

Strategic Plan

The landscape of public health is changing. As Columbus Public Health continues its important work, it must also transform as a department to keep up and stay ahead. As part of its Strategic Plan, Columbus Public Health will expand the use of data to measure outcomes and impact, foster innovation, expand partnerships and engagement in the community, and invest in its workforce. Small steps can lead to big changes. That's the power of progress.

Mission

Protecting Health, Improving Lives

Vision

The Columbus community is protected from disease and other public health threats, and everyone is empowered to live healthier, safer lives. Columbus Public Health is the leader for identifying public health priorities and mobilizing resources and community partnerships to address them.

Values

- Innovation
- Customer Focus
- Accountability
- Research/Science Based
- Equity & Fairness

Agency

Strategic Priorities

- Workforce & Leadership
- Strategic Partnerships
- Foundational Infrastructure
- Data & Information Technology
- Flexible & Sustainable Funding

Community Health

Strategic Priorities

- Basic Needs - Social Determinants of Health
- Racial Equity
- Behavioral Health (Mental Health & Addiction)
- Maternal & Infant Health

Strategic Objectives	Key Performance Measures
CUSTOMER PERSPECTIVE	
C1: Improve quality and safety of service to our customers C2: Improve health promotion and prevention of diseases and injury to achieve healthy outcomes C3: Improve health equity	<ul style="list-style-type: none"> • Agency-wide external customer satisfaction score (C1) • Diversity of staff that reflects the population (C1) • % of key community health indicators trending in a positive direction (C2) • Disparity ratio of non-Hispanic black and non-Hispanic white infant mortality (C3) • Disparity ratio of non-Hispanic black and non-Hispanic white life expectancy (C3)
INTERNAL PROCESS PERSPECTIVE	
I1: Improve operational effectiveness and efficiency I2: Improve internal/external communication I3: Improve internal/external teamwork and community collaboration I4: Enhance practices to maintain PHAB accreditation	<ul style="list-style-type: none"> • Agency culture of quality score (I1, I4) • # of QI projects implemented annually (I1) • Satisfaction of communication between leadership and staff (I2) • Satisfaction of information shared across teams and work units (I2, I3) • Agency teamwork and collaboration score (I3) • Effectiveness rating of collaborations addressing CHIP priorities (I3) • # of PHAB domains with annual improvement initiative initiated (I4)
ORGANIZATIONAL CAPACITY PERSPECTIVE	
O1: Improve use of technology for service delivery and management O2: Improve safety and health of work environment O3: Attract, develop and maintain effective performers O4: Strengthen epi/data capacity	<ul style="list-style-type: none"> • # of manual/paper-based processes that are automated (O1) • % of IT plan objectives completed (O1) • % of incident reports with a plan of action within 30 days (O2) • % of staff who are somewhat or very satisfied with their job (O3) • Employee turnover rate (O3) • % employees trained for basic data use and/or QI champion capability (O4)
FINANCIAL STEWARDSHIP PERSPECTIVE	
F1: Effectively allocate resources based on priorities and results F2: Achieve financial stewardship and accountability F3: Diversify, grow and sustain funding sources	<ul style="list-style-type: none"> • % of total expenditures supporting foundational public health capabilities and services (F1) • # of materially significant financial audit findings (F2) • Ratio of clinical revenues received to collectible clinical revenues (F2, F3) • Ratio of grant funds to operating funds (F3) • % increase in the Public Health Fund (F3)

Strategic Plan Accomplishments & Future Actions

Recent Accomplishments

The list below highlights a few recent accomplishments that support this department-wide strategy.

- Established the Center for Public Health Innovation to centralize and strengthen equity-related efforts across the department and community.
 - Partnered with public safety to establish the Right Response program, providing mental health support to residents calling 911.
 - Initiated planning for renovations to 3rd and 4th floors of the main building to accommodate growth.
 - Expanded epi team to increase the internal data capacity.
 - Promoted 59 staff (22 into middle management or leadership positions) in 2021.
 - Passed resolution to update employee benefits within HACCP.
 - Provided \$1,000 COVID “hero pay” to all CPH staff.
 - Established new position focused on organizational development and culture.
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2022 Actions

Below is a list of cross cutting, department-wide actions planned for 2022 that support the strategic plan. The list is not all inclusive, nor does it reflect division and program specific actions that align with the department’s overall strategy.

- Conduct analysis of CPH organizational structure, classifications and pay to increase consistency and equity.
- Establish a standardized curriculum and mentoring/coaching program to grow the department’s managers & leaders.
- Implement expanded staff wellness initiatives.
- Improve internal communication and transfer of information.
- Establish pipeline/succession plan for key positions within the department.
- Expand academic health department activities.
- Establish coordinated community health improvement initiatives addressing racism and social determinants of health with hospitals, FCPH and other partners.
- Establish city-wide equity agenda.
- Establish department-wide policy priorities.
- Conduct Public Health WINS, Culture of Quality and Equity surveys with all staff and implement improvement initiatives based on results.
- Grow the Foundation for Columbus Public Health minimum balance as a future source of flexible, sustainable funding.