPH.
2. Finance team to schedule a training with Clark County Finance team by June 30, 2023.
  - a. Completed June 2023
3. All-staff CPR certified by December 30, 2024.
4. Continue to share leadership opportunities with all-staff
5. Work with KDPH to provide trainings around BARHI results and Health Equity by June 30, 2025.
6. Circulate Region IV training schedules as received to all-staff through News and Views.
7. Offer Babble/Coursera courses to FCHD employees.

### Coalition Building

1. Create a survey by June 30, 2024 for staff to complete regarding coalitions they are involved in and invite those coalitions to MAPP (to reduce duplication).
2. Work with youth councils within the schools to have youth advocates at the table of Franklin County MAPP - By June 30, 2024.

### Health Equity

1. Continue and expand work with Everyday Matters and Stewart Home School.
2. Implement KDPH Health Equity Primer.
3. Continue and expand focus groups iwth vulnerable populations (KY Strengthening Families, Family Planning, etc.)
4. FCHD assist in sponsorship and planning with Office of Health Equity through KDPH for a statewide Health Equity Summit by April 30, 2024.

## IMPROVE INFRASTRUCTURE

### Electronic Medical Records

1. FCHD will request an RFP for a scanning company to scan all medical records electronically by March 30, 2023. (Not Completed)
2. By December 31, 2025 FCHD staff will work to scan medical records as they have time to have:
  - i. A-H of clinic medical records scanned
  - ii. A-H of school health records scanned
  - iii. All of HANDS medical records scanned
  - iv. Retention of Home Health records updated (keeping only last 7 years).

### Building Infrastructure

1. Complete FCHD Public Health Center building renovation by June 30, 2025.
2. Architect firm will meet with FCHD Leadership and BOH by June 30, 2023 to approve building updates/renovation plans.  
(Completed, June 19, 2023)
3. Storage pods provided for each department as needed by June 30, 2024. (0/3 departments)
4. By January 31, 2023, FCHD will have a contract in place for janitorial services.  
(Completed, January 23, 2023)
5. Remodel building to meet ADA compliance, ADA compliant furniture by June 30, 2025.
6. AED Machines?

### FCHD Fleet Updates

1. Install remote start on all 7 FCHD fleet vehicles by December 31, 2023. (Currently 0/7) (7/7 Completed, February 2023)

### Online Billing Infrastructure

1. By October 31, 2023 FCHD will implement an online payment system (or new EHS program).
  - i. Environmental
  - ii. Just Say Yes Program
  - iii. CPR Classes

### Mass Communication Efforts

HANDs and Clinic to use ReadyOp as a way to communicate with clients by December 31, 2023. (Currently (as of March 2023) Just Say Yes and COVID-19 programs have used ReadyOp as a communication method.)

## FUNDING/REVENUE

### Flu & Dental Varnish

1. Coordinate earlier flu deliveries with vaccine company  
(What is baseline)
2. Increase communication avenues within the school for flu vaccine as well as dental varnish.
3. FCHD will provide annual mass drive thru flu events: 2023, 2024, 2025, 2026
4. FCHD will begin providing flu shots in the schools in September of each school year.
5. Coordinate with KDPH to spend money on the balance sheet for dental varnish by June 30, 2024.

### Billing

1. Capture baseline date of how many write-offs in a quarter for each insurance group.
2. Create an electronic process to capture billing write-offs?
3. Invite insurance reps to visit and discuss issues with billing denials and processes.
  - o Work to determine which provider has the most billing denials.
4. Increase private insurance providers by 2, by June 30, 2025.

### Health Department

1. Expand P8's to factories and distilleries for flu shots from 0-5 by June 30, 2025
2. Work with KHDA and Babbage Firm to get local Kentucky Health Departments exempt (or clear the language created around it) from the compensating tax rate by May 2024.
3. Cross train FCHD staff from XX to XX (or a percentage of cross trained staff, or % of cross trained programs?)

### Expand Nurse Practitioner Services

1. Expand partnership with local schools to:
  - increase immunization rates and compliance
  - completion of school and sports physicals
2. Increase offerings of CDL physicals (by how much and when?)
  - Increase advertisement
  - offer at worksites?

### Grants

1. FCHD grant team will develop a process to capture in-kind grand dollars.
2. FCHD will work to increase receipt of direct federal grant dollars from 1 to 2 by June 30, 2024.
  - (Consider partnering with City grant writing firm)
3. Maintain the average of the past 5 fiscal years in grant funding.
4. Increase grant funding by 10% by June 30, 2025.
5. OPIOID ABATEMENT FUNDING --- FCHD will request \$300,000 from the State Opioid Abatement Settlement money? (Health education team and JSY team working on application or does the goal need to be receive some level of abatement funding?)

### LivingWell WebMD

1. Decrease cost of program supplies (by when and how much?)
  2. Increase number of screenings completed by KEHP members by 1000 screenings for FY 23.  
FY22 - 1,110  
FY23 - 1,245
1. **Goal NOT met, will extend to FY24**  
Coordinate and send machines with school nurse to the capture school staff by June 30, 2023.  
(Sent with Ashley to Hearn - Completed 32 screenings - expand to other schools in FY24)

### CPR

1. Train two new instructors to provide CPR trainings in the community, to FCHD and school staff. (COMPLETE what date? Vickie Cleaver and Ashley Kratzer trained for a total of 4 CPR instructor certified staff? or is it 6 with Julie and Judy??)
2. Increase the number of CPR classes offered from XX to XX by \_\_\_\_\_. (schools, childcare facilities, vulnerable populations)





**Public Health**  
Prevent. Promote. Protect.  
Franklin County Health Department

