

Franklin County Board of Health

Strategic Planning Retreat August 13, 2021



Agenda

- Current strategic plan
- Table of org
- WFD – compensation salary ranges
- Budget and information technology
- Agency recharge and reset
- DEI efforts
- Accreditation






Who We Are

One Goal: Franklin County Public Health will adopt **equity** as the foundation for conducting its daily work.

Our Vision: Franklin County Public Health leads our communities in achieving optimal health **for all**.

Our Values: We serve our communities, our organization, and each other with: Integrity, Accountability, Excellence, Respect and **Humility**.

Our Mission: Franklin County Public Health **improves the health** of our communities by preventing disease, promoting healthy living and protecting against public health threats through education, policies, programs and partnerships.



Franklin County
Public Health



2019 – 2021

STRATEGIC PLAN

SDH
Data
Policy
Funding

OBJECTIVE 1

By December 31, 2019, FCPH will increase its internal and external education and engagement regarding the social determinants of health.

CAFE QUESTIONS

What are our strengths regarding education and engagement on the SDoH? How can we increase education and engagement for the SDoH?

STRATEGIES

1. FCPH will develop descriptions of the public health connection with social determinants of health.
2. FCPH will examine how each village, township and city in its jurisdiction can impact the social determinates of health.
3. FCPH will develop a governance structure for a "health in all policies approach" through Health Works Franklin County.

OBJECTIVE 2

By December 31, 2020, FCPH will create and implement a coordinated public health information system.

CAFE QUESTIONS

What would a data-driven organization at FCPH look like? How do we become a data-driven organization? What resources do we need to become data-driven?

STRATEGIES

1. FCPH will invest in training, hardware and software needs as outlined in its most recent information technology assessment.
2. FCPH will increase its capabilities to identify, collect, analyze, store and share data internally and externally in real time.
3. FCPH will translate the health implications of identified trends and "hot spots."

OBJECTIVE 3

By December 31, 2020, FCPH will demonstrate equity is incorporated into its internal policies.

CAFE QUESTIONS

What will it look like to incorporate equity into all policies? How can you bring equity into the work you do?

STRATEGIES

1. FCPH will engage its internal committees to review existing and create new policies as appropriate.
2. FCPH will provide additional staff training about equity, cultural competency and diversity related to its programs and communities.
3. FCPH will implement new compensation administrative guidelines.

OBJECTIVE 4

By December 31, 2021, FCPH will increase its available resources through diverse funding streams.

CAFE QUESTIONS

What are some non-traditional funding sources? How can we access non-traditional resources?

STRATEGIES

1. FCPH will dedicate resources to identify and apply for grant funding.
2. FCPH will re-evaluate its current fee structure and contracts to ensure they are both equitable and competitively priced.
3. FCPH will explore non-traditional funding sources.

