Clermont County Public Health

Prevent. Promote. Protect.

STRATEGIC PLAN

2026 - 2029

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BACKGROUND

In March 2026, Clermont County Public Health (CCPH) launched a strategic planning process to strengthen its organizational foundation and define a clear path forward. Kane Learning facilitated the process, guiding the agency through a collaborative and inclusive approach that concluded in October 2026.

From the outset, the Health Commissioner was intentional about engaging staff throughout the process and ensuring employees had a meaningful voice in shaping CCPH's future. Prior to the strategic planning retreat, staff across the organization were invited to participate in a confidential survey to provide input on CCPH's purpose, future vision, values, strengths, opportunities, and areas for continued growth and improvement. Survey themes helped inform the strategic planning discussions and activities and are included in the Appendix of this plan. This broad participation helped ensure the resulting plan reflected the perspectives and experiences of those who carry out CCPH's mission every day.

On May 20, 2026, Kane Learning facilitated a full-day strategic planning retreat that brought together leaders, staff, and a member of the Board of Health. Building on insights gathered through the staff survey, participants engaged in facilitated discussions and activities focused on CCPH's current state, future direction, organizational strengths and challenges, and opportunities for improvement. A Strategic Planning Steering Committee, comprised of members of the leadership team, supported the process through preparation, review and refinement of recommendations, and advancement of action items throughout the planning process.

Through this work, the team refined CCPH's Mission and Vision to better reflect the department's purpose, aspirations, and commitment to the community. CCPH's Values were also updated to reflect the culture, behaviors, and principles the organization wants to be known for moving forward. Together, the Mission, Vision, and Values provide a clear foundation for how CCPH serves the community, works together, and approaches the future. The Board of Health provided input through a designated representative during the planning process. The entire board reviewed the staff recommendations and approved the plan to help ensure alignment with the organization's long-term direction.

Staff input, facilitated discussions, and a SWOT analysis were used to assess CCPH's internal strengths and challenges as well as external opportunities and threats. Through facilitated prioritization and refinement, participants considered these findings, organizational needs, future opportunities, and CCPH's capacity to identify the strategic priorities. The resulting priorities reflect key themes identified throughout the planning process, including communication and community awareness, workforce development and retention, and technology modernization.

The resulting strategic plan reflects the collective expertise, commitment, and vision of the CCPH team. It establishes organizational priorities, goals, success measures, and actions designed to support measurable progress and accountability. Grounded in prevention, collaboration, innovation, accessibility, and continuous improvement, the plan positions CCPH to respond to current public health needs while strengthening the organization for the future.

The following sections outline CCPH's Mission, Vision, Values, Strategic Priorities, Goals, Success Measures, and Actions. The plan is intended to serve as a living document that guides decision making, organizational focus, resource considerations, and ongoing improvement throughout the 2026-2029 planning period

OUR MISSION: *Why we exist … our purpose*

Protect Clermont County by promoting health and preventing disease.

OUR VISION: *What we aspire to be*

A healthy and thriving Clermont County.

OUR VALUES: *What we stand for; how we treat one another and members of our community*

VALUE	DEFINITION
Credibility	We earn trust through accountability, transparency, and evidence-based decision-making.
Service	We deliver accessible, compassionate, and high-quality programs and initiatives.
Collaboration	We work together across organizations, partnerships, and our community.
Equity	We recognize that people have different needs, and we work to meet them where they are.

STRATEGIC PRIORITIES

To focus our attention on what is most important, CCPH is committing to these three **Strategic Priorities:**



1) **Improve communication, awareness, and engagement across the organization and the community.**



2) **Strengthen the talent pipeline to recruit, develop, and retain a skilled and engaged team.**



3) **Optimize the use of technology to improve efficiency, accessibility, and service delivery.**

STRATEGIC PRIORITIES: MEASURES, GOALS, AND ACTIONS

Strategic Priority #1: Improve communication, awareness, and engagement across the organization and the community.

Success Measures:

- Increase social media reach and engagement.
    - Facebook followers to 12,000 by the end of 2028
    - Instagram followers to 300 by the end of 2028
    - Linked in connections to 300 by the end of 2028
    - Exceed engagement rate industry benchmarks for government social media
        - Facebook: 2.5% 2026 CCPH to date: 10.24%
        - Instagram: 3.5% 2026 CCPH to date: 1.26%
        - LinkedIn: 2.7% 2026 CCPH to date: 12.98%
- Participate in at least 90% of known community events and invited engagement opportunities.
- Publish organizational newsletter to staff monthly (12/year).
- Publish community newsletter quarterly (4/year).
- Increase utilization of online and virtual services over the life of the strategic plan.

