

Annual Strategic Plan Progress Report

For Fiscal Year 2014



Public Health
Prevent. Promote. Protect.
Preble County

Preble County Public Health

Eaton, Ohio

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Introduction

Public Health is a blanket of protection for all who live, work, and play in Preble County. The Preble County General Health District (PCGHD) through inspection, education, prevention and advocacy assures the food we eat, the water we drink and the environment we live in are not threatened by disease and that public health service is accessible to county residents.

In 2011 and 2012, the Preble County General Health District developed a Strategic Plan to define and determine the organization's role, priorities and direction over the next 3-5 years. This plan was designed to set forth the plans for addressing community health issues identified in the community health assessment and community health improvement process. This plan focused on all operations and outlines the program-specific strategies for improved community health in the areas of preventive care. The PCGHD Strategic Plan for 2012-2015 was adopted for submission at the May 2012 regular meeting of the Board of Health. The plan was last updated in April 2013.

Planning Process

The Preble County General Health District, doing business as Preble County Public Health, is governed by an elected Board of Health. The Board of Health, department staff, Health Commissioner, and Management Team collaborated to determine the focus areas outlined in the 2012-2015 Strategic Plan.

History of the 2012-2015 Strategic Plan

In 2011 formal public health standards were appearing in most grants being sought by PCGHD. The incentive to participate in voluntary accreditation became more evident. PCGHD was a part of the Ohio Voluntary Accreditation Team's (OVAT) Demonstration Project. PCGHD recognized that we are in the "business" of public health and that we must adapt to difficult economic times by reviewing our processes and minimizing our resource utilization while continuing to protect and improve health where needed.

In late 2011, the health district completed the online State Performance Standards Assessment from the Ohio Department of Health (ODH). These standards were consistent with the Public Health Accreditation Board (PHAB) standards and measures. By the end of the 2011, Preble County community leaders had convened to examine the data from the Community Health Assessment and implemented some of the identified strategies.

In 2012, the health district finished the Community Health Improvement Plan (CHIP). Health district staff received training in Performance Standards, QI Methods, Performance Measures and Reporting of Progress. Staff training on the 10 essential services of public health highlighted

the need to pursue accreditation. Throughout 2012, formal measurement components were associated with each division within the health district. The culmination of previous year's steps was this 2012-2015 the Strategic and Quality Improvement Plan. These efforts demonstrated that PCGHD had adopted a path to quality improvement and that incremental short-term successes will ensure long-term viability for public health in Preble County. After much work, the PCGHD Strategic Plan for 2012-2015 was finally adopted for submission at the May 2012 regular meeting of the Board of Health.

Review: 2012-2015 Mission, Vision, & Core Values

Mission

The mission of the Preble County General Health District is to promote and improve the health and well being of the people living and/or working in Preble County.

Vision

Our vision is to achieve the highest possible health and well being for Preble County residents and workers. We provide vital, cost-effective and culturally proficient health services that protect and promote people's health and support the creation of health environments and communities.

Prevent individuals from either developing or incurring disease or disability through education, early detection, or referral for service

Protect against health threats in air, food and water

Promote healthy behaviors

Reach out to vulnerable populations, linking or providing direct services

Mobilize community action through partnerships

Prepare for and respond to public health emergencies

Serve as a public health information resource

Core Values

Our core values reflect the Institute of Medicine's quality leading indicators:

Diversity

- Hiring practices to promote a workforce reflective of the community
- Recognition and appreciation of diversity of the community
- Equal and inclusive access to services and programs
- Services are population centered

Quality of Life

- Value broad range of quality education for the community
- Encourage delivery of quality and effective public health services
- Support of local community
- Promote effective economic development
- Support health promoting behaviors

Justice

- Encourage effective communication among all clients and community agencies
- Advocacy for clients
- Risk Reducing
- Vigilant

Teamwork

- Intra-governmental cooperation
- Inter-governmental cooperation
- Collaboration to achieve goals
- Civility and cooperation

Responsibility to the Public

- Fiscal solvency
- Transparency
- Responsiveness and Effectiveness
- Efficient and friendly delivery of services
- Ethical acts
- Critical proactive thinking

Method of Evaluation of Progress of the Strategic Plan

Evaluation of the Strategic Plan goes on throughout the year by individuals in each department and is overseen by the Health Commissioner, Director of Nursing, Director of Environmental Health, and the Physical Officer. Data is collected for various goals and is kept in the form of raw data or information on the Shared Drive of the PCPH network server. Two times a year, the PCPH Management Team and the Board of Health, will meet at a regularly schedule Board of Health meeting to discuss the progress as it is reported. Annually a progress report of goals and areas in need of improvement is created by the management team and presented by the Health Commissioner to the Board of Health. This report is also to be made available on the PCPH website (www.preblecountyhealth.org).