Table of Organization

Administration

- Policy
- Fiscal Specialist
- Communication Specialist
- HR Generalist

Prevention and Wellness

- New Grants Section

Environmental Health

- Sustainability EHS/EHSIT
- Water Quality EH Technician

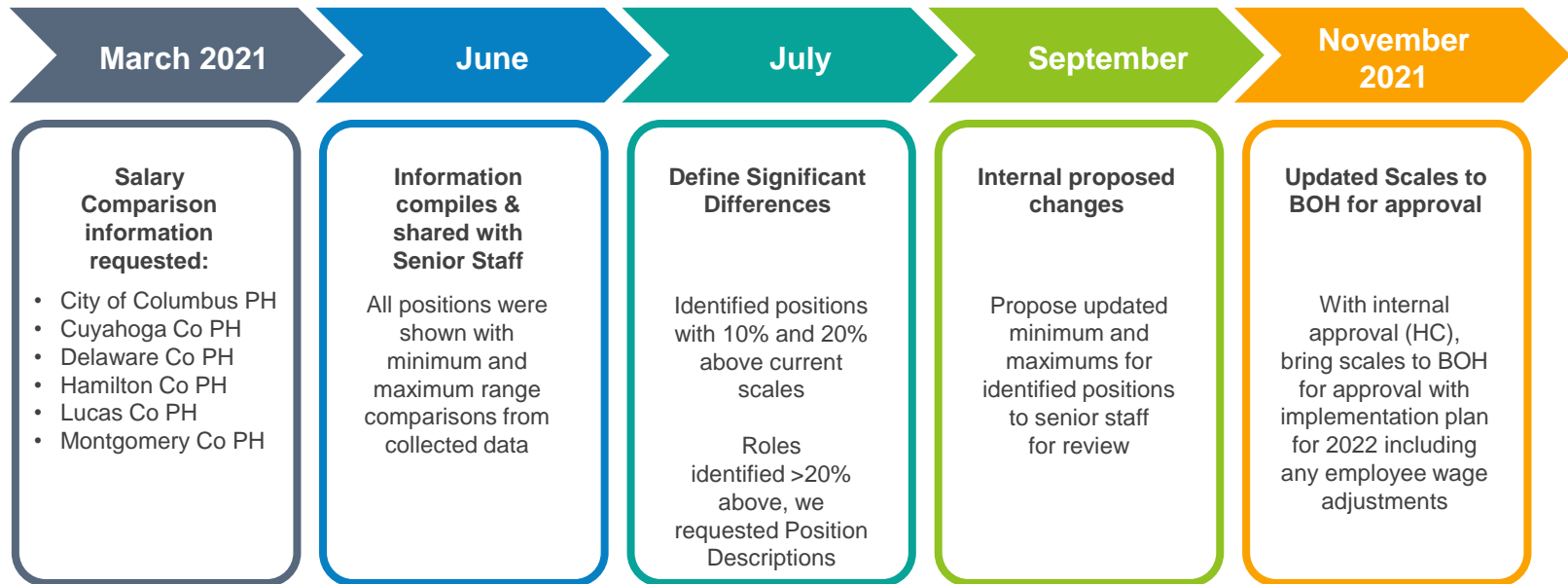
Health Systems and Planning

- New Epidemiology / Data Section
- New Addiction Services Section



Compensation Review Process

Following the FCPH Compensation Plan Maintenance, 'The pay structure should be reviewed annually or no less than every two years. With appropriate data, effected pay grade(s) will be adjusted.' The plan was approved by the BOH in 2018 for 2019 implementation.



'At a minimum of every five years, conduct a market study of all positions to gauge how the market has changed over the past few years.' FCPH will engage a contractor in 2022 for the full market study and update of compensation guidance to be implemented in 2023.

Finance and Business Operations

- 2022 Budget
- Information Technology



FCPH RECHARGE & RESET



ADMIN Division
July 23, 2021

Recharge & Reset Time

Reset for FCPH means changing for the following reasons:

- **Need for better work/life balance**
- Return from 'emergency response mode'
- Realign with agency goals and values
- Address culture concerns & how we treat each other head-on
- Provide mental health support and trainings
- More internal communication
- Start permanent remote work layout



Agency Culture

- **Culture** (Immediate start)
 - Address culture concerns & how we treat each other head-on
 - Staff to feel safe, understood part of the agency
 - Humility
 - Safe Space opportunities
 - Mental health support onsite
 - Michelle Crow-Yeats, LPCC-S (EAP)
 - Therese Lentz, RN, MSN (UHC)
 - Vickie Yowell, RN, BSN (UHC)
 - Virtual training and support
 - Multiple being scheduled
 - Starting a suggestion box
 - practical feedback on how to improve efficiency, process, QI, policy, etc.

Agency Changes

- **Staff Schedules (July)**
 - 40-hour workweek unless business need
 - Preapproved OT, Flex-time first
 - Take your breaks
 - Use your accrued time
 - Alternative schedule options updated
- **Permanent Remote policy**
 - **Start Sept. 7, 2021**
 - All positions defined for remote status
 - Supervisor will discuss with you directly about your position
 - Safety guidance will be provided
 - Employees will apply by **8/13** if interested
 - Survey to all staff by year end for feedback

Meeting Changes

- Restart minimums (August)
 - All Staff meetings – quarterly
 - Division meetings – 2x year
 - Section meetings – 1x month
 - 1:1 meetings
 - 2x month
 - Discuss annual goals (1x qtr)
- Structure (August)
 - End unnecessary meetings
 - Follow agenda, identify deliverables
 - Share agenda and notes on Employee Portal
 - Use and training of Microsoft Teams
 - Requests for projects/staff help to run through supervisor or director first, or be requested through jot forms for distribution

FCPH DEI Strategy & Priorities

- > May Marked One Year Since Declaring Racism a Public Health Crisis
- > Town Halls and Safe Spaces Conversations
- > DEI Top Priorities for 2021-2022
 - Internal Policies & Procedures
 - Diverse Staffing, Training & Contracting
 - Creating a Culturally Safe Agency
 - External Engagement

https://portal.myfcph.org/wp-content/uploads/Declaration_Racism-as-a-PH-Crisis_FINAL05122020.pdf