Strategic Goals:

1.1 Public Awareness & Community Outreach

- Expand social media presence and engagement across platforms, with annual expansion.
- Survey community members and social media followers to better understand communication needs and interests by the end of Q1 2027.
- Share highlights, updates and impact through monthly communications by the end of 2026.
- Promote public health topics and services through targeted campaigns (e.g., food safety).
- Use priority population data to prioritize community events with exploration in year 1, define framework in year 2, and implementation in year 3.
- Ensure all staff members are aware of and can easily access the CCPH Marketing and Branding Plan with plan linked in newsletter by end of 2026.
- Educate the public on the availability and accessibility of virtual and digital services by the end of 2028.

1.2 Community Partnerships & Legislative Engagement

- Establish a plan for staff legislative communication and advocacy by the end of 2027.
- Participate in legislative and local government meetings.
- Improve and promote the Clermont Partnership for Health (CPH) webpage to increase awareness and feature the CPH in community/staff newsletters and social media at least annually.
- Educate staff on the benefit of paid volunteer leave to encourage volunteerism in support of Clermont County by the end of July 2027.

- Explore opportunities to distribute program information through additional partner agencies and providers by the end of 2028.

1.3 Accessible & Inclusive Communication

- Continue improving the accessibility of translation efforts across the agency (e.g., applications, software) by the end of 2027.
- Ensure field staff consistently utilize interpreter services technology and resources by the end of 2027.
- Assess the need for multilingual outreach and inspection materials; identify priority material for translation by Q4 2027.
- Translate and implement identified priority materials by Q2 2028.

1.4 Internal Communication & Organizational Awareness

- Increase the frequency of the Staff Newsletter to a monthly publication, including information such as legislative updates, Health Commissioner update, social media content summaries, IT Technology tips, etc.

Strategic Priority #2: Strengthen the talent pipeline to recruit, develop, and retain a skilled and engaged team.

Success Measures:

- Maintain annual turnover rates below industry benchmarks.
  - 2025: 24%
  - BLS data: Ohio turnover 30-35%
- Maintain engagement metric of "staff considering leaving within one year (not retirement)" below PHWINS average.
  - 2026: 13.7% CCPH; 18.4% Ohio; 21.4% National

Strategic Goals:

2.1 Professional Development & Career Growth

- Finalize Pathways to Promotion Plan to include career maps to strengthen staff Individual Development Plans (IDPs) by the end of Q2 2027.
- Evolve Workforce Development sessions (lunch and learn, knowledge bites, workshops, etc.) based on staff feedback, shifting from primarily presentation-based topics to more interactive, discussion-based sessions while considering the time required for staff to develop and facilitate sessions.
- Establish a Workforce Development (WFD) Subcommittee to identify and address workforce and leadership development needs, with the subcommittee established by December 2026.
  - Establish membership, roles, and meeting structure.
  - Analyze applicable data to identify recurring leadership competencies and development needs (Supervisor evaluations, internal staff feedback, etc.) to develop annual priority topics based on workforce needs.
  - Identify the top development themes and use findings to inform WFD priorities.
- Begin monthly WFD Subcommittee discussions in Q1 2027.
- Increase awareness and participation of professional development opportunities by the end of 2027.

2.2 Cross-Training & Succession Planning

- Peer learning opportunities:
  - Year 1: Standardize shadowing opportunities across divisions by developing a consistent process for identifying opportunities and creating division-level schedules based on staffing, availability, and workload; establish a centralized sign-up process and promote available opportunities through the staff newsletter.
  - Year 2: Implement the shadowing schedule and monitor participation to identify barriers and opportunities for improvement.
  - Year 3: Evaluate and refine the shadowing process based on participation and staff feedback and continue offering opportunities across divisions.
- Strengthen succession planning:

- Year 1: Introduce the updated Training Plan Workbook and provide guidance to divisions/programs on identifying critical responsibilities, backup needs, cross-training opportunities, and development needs.
- Year 2: Complete division/program Training Plans, communicate where completed plans are located, and establish a regular schedule for staff to practice identified backup responsibilities.
- Year 3: Review and update Training Plans annually and continue regular practice of backup responsibilities and cross-training opportunities based on identified needs.

2.3 Recruitment & Workforce Pipeline

- Identify at least two meaningful student projects or job observation opportunities within each division, connect students with appropriate staff subject-matter experts, and increase utilization of unpaid internship and job observation opportunities based on staff availability and workload. Timeline is division dependent and will be completed by the end of 2029.
- Share Clermont County Chamber of Commerce career engagement opportunities with staff to increase awareness and participation on professional development and career networking opportunities beginning Q4 2026.
- Participate in high school, college, and workforce development career events, beginning in Q4 2026.
    - Forward emails to staff and coordinate participation.

