

2021 Strategic Plan

Springdale City Health Department



The
Springdale
Health Department

Preventing, Promoting and Protecting



Introduction

The City of Springdale is located in Hamilton County, Ohio roughly 20 miles Northwest of Cincinnati. Springdale is bordered by the cities of Forest Park, Sharonville, Fairfield, and the Village of Glendale. Springdale consistently ranks as one of the three most diverse cities in Ohio, covers a geographic area of 4.97 square miles, and has a population of 11,217.ⁱ

History

Springdale (originally named Springfield) began as a post-revolutionary war settlement along the Miami Trace (current Springfield Pike). Early farms were established in the late 1790's. On August 23, 1806, John Baldwin platted the land. Early structures included a Presbyterian Meeting House (1801), the Brownson Hotel (1805), Old Saint Mary's Presbyterian Cemetery (1801), and Turner's Tavern. By 1816, historical documents noted Springdale as an economically thriving village with an artisan center and a strong sense of community. Post-Civil War, Springdale residents migrated to Cincinnati's industrial centers; Springdale experienced a decline in population from 1870-1900.

The decline in population was halted by a new method of transportation and easier access to jobs outside of Springdale. In 1901, the Millcreek Line opened, offering hourly trips to Cincinnati on its streetcars. The streetcars were reasonably priced, and allowed people to work in neighboring factories then return to their homes in Springdale safely and in less than an hour. Once Springfield Pike was paved in 1917, public buses became more common, and replaced the street cars within a decade.ⁱⁱ After the Second World War, Springdale became known as a retail center. The region's first indoor shopping center, Tri County Mall, was opened on September 26, 1960; the quantity of cars soon overwhelmed Springdale's streets.

Springdale Health Department 2021 Strategic Plan

Government

Springdale was incorporated into a village in 1959 and elected its first village officers on May 3, 1960. Springdale became a city in February, 1971. Springdale adopted a charter form of government and is managed by a City Administrator, appointed by the Springdale Mayor. The City of Springdale's electoral process is non-partisan. The City of Springdale's Charter specifies that the Mayor is Springdale's senior elected official and the chief executive of the city. Additionally, Springdale residents elect a Clerk of Council/Finance Director, and seven City Council Members. The City Council Members appoint a President of Council to preside at council meetings.

Diversity

Springdale is consistently ranked as one of the three most diverse cities in Ohio. To better understand Springdale's diversity, consider Springdale demographic data from the U.S. Census Bureau.ⁱⁱⁱ

Race	1980	2019	Lifespan	Poverty
Caucasian	68.4%	53%	84.3 years	16.4%
African American	25.6%	37%	71 years	10.6%
Hispanic	3.6%	16.6%	----	61.3%
Multiracial	unavailable	1.3%	----	0.0%
Asian	2.4%	2.9%	-----	0.0%

The data outlines the demographic shift that has occurred in Springdale over the last four decades. Springdale's Caucasian population decreased by 22.5%, increased in age, and remained

Springdale Health Department 2021 Strategic Plan

the wealthiest demographic with the longest lifespan. Springdale's African American population increased by 44.5%. The Springdale African American population holds both age and socio-economic diversity, but preventable diseases impact quality of life in this group. The average age of death among the African American Springdale residents fluctuated between 67-75 years in the five years from 2015-2020. African Americans in Springdale were much more negatively impacted by epidemics (2018 influenza) and pandemics (2020 COVID) than their Caucasian counterparts. Springdale's Hispanic population increased by over 360% from 1980-2016 and is widely believed to be under-reported in the U.S. Census data. Because the Springdale Latinx population is relatively young, death data is often unreliable. The Latinx population clearly faces health challenges associated with poverty, lack of access to healthcare, health literacy, preventable disease, and multiple other social/structural barriers.