<https://www.apha.org/topics-and-issues/health-equity/racism-and-health/racism-declarations>

RPHC Priorities 2021-2022

Internal Policies & Practices

- Updating Employee Manual with Equity Lens
- Implementing Health & Equity in All Policies Policy
- Ensuring Equity Focused Programs for PHAB

Diverse Hiring, Training & Contracting

- Promoting Diverse Hiring Practices
- Equity/Cultural Humility Training for FCPH
- Contracting with BIPOC Owned Businesses

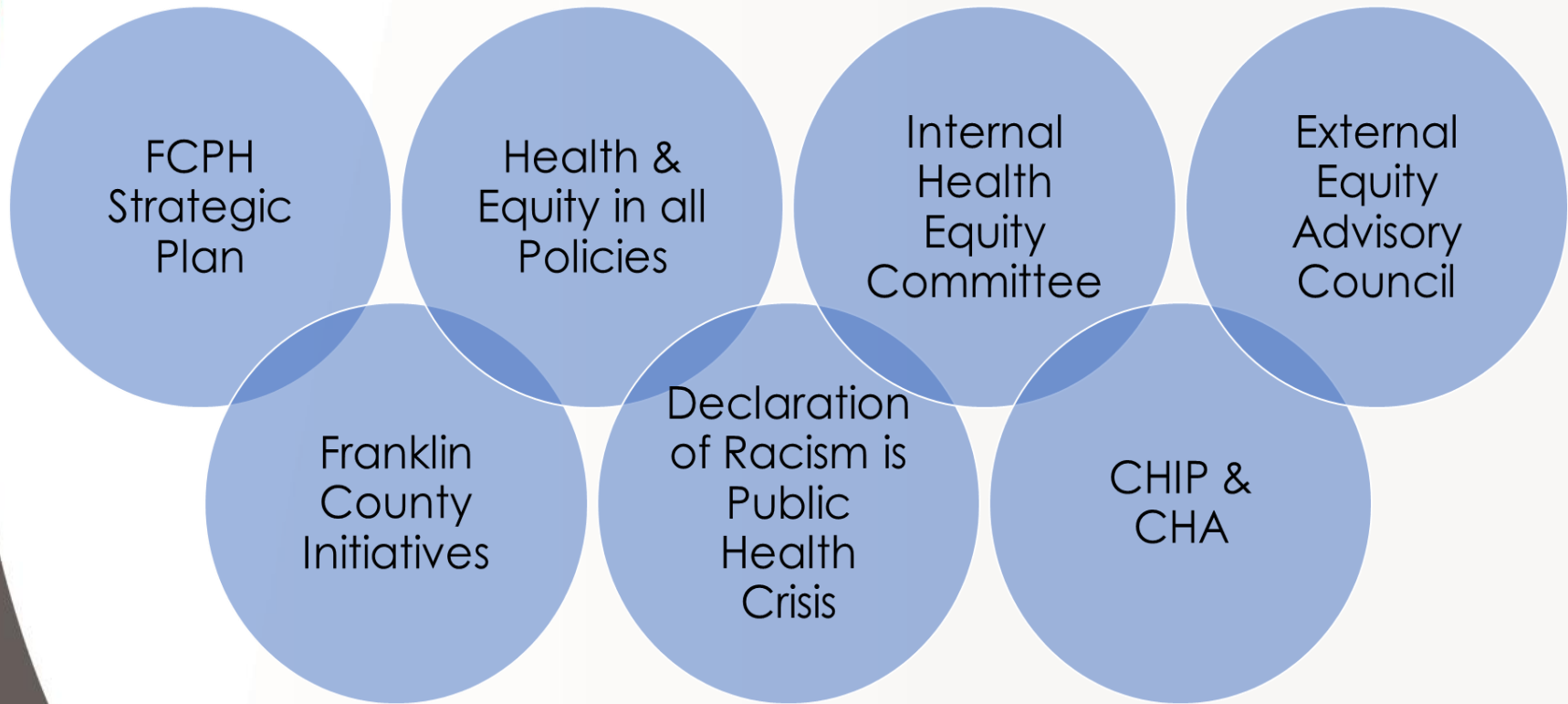
Creating Culturally Safe Agency

- Issuing Anti-Racist Agency-wide Statements
- Facilitating Monthly Conversations
- Convening All-Staff Town Halls

