



## ACTION PLAN 2016-2019

The following strategic action plan outlines the goals and objectives for the association.

### FUNDING

<b>PURPOSE: Increase funding for LHDs &amp; AOHC.</b>					
<b>Goal 1: Increase funding for LHDs &amp; AOHC</b>	<b>Strategies</b>	<b>Responsible Party</b>	<b>Potential Partners</b>	<b>Target Date</b>	<b>Status</b>
<b>1.)</b> Increase subsidy funding for LHD's by at least \$2.00 per capita, to pay for unfunded mandated programs by 2019.	a. Engage legislators at State office and Director of Health	-AOHC Board -Public Health Future Committee	RWJF Universities OSU-PH Health Policy Inst. of Ohio	12/31/2019	Budget bill priorities have been established to include funding based on FPHS.
	b. Link outcomes to funding support	21C		3/31/19	Plan to focus on unfunded mandates
	c. Document & quantify Public Health services on per capita baseline data			12/31/2017	Costing tool pilot complete; AFR to be revised by 3/31/19
	d. Return on investment	RWJF-Terry Allen	ODH CCBH		unknown
<b>2.)</b> Ensure sustainable funding to support Accreditation efforts for LHD's at a minimum \$60,000.	a. Meet with ODH Director to establish a dedicated line item in the Ohio Budget 1. alignment, doubling of subsidy for accredited LHDs, 2. support for merging LHDs.	-AOHC Officers (Lead TBD)	ODH LHD's	12/31/2017	Budget included funds for planning, shared services, and double subsidy for accredited LHDs. ODH has proposed those lines of funding be reauthorized in 2019.
	b. Finalize immediate funding for supporting LHD's using ODH general revenue funds.	AOHC Lobbyist			See above
	c. Increase Tobacco tax, increase billing for Medicaid expansion, private payers.		American Cancer Society American Lung ODH LPHSC		Budget included a modest increase in tobacco tax, no designation for Public Health LPHSC has grown to 21 members.

<b>Goal 2. Increase AOHC overall support to LHD's</b>	<b>Strategies</b>	<b>Responsible Party</b>	<b>Potential Partners</b>	<b>Target Date</b>	<b>Status</b>
<b>3.)</b> AOHC directly compete for federal funding (act as fiscal agent).	a. Become 501C3 or establish one.	AOHC	LHD's Foundations Government Agencies	12/2017	OPHP is considering option for AOHC to use them as fiscal agent for AOHC initiatives where 501(c) 3 status is preferred.
	b. Fiscal Agent				Identified as budget priority
	c. Grant writing capacity				
	d. Grant identification				
<b>4.)</b> Restructure AOHC dues to assure financial stability into the future, given the loss of number of LHDs through merger, etc.	<p>a. Establish plan to assure continued financial stability of AOHC.</p> <p>b. Pursue dues options that would increase advocacy capacity.</p>	AOHC Finance Committee and board		<p>Spring Conference 2018</p> <p>Member approval Fall 2018</p>	Due to LHD investment in accreditation, subcommittee recommends revised target dates, as long as AOHC maintains a balanced budget on an annual basis. Various dues models were reviewed: straight per capita (no min or max), local revenue, total revenue, along with current revenue diversification. Since 2012, 25% increase in revenue, 12.5% increase in expenses.

## ADVOCACY

<b>PURPOSE: Advocate and support local public health in Ohio through AOHC</b>					
<b>GOAL #1: AOHC Policy Advocacy</b>	<b>Strategies</b>	<b>Responsible Party</b>	<b>Potential Partners</b>	<b>Target Date</b>	<b>Status</b>
<b>OBJECTIVES:</b> <b>1)</b> Develop legislative/policy priorities for AOHC to address in the coming year	a. AOHC Public Health Platform (Spring Conference members review/feedback; Fall Conference final document)	AOHC Board and Exec. Director	AOHC Lobbyist AOHC Board AOHC membership	September 2018	Platform reviewed and approved at September 2018 meeting.
	b. AOHC Public Health Priorities	Jason Orcena		January 31, 2019	Member Survey conducted in 2018. Priorities document to be redrafted for next GA based on those priorities.
<b>2)</b> Educate legislators on AOHC policy priorities and local public health.	a. 2a"Storm the legislature" April 25-26 2017	Beth and Aaron create document, pick date, get AOHC members with a goal of as many members and health commissioners as needed.	AOHC Board, AOHC staff, AOHC Lobbyist, Legislative Aides	Fall 2018	In Fall 2018, board approved strategy to conduct a marketing campaign in early 2019 to celebrate 100 years of local public health in Ohio, to coincide with introduction of state budget bill.
	b. Health District outreach by health district. Protocol adding the legislature to press releases locally (Immunization rates, accreditation) Template and quarterly by region. AOHC push out to members > members to push out to legislators. Consider better using the newsletters.	AOHC Exec. Director, staff, Lobbyist, and AOHC members	AOHC Public Affairs Committee & Board, Legislative aides	Set up quarterly – begin in 2017 & ongoing	Currently publishing bill positions on website – additional resource for members. Sending out legislative alerts as necessary. Twitter and Facebook templates are next step.