2.4 Compensation, Benefits & Retention

- Share survey-based compensation comparisons with the leadership team when available.
- Annually, refresh staff knowledge of organizational benefits by resharing recorded Lunch & Learns.
- Continue assessing strategies to improve employee retention and satisfaction, including PHWINS surveys, exit interviews, and stay interviews, with an annual assessment of PHWINS and an ongoing assessment through exit and stay interviews.

Strategic Priority #3: Optimize the use of technology to improve efficiency, accessibility, and service delivery.

Success Measures:

- Develop and implement AI-related policies and procedures.
- Establish a standardized electronic management structure.
- Establish a staff technology training program.

Strategic Goals:

3.1 Technology Governance & Digital Standards

- Create guidelines and training to support appropriate, effective AI use by staff by the end of Q2 2027.
- Incorporate technology and AI expectations into new hire onboarding by the end of 2027.
- Develop standardized document management by the end of Q4 2027.
    - Storage
    - Naming conventions
    - File organization
- Standardize organization of SOGs to increase awareness of existing tools with organizational structure defined by the end of Q1 2027.
- Complete standardization by the end of 2027, including the following action items:
    - Review and maintain SOGs to support consistency and learning
    - Use technology to update efficiently
    - Use recordings instead of written instructions when appropriate
    - Establish Microsoft Teams guidelines

3.2 Technology Infrastructure & System Support

- Improve communication and coordination between county agencies by the end of 2027.
    - Formalize a process to continue taking and publishing notes.
- Increase communication regarding technology updates, system changes, and support resources by the end of 2027.

3.3 Digital Services & Operational Efficiency

- Expand online application and payment capabilities by the end of 2028.
- Explore and implement virtual inspection program and related technologies by the end of 2027.

3.4 Staff Technology Training & Adoption

- Increase staff capability, proficiency, and adoption of technology tools, with ongoing actions completed by the end of 2028.
    - Establish a staff technology training program.
    - Identify Skillsoft technology courses to recommend to staff.

ALIGNMENT WITH OTHER ORGANIZATIONAL PLANS AND SYSTEMS

CCPH's Strategic Plan is intentionally connected to other organizational plans, priorities, and systems to strengthen alignment and reduce duplication of effort. Strategic priorities and measures are considered in relation to the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP), helping connect CCPH's internal organizational capacity with broader community health priorities.

The Strategic Plan also supports CCPH's Workforce Development efforts, particularly through Strategic Priority #2 and its focus on professional development, career growth, cross-training, succession planning, recruitment, and retention.

As appropriate, CCPH will use its Performance Management and Quality Improvement processes to monitor strategic plan measures, assess progress, identify barriers, and identify opportunities for continuous improvement.

STRATEGIC PLAN IMPLEMENTATION & MONITORING

CCPH will monitor implementation of the Strategic Plan throughout the 2026-2029 planning period to support accountability, transparency, and continued progress. Progress toward each Strategic Priority, Strategic Goal, Success Measure, and Action will be tracked through CCPH's strategic planning action plan and reviewed by leadership on a regular basis.

At least annually, CCPH will conduct a comprehensive review of progress across the full Strategic Plan. The review will consider progress toward established measures and targets, actions completed or underway, challenges or barriers affecting implementation, changing organizational or community needs, and adjustments that may be needed to timelines, measures, goals, or actions.

Progress and significant updates will be communicated to CCPH staff and the Board of Health to maintain awareness, encourage shared accountability, and provide opportunities for continued input. The Board of Health will receive regular updates on Strategic Plan implementation, and a representative will participate in the annual review of progress. Updates may be shared through leadership and staff meetings, written progress reports, presentations, newsletters, Board of Health updates, dashboards, or other appropriate communication methods.

CCPH will use information gathered through the monitoring process to inform future decisions and make appropriate adjustments to the plan. The Strategic Plan will remain a living document and may be refined as organizational priorities, resources, public health needs, technology, workforce considerations, or external conditions evolve. CCPH anticipates beginning development of its next three-year Strategic Plan in 2029.

APPENDIX

STRAGIC PLAN SURVEY THEMES April-May 2026

Purpose of CCPH

- Protect and promote the health, safety, and wellness of Clermont County residents
- Prevent disease, illness, and environmental hazards before they impact the community
- Serve as a trusted public health resource for education, guidance, and support
- Improve quality of life and overall community well-being
- Protect both human health and the environment through nursing and environmental services
- Educate the public on healthy lifestyles, prevention, and emergency preparedness
- Work collaboratively with community partners to support population health
- Ensure residents have access to resources, information, and services that keep the community safe and healthy
  Overall, staff members consistently described CCPH as both a protector and educator for the community.