2014 Strategic Issue Analysis

Strategic Issue 1

Increase the Percentage of Preble County Residents Receiving Preventative Services

1.1 Goal: *Increase the number of people receiving immunizations in the County.*

Strategies:

- Identify partnerships with employers, schools, and other groups to provide immunizations on partner sites.
- Make immunizations available at community events, and increase messaging and offerings to stress the importance of immunizations.
- Assess the full scope of offerings to ensure that immunizations are available to residents across the County and to monitor vaccine utilization.
- Be cognizant of pending state financing and reimbursement changes regarding immunizations.

Summary of Progress:

The Preble County General Health District (PCPH) annually surveys local providers and pharmacies to determine access and availability of immunizations in the community. Approximately 66% of county physicians cannot provide immunizations due to the high cost and required storage requirements of vaccines. The PCPH bridges this gap by providing childhood and adult immunizations. To increase the number of residents receiving flu shots, the PCPH partners with local school districts to provide flu shots to staff on site. Future plans include partnering with local agencies that participate in the Preble County Wellness Program as well as other local businesses.

As part of community outreach, PCPH, with the Preble County Senior Center, offers flu shots at the annual Senior Health Fair. Additionally, information about vaccine preventable diseases and the effectiveness and safety of vaccines for all ages, is disseminated via Facebook, the PCPH website, health fairs, local libraries, grocery stores, and pharmacies to inform residents about the importance of getting vaccinated. The PCPH works closely with school nurses and day cares to assure children are up to date with immunizations.

The PCPH continues to monitor changes in state funded vaccine programs and has been proactive in credentialing with commercial insurance companies in order to offer all residents access to immunizations .

1.2 Goal: *Increase the number of people receiving preventative health screenings (mammograms, pap tests, sigmoidoscopy, colonoscopy)*

Strategies:

- Identify opportunities where insurers are providing incentives for preventive health screenings and communicate those opportunities to people who use those providers.
- Consider the possibility of using a mobile unit to provide mammograms.
- Identify funding opportunities to target populations that are underserved.

Summary of Progress:

PCPH promotes the importance of preventive health screenings through health education messages via Facebook, the PCPH website, the local newspaper and through health presentations to organizations, businesses and community groups.

PCPH secured Ohio Department of Health Reproductive Health and Wellness Program (RHWP) grant funding to provide reproductive health prevention and treatment services in 2012. These services are targeted to men and women of child bearing age who are underserved. The PCPH RHWP provides annual health screenings for women including PAP screening. Women needing mammography and who are uninsured are referred to the Ohio Department of Health Breast and Cervical Program regionally located in Montgomery County. In collaboration with Reid Hospital and Health and the Susan G. Komen Greater Cincinnati Affiliate, TriHealth Women's Health Van provided a free mammography screening event in the county, however these services are not able to be offered on a continuing basis.

PCPH, in collaboration with Job and Family Services, the Preble County Sheriff, the Preble County Engineer Office, and lead by the County Commissioner Office, participates on the county Wellness Committee. This committee has initiated a wellness program that offers incentives to employees covered under the county's health insurance plan who receive recommended annual health screenings. PCPH will continue to look for opportunities and partnerships to address the needs identified in CHA and strategies of the CHIP

1.3 Goal: *Increase the number of people (particularly youth) receiving regular dental care.*

Strategies:

- Establish a dentist in the County who accepts Medicaid.
- Identify promising practices from other counties where basic services are provided at community events or before school, such as free oral check-ups and eye exams.
- Identify resources to find a way to get additional dental care services to the County.
 - Work with the Ohio Department of Health to determine if school districts can access the mobile dental van.

- Partner with local school districts to access the mobile dental van.