<b>3)</b> Ensure that all AOHC members are aware of the policy priorities for the current year	a. AOHC – update on NACCHO information to the Ohio Senators.	AOHC Exec. Director, staff and Lobbyist	AOHC Public Affairs Committee & Board, Legislative aides	Set up quarterly – begin in 2017 & ongoing	
	b. Develop a Legislature contact guide for AOHC members	AOHC Exec. Director, staff and Lobbyist	AOHC Public Affairs Committee & Board, Legislative aides	February 28, 2017 with routine revisions	Currently using online look-up feature
	c. Ensure that all AOHC members are aware of the policy priorities for the current year. Talking points for the members to talk with legislators (Aaron’s PowerPoint from Health Commissioner’s University) to a one pagers	AOHC Public Affairs Committee & Board, Exec. Director	AOHC Lobbyist	April 20, 2017, with routine revisions	See above

## WORKFORCE DEVELOPMENT

<b>PURPOSE: Offer training opportunities for all levels of employment at local health districts.</b>					
<b>STRATEGIC PRIORITIES Goals &amp; Objectives</b>	<b>Strategies</b>	<b>Responsible Party</b>	<b>Potential Partners</b>	<b>Target Date</b>	<b>Status</b>
1. The AOHC will provide resources to LHDs to assist in meeting training and workforce development standards for PHAB.	a. AOHC will develop an annual training calendar posted to AOHC website by March 30.	AOHC Workforce Development Committee, AOHC Meetings Assistant with chair of AOHC PH courses		March 30, 2018 and every year thereafter	Course descriptions for HCU, LEHDS, and NET were developed and published to the membership.
	b. AOHC will provide a list of reputable PH training resources from Ohio and other states to be available on the AOHC website and reviewed annually.	AOHC WFD	OPHA, OEHA, SOPHE	December 31, 2018	In progress
	c. Explore possibilities of providing PH training courses remotely or on-site as LHDs as requested.	WFD, AOHC Executive Director, AOHC board		March 30, 2019	

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2. The AOHC will develop a curriculum for each of the public health courses (NET, LEHDS, HCU) as prioritized by the AOHC Board.	a. Review each PH course and complete a course overview template to include course description, objective, PHAB requirements, and PH competencies.	AOHC Workforce Development Committee & AOHC Board, chairs, PH courses, Accreditation Learning Community		December 31, 2018	Leads of each offering are working together to compare content, integrate the offerings into a progressive approach.
3. The AOHC will continue with current trainings, to include: HCU, NET, Skillsoft, Legendary Service, and LEHDS with a minimum of one training per year on-going through 2021.	a. AOHC will review update the annual training plan to ensure that a continuous training schedule is mapped out through the year 2021 or beyond. Flexibility to add more training or address discrepancies will be included. b. The training subcommittee will review all attendee evaluations annually and make changes to curriculum to assure CQI. c. Annually all evaluations, curriculums, and recommended trainings will be presented to the AOHC board for approval.	WFD committee Training subcommittees	Columbus State	On-going through 2021	Presentations in 2018: HCU with 2 in person sessions and 2 webinars; 2 LEHDS, 2 New Employee Training, 2 Legendary Service.  Skillsoft contract renewed for second 3-year period, with the addition of IT option.

## SHARED SERVICES

<b>PURPOSE: Identify need and mechanisms of providing shared services for LHDs.</b>					
<b>Goal 1: Assess shared service needs of Local Public Health Departments.</b>	<b>Strategies</b>	<b>Responsible Party</b>	<b>Potential Partners</b>	<b>Target Date</b>	<b>Status</b>
<b>Objectives</b> 1. Conduct statewide assessment of perceived needs for sharing services.	Develop key informant study of program gaps in particular areas looking for commonalities. a) Human Resources b) PHAB c) Accounting d) Contracts/grants to provide services e) Information Technology services f) Purchased service savings. g) Etc.	AOHC Board and/or LPHSC Board	Colleges of Public Health in Ohio	8-1-2016 COMPLETE	21 C groups (shared services and small LHD) conducted survey; high level analysis of results completed. Groups are currently working with the Center for Shared Services at the University of Kansas to conduct a deeper analysis.
2. Develop process for ongoing identification of shared service needs as PH changes and evolves.		AOHC Board and/or LPHSC Board		ongoing	
3. Study feasibility of AOHC hiring a "Business Development Executive" with purpose of leading and building "Shared Services" product lines.	Fund through pursuit of foundation grants and/or AOHC equity seed money.	AOHC Board and/or LPHSC Board		6-30-2019	Part-time Operations Coordinator for LPHSC approved for 2018. ODH contract to conduct feasibility study on five different business lines, target date 6/30/19.

