



# ACTION PLAN 2023-2025

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

## Strategic Priority 1: 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 June 2023.	a. Engage legislators at State office and Director of Health	-AOHC Board -Public Affairs Committee	State Association partners, RWJF Universities OSU-PH Health Policy Inst. of Ohio	6/30/23	
	b. Link outcomes to funding support	21C workgroup, annual reports		mid 2023 for 2020 data, December 2023	
	c. Document & quantify Public Health services on per capita baseline data			as above	
	d. Return on investment	AOHC Board	ODH	End of state FY 2024	
<b>2.)</b> Ensure sustainable funding to support Accreditation efforts for LHDs at a minimum \$60,000 per LHD.	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	End of state FY 2025	
	b.				
	c.				

<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>
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Goal 2. Increase AOHC overall support to LHD's	Strategies	Responsible Party	Potential Partners	Target Date	Status
3.) AOHC directly compete for federal funding (act as fiscal agent).	a. Become 501C3 or establish one.	AOHC	LHDs Foundations Government Agencies	As needed	
	b. Advocate to federal agencies for state associations to be Fiscal Agents for federal grants	AOHC Board	NACCHO, other SACCHOs	Ongoing	
	<del>c. Grant writing capacity</del>				
	<del>d. Grant identification</del>				

## Strategic Priority 2: **ADVOCACY**

<b>PURPOSE: Advocate and support local public health in Ohio through AOHC</b>					
<b>GOAL 2: 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 or Legislative Priorities for upcoming legislative biennium	AOHC Board and Exec. Director	AOHC Lobbyist AOHC Board AOHC membership	Fall of even years	
<b>2)</b> Educate legislators on AOHC policy priorities and local public health.	a. Develop Action Framework based on national work	Fighting for Public Health Workgroup	Other PH Associations, supportive local partners	Mid 2023	
	b. Health District outreach by health district for key legislators	Fighting for Public Health Workgroup AOHC Exec. Director, staff, Lobbyist, and AOHC members		ASAP	
<b>3)</b> Ensure that all AOHC members are aware of the policy priorities for the current year	a. Provide legislative update on all member calls.	AOHC Exec. Director, staff and Lobbyist	AOHC Public Affairs Committee & Board, Legislative aides	Monthly	
	b. Develop an Advocacy toolkit for AOHC members	Fighting for Public Health Workgroup, AOHC Exec. Director, staff and Lobbyist	AOHC Public Affairs Committee & Board, Legislative aides	to be determined	
	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 Commissioners University) to a one pager	Fighting for Public Health Workgroup, AOHC Public Affairs Committee & Board, Exec. Director	AOHC Lobbyist	TBD	

### Strategic Priority 3: 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. Implement workforce development initiatives as outlined in the CDC/ODH workforce development grant.	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	State PH Associations, academic partners	June 2025	Ongoing
	a. Explore possibilities of providing Education in conjunction with academic institutions	AOHC Executive Director, AOHC board	OPHA, university partners		
2.	a.				
3. The AOHC will continue to present current trainings, to include: HCU, NET, Skillsoft, Legendary Service, and LEHDS, Finance with a minimum of one training per year on-going through 2025.	<p>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.</p> <p>b. The training subcommittee will review all attendee evaluations annually and make changes to curriculum to assure CQI.</p> <p>c. Annually all evaluations, curriculums, and recommended trainings will be presented to the AOHC board for approval.</p>	WFD committee Training subcommittees	Columbus State	On-going through 2025	Add verbal judo

## Strategic Priority 4: 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. Pursue opportunities for sharing services.	Develop key informant study of program gaps in particular areas looking for commonalities. <ul style="list-style-type: none"> <li>a) Human Resources</li> <li>b) PHAB accreditation</li> <li>c) Accounting</li> <li>d) Contracts/grants to provide services.</li> <li>e) Information Technology services</li> <li>f) Purchased services savings.</li> <li>g) Medical Director services</li> <li>h) Plumbing</li> <li>i) Emergency preparedness</li> <li>j) Remote work environment, intermittent workers</li> <li>k)</li> </ul>	AOHC Board and/or LPHSC Board	Colleges of Public Health in Ohio		
2. Develop process for ongoing identification of shared service needs as PH changes and evolves.	Act on findings of 2019 feasibility study	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			

## Strategic Priority 5: ENGAGEMENT

STRATEGIC PRIORITIES Goals & Objectives	Strategies	Responsible Party	Potential Partners	Target Date	Status
<i>Member Engagement</i>					
<b>Goal 1: Improve communication among membership and stakeholders</b>					
Objective 1.1 Implement the communications plan	<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 communications plan</li> </ul>	AOHC Communication Subcommittee	AOHC Director, AOHC Support Staff, AOHC Members  OU comms:  Rebecca Crawford	years as in the communication plan	

STRATEGIC PRIORITIES Goals & Objectives	Strategies	Responsible Party	Potential Partners	Target Date	Status
<p>Objective 1.2a Increase information sharing among membership</p> <p>3 Increase information sharing with other stakeholders</p> <p>Website – public information, consistent presence on social media platforms,</p> <ul style="list-style-type: none"> <li>• Semi-annually disseminate highlights on key accomplishments/ issues</li> <li>• Ask public how they view their LHDs, collect this information from our members and stakeholders.</li> </ul>	<p>Members</p> <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, all Member calls 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> <li>• Weekly -&gt; monthly All Member calls, ODH Leadership calls</li> </ul>	<p>AOHC Member Engagement Subcommittee</p>	<p>AOHC Director, AOHC Support Staff, AOHC Members, District Directors</p>		<p>Many of these activities have been initiated and will be ongoing.</p>
	<p>Provide key talking points related to AOHC positions, white papers and key priorities and disseminate to all members</p>	<p>AOHC Board Members, Public Affairs Committee Members</p>	<p>AOHC Members, AOHC Director, AOHC Support Staff</p>	<p>Ongoing</p>	
<p><b>Goal 2: Improve Marketing and Branding of AOHC as a strong state public health association</b></p>					

<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>
<p>Objective 2.1 Promote Resources available to members through multiple marketing strategies and communication pathways</p>	<p>Increase AOHC Capacity for this area of work, hire communications coordinator vs. marketing person – review job description at next meeting</p> <p>Leverage local PIO experience and expertise – work together, PIO workgroup, through existing BTeam structure?</p> <p>Market association services to members and external stakeholders via emails, flyers, brochures, newsletters, testimonials, and announcements at spring and fall conferences, attendance and participation in key outside events</p>	<p>AOHC Director/Communications staff person</p>	<p>LPHSC, Workforce Development Subcommittee</p>	<p>Ongoing</p>	
<p>Objective 2.2 Promote Association accomplishments, actions, positions, current issues, and successes through multiple communication pathways</p>	<p>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</p> <p>Utilize existing resources at the national level – DE Beaumont, Resolve to Save Lives, Public Health Communication Collaborative</p> <p>Issue Annual report</p>	<p>AOHC Director</p>	<p>AOHC Board Members</p>	<p>Ongoing Spring 2024</p>	
<p><b>Goal 3: Engage Membership</b></p>					



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<p>Objective 3.1 Develop public health champions, strong coalitions of stakeholder groups presence at statewide conferences</p>	<p>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  Engagement with policy makers Local community leaders</p>	<p>Public Affairs, Fighting for Public Health Workgroup Members At Large Members</p>		<p>Ongoing</p>	