Summary of Progress:

Access to dental care continues to be a need of Preble County residents particularly for those who are uninsured. There is currently one dental provider in the county accepting Medicaid. PCPH maintains a resource list of dental providers in surrounding counties that accept Medicaid and those who provide services for the uninsured. PCPH will continue to look for opportunities to work with local, regional and state partners to increase the availability of dental services in the county. Preble County Local organizations are still making strides to address the needs identified in the CHNA and CHIP.

Strategic Issue 2

Reduce the Teen Pregnancy Rate in Preble County

2.1 Goal: *Develop methods to educate youth about teen pregnancy, particularly in the transition age ranges (18-19)*

Strategies:

- Work with schools (including alternative schools) to provide information to students in health classes and other settings about teen pregnancy.
- Distribute teen (18-19 year old) pregnancy data widely in the community to counteract the belief that teen pregnancy is not a problem in the County.
- Form an education and information committee to target messaging that communicates to youth in their language.
- Determine the possibility of single gender health classes.
- Determine if health classes incorporate a reproductive life plan.
- Look at opportunities to coordinate the Reproductive Health grant with the Safe Dates program.
 - Consider partnerships with faith-based community.

Summary of Progress:

PCPH has partnered with Eaton Community Schools and Preble County TASC to present the evidence-based "STD Free Living for Teens" reproductive health education program each school year. This educational program increases awareness of health issues related to sexual behavior and consequences of lifestyle decisions. An Education and Information Committee has been formed to review reproductive health materials used as resources in community outreach and in education programs to assure information is accurate, culturally sensitive, and appropriate for each targeted age group. Committee members represent local schools, agencies working with teens, health providers, teens, RHWP clients and staff. Information regarding healthy life choices and pregnancy prevention are also posted on Facebook and the PCPH website.

Unfortunately, due staffing shortage and other limited resources, PCPH was unable to pursue a robust community outreach campaign. Plans to pursue outreach in the future are still an option.

Strategic Issue 3

Increase Awareness and Importance of Preventative Health Screenings Around the County

3.1 Goal: *Improve partnerships with community organizations to disseminate information.*

Strategies:

- Partner with the faith-based community to provide information and host events.
- Continue to foster partnerships with schools, which will better position the schools for grant opportunities.
- Work with providers, such as Molina, to identify funding opportunities for programs related to preventive health.
- Continue the work of the transportation task force to address the lack of access to health care services experienced by some people in the County.
- Collaborate with senior centers to promote healthy lifestyles.
- Continue to promote youth healthy lifestyles. One specific opportunity is to promote the YMCA leaders program.

Summary of Progress:

PCPH has been proactive in the use of social media to disseminate health information. PCPH website has been updated and restructured to be more user friendly and easier to navigate. The new format is compatible for viewing via cell phone.

Additionally, PCPH has staff available to speak to organizations and businesses on a multitude of health subjects. Staff have conducted presentations in partnership with the Senior Center, retired teacher organizations, and local businesses. PCPH is currently working with Caresource Managed Care to secure funding for our local car seat program and has partnered with Dayton Children's Hospital to provide the Cribs for Kids program. This program provides pack and play cribs to eligible families to assure that infants have a safe bed. Child Fatality Review data has indicated that 20% of deaths of infants in Preble County under age 1 year are due by unsafe sleep environments.

The PCPH participates in the Healthy Kids Safe Communities event, the Preble County Health Fair, the New Paris Health Fair, the Senior Health Fair, and the Bruce Elementary Open House to disseminate health information and promotion of healthy lifestyles.

3.2 Goal: Work with health care providers about stressing the importance of preventive screenings to their patients.

Strategies:

- Increase the number of providers sending reminder cards to patients about services.
- Post signs in physicians' offices discussing the importance of tests/immunizations.

Summary of Progress:

The PCPH has been providing technical assistance to physicians who provide immunizations to support their efforts in developing a recall and reminder system for children receiving immunizations. Staff has helped initiate the use of Ohio's Impact SIIIS Immunization Registry in physician practices to assist them in monitoring patient immunization status.