Cumulative Covid-19 Cases by Race/Ethnicity as of 8/22/2021	
African American, Non-Hispanic	341
Caucasian, Non-Hispanic	309
Refused/Unknown	221
Hispanic/Latinx	172
Multiracial/Other, Non-Hispanic	64
Asian/Pacific Islanders	28

Springdale Board of Health

The Springdale Board of Health consists of five members. Each Board of Health member is appointed by the Springdale Mayor to a two year terms and confirmed by the Springdale City Council. The current Springdale Board of Health Members are Rita Hart, Dr. Kevin Ketring, Mr. Jim Squires, Mr. Scott Garrison, and Mrs. Carol Quinlan-Hall. Springdale Mayor Doyle H. Webster serves at the Board of Health President, Health Commissioner Matt Clayton serves as

Springdale Health Department 2021 Strategic Plan

the Board of Health Secretary, and Dr. Barry Webb serves as the Medical Director. Springdale City Council Member Holly Emerson serves at the Council Representative to the Springdale Board of Health.

Springdale Board of Health Meetings are held monthly at the Springdale Municipal Buildings and are open to the public. The Springdale Board of Health provides guidance and decisions on policies. At each meeting, the Springdale Health Commissioner and the Springdale Director of Nursing provide a report to the Springdale Board of Health Members regarding the activities of the Springdale Health Department.

Key Issues

There are multiple key public health issues in the City of Springdale. Recently, the Covid pandemic demonstrated the importance of the Springdale Health Department's capability to respond to a public health emergency. Additionally, Springdale Health's ability to address preventable disease and reducing communicable disease is key to our positive impact on the quality of life of our residents.

Mission Statement

The Mission of the Springdale Health Department is to promote the health and safety of the Springdale community through health education, wellness, disease prevention, and emergency preparedness.

Vision Statement

The Springdale Health Department is focused on the needs of our stakeholders to promote health and wellness in the community. Springdale Health serves as a strong regional public health

Springdale Health Department 2021 Strategic Plan

advocate and a liaison for our constituents.

Tagline

The Springdale Health Department - promoting health and wellness in our community.

Core Values

The Springdale Health Department will remain steadfast in its dedication to meet the public health needs of the Springdale community.

The Springdale Health Department will consistently strive to most effectively use our resources to best serve the public health needs of the Springdale community.

The Springdale Health Department will focus on service that is transparent, effective, efficient, and based on the public health needs of the community.

The Springdale Health Department will build core relationships with community partners and stakeholders to best serve the public health needs of the community. The concepts applied shall be consistent with the NACCHO Mobilization for Action through Planning and Partnership process.

Stakeholder Analysis

The Springdale stakeholders include our constituents, businesses located in the City of Springdale, the appointed and elected officials of the City of Springdale, the faith based community, the non-profit community, healthcare providers, the Springdale Board of Health, the Princeton City School District, other City of Springdale Departments and staff, and other organizations focused on improving community health and quality of life in Springdale.

**Springdale Health Department
2021 Strategic Plan**

Appendix 1 contains a list of the Springdale Health Department's community partners.

The expectations of the Springdale stakeholders include info-metric/data driven community health programs that are effective and targeted. Our stakeholders also demand a high level of responsiveness to the community health needs, as well as frequent and accurate health communication through a variety of media. Springdale Health shall continue to work effectively with the appointed and elected officials of the City of Springdale, our constituents, and our community partners to improve community health and positively impact quality of life in Springdale.

Springdale Health Department 2021 Strategic Plan

SWOT

Analysis

Methodology

Springdale Health began the SWOT analysis by analyzing epidemiological data for the City of Springdale, surveying the Springdale constituency through a Google survey, and considering health and economic data for the community. A tentative list of strengths, weaknesses, opportunities, and threats were created from this data. The SWOT list was rated by the Springdale Board of Health (BOH) at the May 14, 2021 meeting. Board members used a Likert scale to rate each strength, weakness, opportunity, and threat. Based on the feedback of the BOH, the SWOT was reordered, with the most valued presented first. Accordingly, several strengths, weaknesses, opportunities, and threats that were not highly rated by the Springdale Board of Health were removed from the 2021 Strategic Plan. From the Springdale Board of Health feedback, the strategic priorities were determined. Follow up communications with the Springdale Board of Health members regarding the Springdale Health Strategic Plan and the Strategic Priorities were conducted by email in June 2021. The Strategic Plan appendices, including the action plan for Implementation of the Strategic Priorities (Appendix 3) were developed through this process. The final Strategic Plan for the Springdale Health Department was provided to the Springdale Board of Health Members electronically by email and in person at the September, 2021, Springdale Board of Health Meeting.

