



COLUMBUS PUBLIC HEALTH

Strategic Plan

2024-2027



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Protecting Health, Improving Lives.

The Columbus Public Health 2024-2027 Strategic Plan outlines high level strategy as well as specific objectives and measures to advance our mission of protecting health and improving lives. This plan helps align day-to-day activities with strategic direction, identify and implement cross-cutting initiatives that advance the mission, and provide a framework for decision making that consistently focuses on what is most important to the agency and community.

Mission: Protecting Health and 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

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Community Health Priorities

Four priorities were identified through a community health assessment. Indicators for each priority area were identified with specific indicators selected for focus of shared efforts. Those selected indicators are noted with an asterisk (*).

Racial Equity

Indicators:

- Economic and housing stability
- Quality health care, mental health and feelings of safety
- Maternal and infant health outcomes

Basic Needs

Indicators:

- Housing security*
- Neighborhood safety*
- Financial stability
- Food security
- Increased access to nutritious foods

Behavioral Health

Indicators:

- Decreased unintentional drug and alcohol deaths*
- Access to mental health care resources
- Screening for mental health issues
- Youth mental health supports

Maternal-Infant Health

Indicators:

- Infant mortality*
- Maternal pre-pregnancy health*



Agency Priorities & Perspectives

As an agency, we set priorities to guide our day to day work and help us make decisions that relate to our staff, partnerships and infrastructure.

Agency Priorities:

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

We created objectives and key performance indicators based on staff input, and grouped them using four different perspectives. Our objectives represent high-level internal goals that outline what the organization wants to achieve in the coming years, and the indicators describe the ways we'll track our progress. As we meet our internal objectives, it prepares us to be more effective in working towards achieving our community health priorities.

Perspectives for Objectives and Performance Indicators:

- Customer
- Internal Process
- Organizational Capacity
- Financial Stewardship



PERSPECTIVE: Customer

Objectives

C1. Improve access to services: Considering initiatives that increase access to services like expanded service hours, co-located services, mobile services, bus passes/vouchers, language services, and improved payment options.

C2. Advance Health Equity: Advance the ability of everyone to have a fair and just opportunity to attain their highest level of health by finding ways to integrate health equity into all programs, including staffing.

C3. Enhance the overall customer service experience: Make improvements to the overall customer experience (scheduling, signage, welcoming spaces, and safety issues) beginning with initial contact and extending throughout the entire visit. Customer feedback and community engagement are vital to this process.

C4. Improve external communication strategies to build knowledge and awareness of CPH programs: Improve how we communicate to our community and the people who need or desire to utilize our services.

Performance Indicators

- Number of clients linked to applying for insurance
- Number of clients linked to additional services
- Increase in the number of unique clients across calendar years/ over time
- Diversity of staff that reflects the Columbus Metropolitan Area
- Maintain leadership status for Healthcare Equality Index
- Percentage of documents created that are at 6th grade reading level
- Customer satisfaction score
- Increased response rate for customer satisfaction surveys
- Percentage of customer complaints responded to within three business days
- Percent increase of followers on any social media platforms that CPH utilizes

PERSPECTIVE:

Internal Processes

Objectives

I1. Improve cross-divisional collaboration: Encourage cross-divisional collaboration and projects within CPH to reduce silos and improve our impact in the community.

I2. Enhance internal communications to provide timely information and support quality services: Improve communication methods that will assure the efficient and consistent distribution of information both vertically and horizontally throughout the organization.

I3. Provide opportunities for staff input to support quality improvement (QI): Provide more opportunities for all staff to provide input into QI projects that directly impact their work.

I4. Invest in technology solutions to improve the staff and customer experience: Invest in technology solutions that make work easier for staff and save time and resources.

I5. Improve internal and external referral processes: Establish trackable methods for referring clients for services both internally and with external partners.

Performance Indicators

- Number of cross-divisional projects in progress or completed
- Number of leadership rounding sessions
- Percentage of “open rates” for all staff listserv communications
- NACCHO Quality Improvement Roadmap score
- Percentage of staff who feel undermined by non-experts compared to the national average (PH Wins Survey)
- Percentage of data accessibility across divisions
- Percent decrease in data discrepancies in critical applications
- Number of referrals made between programs
- Number of referrals made to outside agencies

PERSPECTIVE:

Organizational Capacity

Objectives

O1. Enhance recruitment and hiring processes: Improve all components within CPH's control involved in the recruiting and hiring process.

O2. Improve onboarding process: Improve the entire onboarding process so that the new employee is fully equipped to start their job.

O3. Improve training and career pathways to support ongoing growth and development: Develop certificate, fellowship and mentoring programs that create career pathways for staff.

O4. Improve staff retention: Identify ways to retain the staff at CPH through compensation, flexible work options, and other items identified through staff input and exit interviews.

O5. Expand well-being strategies to support the overall health and wellness of staff: Focus on initiatives that support the emotional and mental wellbeing of staff, including those that support a work-life balance.

O6. Enhance facilities and workspaces to improve areas for staff and customers: Improve the current facilities to enable staff to be more productive and better serve our customers.

Performance Indicators

- Percentage of vacancy offers made within 90 days of city approval
- Percentage of qualified candidates received

- Percentage of new employee trainings completed on time
- Satisfaction rate from new employee onboarding survey

- Percentage of staff attending professional development courses
- Percentage of staff attending leadership classes
- Percentage of internal promotions and transfers made for available positions

- <15% turnover rate
- Percentage of staff planning to leave in the next year compared to previous survey results (PH WINS Survey)
- Percentage of staff indicating satisfaction with their job, the organization, and pay compared to previous survey results (PH WINS Survey)
- Increased return rate for exit interviews initiated with staff

- Percentage of staff planning to leave due to burnout, stress and lack of flexibility compared to the national average (PH WINS Survey)
- Percentage of staff reporting very good or excellent mental health compared to the national average (PH WINS Survey)
- Percentage of staff who feel harassed or bullied compared to the national average (PH WINS Survey)

- Percentage of renovations completed
- Percentage of wayfinding projects completed



PERSPECTIVE:

Financial Stewardship

Objectives

F1. Strengthen billing processes and practices: Create and train staff regarding the standardized processes for billing that will bring about the best return.

F2. Enhance grant identification opportunities and application efforts: Create and implement a standardized process that guides staff in the identification, application, evaluation, and decision-making of the grant application process.

F3. Improve efficiency and effectiveness of the grant management process: Implement a standardized grant management process for all staff to ensure efficient and effective implementation of grant deliverables.

Performance Indicators

- Reduced claims rejection rate
- Number of billing submissions completed within timeframe of insurance companies
- Success rate of grants awarded to CPH
- Percentage of grants applied for that relate to the Community Health Priorities
- Percentage of funds spent by end of the grant period
- Percentage of grant deliverables completed on time

Questions about our strategic planning process?
Contact Columbus Public Health's Office of Planning and Quality Improvement at 614-645-5739 or LADietsch@columbus.gov.