## MEMBER ENGAGEMENT

STRATEGIC PRIORITIES Goals & Objectives	Strategies	Responsible Party	Potential Partners	Target Date	Status
<b><i>Member Engagement</i></b>					
<b>Goal 1: Improve communication among membership</b>					
Objective 1.1 Gather information on communication needs by May 31, 2017	<ul style="list-style-type: none"> <li>• Develop a subcommittee to work on a survey</li> <li>• Conduct survey of membership on communication to determine need to expand modes of communication and member preferences</li> <li>• Review survey results and make recommendations to the AOHC Board on ways to improve communication</li> <li>• Incorporate approved recommended changes into AOHC procedures</li> </ul>	AOHC Member Engagement Subcommittee	AOHC Director, AOHC Support Staff, AOHC Members	June 2016	Completed
				March 2017	Completed
				May 2017	Completed
				December 2017	Completed

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Objective 1.2 Increase transparency among membership by December 31, 2019	<ul style="list-style-type: none"> <li>• Continue to disseminate Key Points out to membership following Public Affairs and Board Meetings</li> <li>• Semi-annually disseminate highlights on key accomplishments/ issues</li> <li>• Include the strategic plan and annual updates on the members only section of the AOHC website, include accomplishments in annual highlights</li> <li>• Provide direct links to minutes in the weekly newsletter</li> <li>• Provide AOHC Public Affairs and Board minutes in draft form on the members only section of the website</li> <li>• Develop a protocol on how and when member polling on key issues will be used</li> <li>• Reminders of ways to stay engaged.</li> </ul>	AOHC Member Engagement Subcommittee	AOHC Director, AOHC Support Staff, AOHC Members, District Directors	Ongoing  Ongoing  Dec. 31, 2017 and ongoing  July 1, 2017  July 1, 2017  July 31, 2017	Many of these activities have been initiated and will be ongoing.          Approved
Objective 1.3 Develop Messaging Techniques to improve Consistency of Communication among employees and members by December 31, 2019	Provide key talking points related to AOHC positions, white papers and key priorities and disseminate to all members	AOHC Board Members, Public Affairs Committee Members	AOHC Members, AOHC Director, AOHC Support Staff	Ongoing	
<b>Goal 2: Improve Marketing and Branding of AOHC as a strong state public health association</b>					
Objective 2.1 Promote Resources available to members through multiple marketing strategies and communication pathways by December 31, 2019.	Market association services to members and external stakeholders via emails, flyers, brochures, newsletters, testimonials, and announcements at spring and fall conferences	AOHC Director	LPHSC, Workforce Development Subcommittee	Ongoing	



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Objective 2.2 Promote Association accomplishments, actions, positions, current issues, and successes through multiple communication pathways by December 31, 2019.	Highlight successes and accomplishments and promote policy platform via: Newsletter Spring and fall conferences Website Social media Identify members who can work on a social media policy Develop plan or protocol for promoting bills from Public Affairs that are strongly supported or strongly opposed	AOHC Director	AOHC Board Members	Ongoing	
<b>Goal 3: Engage Membership</b>					
Objective 3.1 Engage new health commissioners to participate in one or more: the AOHC Board, Public Affairs, District Meetings, or Subcommittees	Develop fact sheet for all new health commissioners to make them aware of critical tasks and deadlines Have existing Public Affairs members personally invite new health commissioners to attend the Public Affairs meeting Develop packet to provide directly to new health commissioners: <ul style="list-style-type: none"> <li>• HCU flyer</li> <li>• Benefits to members</li> <li>• Bylaws</li> <li>• Copy of LHD contacts</li> <li>• Upcoming meetings</li> <li>• District directors</li> </ul> Establish mechanism for office staff to notify district directors of changes in HC/Administrators Evaluation of new health commissioner luncheon at Fall Conference to gain feedback and modify as needed. Will reach out to 2017 attendees.	Workforce Development Subcommittee  Public Affairs Members At Large Members		December 31, 2017  Ongoing	New HC luncheon held at Fall Conference for the fourth year.