SWOT Analysis

Springdale Health Department 2021 Strategic Plan

Strengths

The Springdale Health Department has strong support from the elected and appointed officials of the City of Springdale, the constituents, stakeholders, and community partners. The City of Springdale is in a strong and stable fiscal status.

The Springdale Health Department offers a variety of services geared towards improving health and wellness. Those include free vaccinations for school aged children who are uninsured or underinsured and free home visits for the elderly who are homebound.

The support of the City of Springdale has led to competitive pay and benefits. As a result, the Springdale Health Department has a strong workforce development program. The Springdale Health Department is able to recruit highly trained staff and to continue their career development. For example, the City of Springdale provides tuition reimbursement for full time employees and budgets for employee training at national and state annual conferences.

Affordable housing is available in many areas of Springdale. The overall cost of living in the City of Springdale is attractive to value conscious buyers. The median cost of a Springdale home, as reported in 2020, was \$125,300. The average cost of rent in the same time frame was \$1,038 per month.

Residents of the City of Springdale have access to the Springdale Community Center for a low annual fee. The SCC offers multiple exercise options and programming geared towards a healthy lifestyle. Access to the SCC and its programming can positively impact preventable disease by encouraging active living/decreasing the rate of sedentary lifestyle.

Springdale Health Department 2021 Strategic Plan

Weaknesses

The Latinx population in the City of Springdale has a high rate of poverty compared to their Caucasian and African American counterparts. The multiple public health challenges brought forth within the Springdale Latinx community include access to healthcare, which often includes transportation challenges and health literacy (because English is a second language, overall literacy challenges often occur). The lower socio-economics within the Springdale Latinx population also bring challenges like access to fresh fruits and vegetables and access to prenatal care and prenatal vitamins. The stresses associated with poverty and immigration within the Springdale Latinx community can also lead to an increase in mental health concerns, coupled with insufficient access to mental health care within the community.

When considering health equity, recent health emergencies have shown how different racial and ethnic groups have been affected. Pandemics/epidemics disproportionately impact Springdale's African American and Latinx residents, as well as those with lower socio-economic status. Data below reflects the impact of the 2018 Influenza and Pneumonia epidemic in the City of Springdale:

2018

Race:	Average age of death:	Crude death rate respiratory:
African American	70.1 years	17.95%
Caucasian	81.4 years	12.94%

Springdale Health Department 2021 Strategic Plan

Race:	Average age of death:	Crude death rate respiratory:
African American	78.4	9.57%
Caucasian	81.6	0.00%

Preventable disease prevalence is high among Springdale African American constituents, despite higher socio-economics than the African American population of the surrounding communities.

The Springdale Health Department faces language barriers, which must be overcome through bilingual staff and translation services. Springdale residents speak Spanish, Nepali, Arabic, Russian, as well as Central American dialects.

Opportunities

The COVID pandemic (2020-2021) and the Influenza and Pneumonia Epidemic (2018) demonstrate the need for the Springdale Health Department to increase public health emergency preparedness in the coming years. After Action Reports and Improvement Plans for both events should be developed and used in the upcoming revisions of the POD Notebook, the Pandemic Influenza and Response Annex of the Springdale Health Departments Emergency Response Plan, and other related public health emergency preparedness plans and documents.