Strategic Issue 4

Reduce the Percentage of the Population of Overweight or Obese Individuals

Goal 1: *Increase the number of wellness programs in the County.*

Strategies:

- Build upon the wellness plans being developed by school districts to develop a template for wellness programs for organizations and businesses around the County.
 - Design family health programming as well as individually based programming.
 - Explore whether there are opportunities for partnerships with YMCA.
 - Communicate the economic value to businesses of promoting wellness.
- Implement community garden programs in schools to help instill the mindset of eating healthy among youth.
- Encourage employers to add features to their health care plans that motivate members to strive for optimal wellness. As one example, a major insurance company offers businesses health plans that reimburse members \$150 per year for fitness club fees, \$200 for approved smoking cessation programs, and \$200 for approved weight loss programs.
- Collaborate between organizations to develop Weight Watchers at Work programs.
- Work to develop "Biggest Loser" type programs, while including program components that help participants to maintain that ideal weight.

Summary of Progress:

PCPH, in collaboration with Job and Family Services, the Preble County Sherriff, the Preble County Engineer Office, and lead by the County Commissioner Office, participates on the

county Wellness Committee. This committee has initiated a wellness program that offers incentives to county employees covered under the Anthem Blue Cross Blue Shield health insurance plan who receive recommended annual health screenings. Additionally, the Wellness Committee is collaborating with the Preble County YMCA to offer discounted programs and is promoting the YMCA sponsored Preble County Health Fair to employees. The Wellness Committee has promoted smoking cessation programs and health education seminars on various health issues.

PCPH has also worked with local businesses to adopt a breast feeding friendly workplace policy to accommodate working mothers with infants. This type of policy allows women to remain productive in the workplace and supports the health of the infant.

Goal 4.2: *Increase opportunities for physical activity in the County, particularly during colder months.*

Strategies:

- Work with the schools to see if there could be designated times for senior citizens to use school gyms or other facilities to walk indoors.
 - Publicize opportunities provided by the schools in terms of opening buildings for walking programs.
 - Publicize opportunities provided by the schools in terms of opening buildings for walking programs.
 - Enhance partnerships with the YMCA to expand opportunities for physical activity in the County.
- Work with Wal-Mart and K-Mart to see if opportunities exist for indoor walking, using mall-walker programs as a model.
- Work with municipalities in the County to increase walking trail and walking track opportunities in the County.

Summary of Progress:

Due to staff shortages and other limitations in time, PCPH was not able to coordinate with local businesses, building and other locations to increase physical activity for certain populations. Reasons for this include lack of staff available to pursue agreements and other issues taking higher priority.

4.3 Goal: *Implement a social marketing campaign to educate parents and students about proper nutrition and exercise.*

Strategies:

- Identify and utilize the Youth Risk Behavior Survey (YRBS) results, adult Community Health Assessment results, and other existing data to develop appropriate material for the marketing campaign.
- Develop social marketing programs within the County to encourage healthy eating, diet and exercise.

Summary of Progress:

PCPH is providing the evidenced-based “Choose My Plate” nutrition education program in collaboration with Eaton Community Schools annually. This program is targeted to eight grade students and helps teach healthy eating habits as well as the importance of exercise. Surveys indicate that (96%) of students that participated in the program listed at least one new nutrition health goal for themselves due to what they learned. PCPH is also working with four local child care facilities through the Ohio Child Care Resource and Referral Association (OCCRRA) Ohio Healthy Projects (OHP) Program to increase nutrition education, access to healthy food choices, and physical activity. The overall goal of this program is to provide childcare facilities with practical strategies to establish environments and policies that promote healthy weight in children, using models focusing on Healthy Habits, (healthy eating/feeding, physical activity, and parent engagement); Healthy Meals (for facility cooks and administrators) and Healthy Policies (for facility administrators and program leadership).

PCPH continues to promote proper nutrition and exercise via Facebook, the PCPH website , through health fairs and speaking presentations. Topics presented have included, Fruits and Vegetables Matter, Men’s Health, Middle Age Women and Activity, Food Safety, My Plate Program, National Nutrition Month, Heart Disease Prevention. PCPH also offers the Women, Children and Infants (WIC) Program. This supplemental nutrition program provides health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

Strategic Issue 5

The Heath District Will Become Accredited Through the Public Health Accreditation Board (PHAB)

5.1 Goal: *Complete Pre-Application Process.*

Strategies:

- QI Coordinator completes the Accreditation Readiness Checklists to help determine if they are ready to begin the application process. The Checklists address eligibility, completion of prerequisites, internal processes, and initial preparation tasks.