What Excellence Looks Like at CCPH

- Being viewed as a trusted, respected, and reliable community resource
- Creating measurable improvements in public health outcomes and disease prevention
- Delivering timely, professional, and high-quality customer service
- Having knowledgeable, compassionate, and collaborative staff
- Building strong public trust and positive community relationships
- Operating efficiently while maintaining professionalism and integrity
- Supporting a healthy, informed, and thriving community
- Working together internally as a unified team aligned to the mission
  Additional themes included preparedness, adaptability during crises (like COVID-19), and balancing strong public health protections with respect for individuals and privacy.

How we want to treat each other and our community members

- Heard, listened to, and understood
- Respected, valued, and treated fairly
- Supported and cared for
- Safe and comfortable asking questions or sharing concerns
- Confident in CCPH's expertise and professionalism
- Welcomed and accepted regardless of background or situation
- Informed and clear about next steps or available resources
- Viewed as partners rather than obstacles or authority figures
  Emphasis on building trust-based relationships through empathy and collaboration

Strengths of CCPH

- Dedicated, knowledgeable, and caring staff
- Strong community partnerships and collaboration
- Wide variety of programs and services offered
- Community-focused mission and outreach efforts
- Strong culture of teamwork and support; adaptability and responsiveness during crises or change
- Commitment to customer service and professionalism
- Expertise in environmental health, nursing, and public health operations
  Staff members also highlighted efficiency, communication, transparency, and a history of excellence as organizational strengths.

Areas to Improve

- Improving communication and collaboration between departments
- Strengthening workforce retention, staffing, and succession planning
- Increasing employee compensation, advancement opportunities, and recognition
- Modernizing technology, systems, and online services
- Reducing potential for burnout and improving workload balance
- Expanding community awareness and education about CCPH services
- Strengthening workplace culture, teamwork, and consistency
  Additional themes included ongoing training, cross-training, technical skills, workflow efficiency, and public trust.

Potential Challenges over the next 5 years

- Funding uncertainty and budget constraints
- Workforce retention, retirements, and staffing shortages
- Maintaining public trust and combating misinformation about public health
- Political and legislative pressures impacting public health work
- Keeping pace with technology modernization and AI
- Managing growth in the county with limited staff/resources
- Preserving institutional knowledge as experienced staff retire
- Responding to emerging health threats, pandemics, and crises
  A major underlying concern was balancing increasing community needs with limited funding, staffing, and public support.

Strategic Plan Priorities – for Consideration

- Increasing awareness and accessibility of CCPH services
- Technology modernization and system integration
- Strengthening community trust, outreach, and visibility
- Improving communication internally and externally
- Continued focus on retention and succession planning
- Staff training, mentorship, and professional development
- Emergency preparedness and response capabilities
- Sustainable funding and operational efficiency
  Staff also emphasized quality improvement, organizational capacity, employee engagement, and preparing future leaders.

SWOT ANALYSIS as of May 2026
Following is a list of the Strengths, Weaknesses, Opportunities and Threats identified by the teams. Bold signifies CRITICAL issues facing CCPH as perceived by the teams.

STRENGTHS (internal) • Staff • Knowledge • Flexibility / Adaptability • Organization • Work/life Balance • Professional Development • Partnerships • Crosstrain • Staff Tenure • Supporting Each Other / Teamwork • Community Focus • Collaboration • Education • New Website	**WEAKNESSES** (internal) • **Succession Planning** • **Internal Communication (between units, divisions, branches)** • Communication process framework • **Document Management** • **Staff Turnover / Burnout** • Lack of Advancement Opportunities Internally • **Awareness of Services and Programs** • **Outdated Technology** • **Technology Skills & Knowledge** • Separate Buildings • Compensation (increases / bonuses) • Cost Methodology Formula • Social Media • **Capitalize on Efficiencies / Decrease Redundancy**
OPPORTUNITIES (external) • **Community / Program Outreach** • **Providing Remote/Virtual Services** • Legislation Outreach • Cottage Food Law / Income • Providing Remote Services • Online Service / Payments • Community Development • **Population Growth** • Community Needs • CHA / CHIP Software • State Collaboration • Consider External Advancement (other agencies, HD) • **AI** • **Enhance Public Trust**	**THREATS** (external) • Government Legislation • Government Confusion / Disorganization • Political Climate • **Funding (reliance on grants)** • Septic Bill • Vital Statistics Upgrade • **Population Growth** • Emerging Diseases/Threats (new viruses) • State Agency Accountability (e.g., payments) • AI • Cybersecurity • Transportation Access