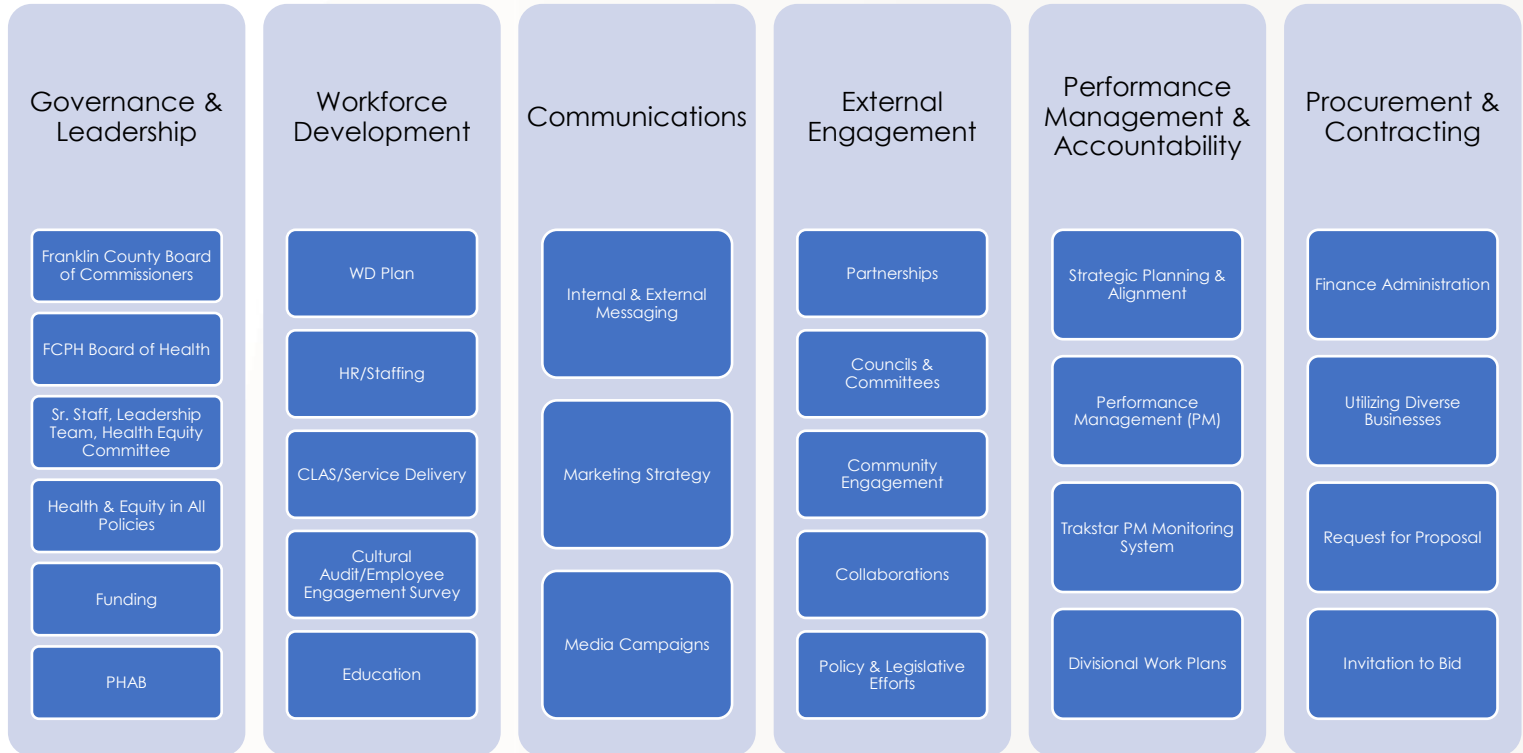
External Engagement

- Optimizing Equity Advisory Council
- Executing Covid-19 Response Equitably
- Supporting State and Local Anti-Racist Policies

Equity Alignment Model



Diversity, Equity & Inclusion (DEI) Areas of Influence



Collaborating in the Presence of Difference Training



PHAB Reaccreditation Update

The Public Health Accreditation Board approved our requested extension to March 31, 2022. As such, an updated timeline and plan has been created with the help of our Consultant, Susan Tilgner, and our Domain Leads. The following summarizes the current status of our documentation process.

This shows a reduction in pending drafts, and more work between staff and the contractor to update reports and materials to meet PHAB requirements.