- The Accreditation Coordinator and health department director complete PHAB Online Orientation. Health departments are encouraged to have several staff members participate in the Orientation, especially those in leadership positions and members of the governing entity
- The health department submits a Statement of Intent (SOI) to inform PHAB of the department's intention to apply for public health department accreditation. The SOI is non-binding and does not commit a health department to submit an application.

Summary of Progress:

This goal was completed in 2012.

5.2 Goal: *Complete Application for PHAB*

Strategies:

- Health District will submit application to PHAB. The application is an agreement that the applicant will abide by the current and future rules of PHAB's accreditation process to achieve and maintain accreditation status for the five year accreditation period.
- The PHAB-determined application fee must be submitted to PHAB at the time that the application is submitted.
- Accreditation Coordinators are required to participate in PHAB training before the health department can begin to submit documentation of conformity with the PHAB standards and measures.

Summary of Progress:

This goal was completed in 2013.

5.3 Goal: *Document Selection and Submission*

Strategies:

- Identify and upload documents that demonstrate the health department's conformity with the standards and measures. The documentation submitted by the health department is what the site visit team will review and use to determine the health department's conformity with the standards and measures.
- Applicants must submit their documentation to PHAB within 12 months of the date that PHAB provides access to the electronic system for submission of documentation.

Summary of Progress:

This goal was completed in 2013.

5.4 Goal: *Site Visit*

Strategies:

- Site visits will be conducted by a peer team of three to four PHAB trained site visitors. The visit serves several purposes: verify the accuracy of documentation submitted by the health department, seek answers to questions regarding conformity with the standards and measures, and provide opportunity for discussion and further explanation.
- Within two weeks following the site visit, the site visit team will develop a site visit report. The report will describe: (1) how conformity with each measure was demonstrated, or detail what was missing; (2) areas of excellence or unique promising practices; and (3) opportunities for improvement.

Summary of Progress:

This goal was completed in 2014.

5.5 Goal: *Accreditation Decision*

Strategies:

- The Accreditation Committee, appointed by the PHAB Board of Directors, will review and determine the accreditation status of applicant health departments. There are two accreditation status decision categories: “Accredited” (5 years) or “Not Accredited.” The Accreditation Committee will make accreditation decisions based on the site visit report, including the site visit team’s scores and descriptive information.

Summary of Progress:

In 2014 we were requested to submit an Action Plan that the health department will have one year to complete the stated objectives. Our Action Plan was accepted in January of 2015.

5.6 Goal: *Reports*

Strategies:

- Submit annual report. Annual reports will describe how the health department has addressed areas for improvement noted in the site visit report. Reports will also state that the health department continues to be in conformity with all the standards and measures of the version under which accreditation was received.

Summary of Progress:

Since we are not yet Accredited, we do not have an annual report due to PHAB.

5.7 Goal: *Reaccreditation*

Strategies:

- Accredited health departments are required to submit a new application in the reaccreditation process, and may be required to receive additional training. A health department applying for reaccreditation must participate in the entire accreditation process, including the application and site visit.

Summary of Progress:

Since we are not yet Accredited, we can not get reaccredited.

Strategic Issue 6

Engage in a Financial Planning Process for the Health District

6.1 Goal: *Select specific financial measures to monitor and report on annually as part of a fiscal management plan.*

Strategies:

- Improved financial reporting to stake holders to interpret the business of public health and provide assurances to stake holders on suitability and justification of expenditures.

Summary of Progress:

Monthly Revenue and Expenditure Reports are produced by the fiscal officer for each Board of Health meeting that clearly illustrate beginning balance, income, advances (in and out), expenditures, ending balances, previous years balances, year over year differentials, income estimates, year to date received revenue, year to date expenditures, and percentages expended to each funding source. These sources are all filed by grant or funding stream. These reports are public record and are available to the public, but are first accepted by the Board of Health each month at the Board of Health Meeting. Additionally, an itemized list of expenses is given to each Board of Health member on a monthly basis for approval. This ensures that all costs are accounted for and that Board members can know exactly where tax money is going.

6.2 Goal: *Establish reserves for infrastructure expenditures such as Information Technology needs and explore ways to put assign administrative costs to use restricted funds.*

Strategies:

- The inability for the health district to establish reserves fund has been a chronic plague to the success of moving health districts to autonomy (e.g. reliance on inside millage for funding). The health district must set realistic expectations of overhead expenditures based upon program ratios or set a limit the amount that can be used for future purchasing.

Summary of Progress:

PCPH was able to utilize extra funds towards Information Technology by receiving an unexpected about PHEP funding as well as the price of quality equipment coming down significantly. As IT products continue to drop in price for the consumer, they also drop for our use. We are able to use free web based services for many of our needs, which do not require significant IT backup and therefore leave funding available to help more individuals get modern IT infrastructure.

6.3 Goal: *Monitor key areas for underinvestment*

Strategies:

A 20% overhead cost is often appropriate for government organizations and non-profits. This number has not been established for health districts and an appropriate amount should be determined. Although it may be tempting to set an amount at the beginning of the strategic process, it should not be set without full consideration given to areas that may fall prey to underinvestment. These areas include:

- Limited or untrained staff for fiscal oversight
- Inexperienced management staff
- Limited investment in staff development and training
- Poor IT infrastructure-Identify infrastructure needs over time and plan accordingly
- Poor levy passage percentages
- Poor performance management

Summary of Progress:

Spreadsheets are kept that indicate where sources of funding are being appropriated. Due to lack of a levy replacement, we are at a disadvantage in funding for availability of expansion of services. More data is still needed to identify our appropriate overhead cost in light of new requirements from ODH and to maintain a level of quality of service. Also, comparative pay to

neighboring health departments and medical care facilities makes it difficult to get quality individuals for specialized positions. In FY 2014, we were not able to adequately address this discrepancy.

Strategic Issue 7

Assuring Core Public Health Functions

7.1 Goal: *Assure mandated and necessary services are provided including surveillance, communicable disease control, and public health education, enforcement of regulations, policy development, and disaster preparedness. Assure preventive services are provided including Screenings, Women Infant and Children, Prenatal Care, Well Child Care, Help Me Grow and Reproductive Health and Wellness.*

Strategies:

- Assessment
 - Monitor health status to identify community health problems
 - Diagnose and investigate health problems and health hazards in the community
 - Evaluate effectiveness, accessibility, and quality of personal and population-based health services
- Policy Development
 - Develop policies and plans that support individual and community health efforts
 - Enforce laws and regulations that protect health and ensure safety.
 - Research for new insights and innovative solutions to health problems
- Assurance
 - Link people to needed personal health services and assure the provision of health care when otherwise unavailable
 - Assure a competent public health and personal health care workforce
 - Inform, educate, and empower people about health issues
 - Mobilize community partnerships to identify and solve health problems

Summary of Progress:

In 2014, PCPH actively contributed to the betterment of Public Health Preble County by meeting and/or exceeding goals and objectives set by both internal and external commitments. By meeting ODH Grant Requirements, we meet the standard by which the state will continue to fund the health department for performing public health tasks such as food service inspection and adequate service in our reproductive health clinic. As issues like the Ebola outbreak occurred in late 2014, PCPH was actively involved in regional planning and response efforts.

Throughout the year, annual policy revision took place and new policy was introduced to better protect Public Health and to maintain a high level of service at PCPH. In particular, emergency

preparedness protocol was drastically updated to meet the demands of Public Health Emergency Preparedness Grant requirements. These included infectious disease and radioactive preparedness policy. Internal policy leading to reduced waste and higher efficiency was also conducted throughout FY 2014.

PCPH took significant steps improving our ability to assure core Public Health services were delivered to the people we serve. In particular, reaching milestones in social media outreach in both follower numbers, amount of people reached, and number of messages pushed out to the public rose dramatically from FY 13.

PCPH continued to work with various community groups including the Preble County Mental and Recovery Board, the Council on aging and Preble County Job and Family Services. We were able to link clients to further services they may need and other agencies were able to refer clients the health department for various needs.

Strategic Plan Availability

The current version of Preble County Public Health Strategic Plan is available on the PCPH webpage (www.preblecountyhealth.org) to solicit community input. Paper copies of the Strategic Plan will be available on site at the Health Department.

The Strategic Plan will undergo revision in 2015. After adoption of a new plan, it will be reviewed twice annually by the Management Team, department staff and the Preble County Board of Health in an effort to address the changing needs of the community and its citizens.



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