The aging population in Springdale and the moderate rate of poverty, coupled with strong community partner relationships makes the City of Springdale an ideal location for community paramedicine. Partners who will participate in the Springdale community paramedicine program include the City of Springdale (Springdale Health Department and the Springdale Fire Department), local healthcare partners (Mercy Bonsecours and TriHealth), and non-profit

Springdale Health Department 2021 Strategic Plan

community partners (Humana and the Council on Aging). Springdale's community paramedicine program will allow the Springdale Health Department to improve quality of life among our constituents through in home health assessments, preventive care, and post healthcare discharge services. Springdale Health's proposed community paramedicine program is a targeted health approach that will allow the Springdale Health Department to focus on two key factors in meeting the public health needs of the vulnerable populations in Springdale. First, the externalization of services, particularly to communities of need. Second, attaining the maximum public health impact for our constituents in conjunction with our community partners by following the model of NACCHO's Mobilization for Action through Planning and Partnership.

To reduce the risk of communicable disease, the Springdale Health Department will continue to offer relevant/targeted health information annually at the Springdale Health Fair. The Springdale Health Department shall routinely provide health screenings, including blood pressure checks at the Springdale Community Center for our constituency. Springdale Health will also offer flu vaccines and biometric screenings at the annual Latino Expo, at the Park at Springdale Apartments, at numerous health fairs conducted in partnership with the Springdale faith based community partners, and at the Colony of Springdale Apartments. Sexually transmitted infections (STI) are among the most common communicable diseases in Springdale, as reported through the Ohio Disease Reporting System (ODRS). Springdale Health will administer treatment as needed to our community members at the Springdale Health Department's clinics. We will provide free protection against STIs at the health department office. Further, we will work with community partners, including the Princeton City School

Springdale Health Department 2021 Strategic Plan

District and the Healthcare Connection FQHC to raise awareness and promote health education as a means to reduce the prevalence of STIs in the community.

The primary health challenges faced in the last five years, as reported by constituents through the 2020 Community Health Assessment Survey, were high blood pressure, diabetes, obesity, and heart disease. The CHA survey results also included cancer, lung disease, and mental health challenges, at a much lower prevalence. The feedback provided reinforces the need to focus on preventable disease through health programming, health education, and health communication.

The prevalence of preventable disease in the community reinforces the need to partner with the Springdale Parks and Recreation Department to expand and promote active living through programs and health communication campaigns. Both the feedback from the CHA survey and the epidemiological data outlining the prevalence of cardiovascular disease, neoplasms, diabetes, obesity, and respiratory disorders within the community, highlight the public health and quality of life improvement opportunities to be obtained through health education and communication campaigns focused on healthy eating and active living. Community feedback from the 2020 CHA survey also supported this approach. When asked what steps should be taken to improve health in Springdale, the most common responses were:

- More information on healthy eating
- More free health screenings
- More group exercises and activities
- More health and wellness information

Springdale Health Department 2021 Strategic Plan

The Springdale Health Department has capitalized on the opportunity to expand staff as part of our workforce development program. A part-time administrative assistant was added to the table of organization in 2018. In 2021, a part-time sanitarian will be added to the Environmental Health program at the Springdale Health Department. In 2022, a part-time nurse will added to the organizational table to assist the Director of Nursing. In 2020, COVID grant funds were utilized to employ student interns, part time temporary nurses, and contractors to fight the COVID pandemic. Springdale Health will continue to pursue local, state, and federal grants, which will primarily be used to recruit and retain student interns and to obtain contractors.

Threats

State Level Political Action. A recent threat to the existence of the Springdale Health Department emerged from the Ohio General Assembly. Specifically, the Finance Committee of the Ohio State House of Representatives proposed an amendment to the Omnibus Budget Bill (HB 110) to abolish city health departments that serve populations of 50,000 or less. This provision was not supported by the Governor and was denounced by local elected officials, including the appointed and elected officials of the City of Springdale through Springdale Resolution R05-2021. This clear example demonstrates the threat to small local health departments posed by political leaders with an extreme position, regardless of local support. The Springdale Health Department must remain active and engaged with state organizations that can lobby and advocate for public health on the state level. These organizations include the Association of Ohio Health Commissioners (AOHC), the Ohio Environmental Health Association (OEHA), the Southwest Ohio Public Health Regional Executive Steering Committee (SWOPHR ESC), and the Ohio Association of Local Boards of Health (OABH). It

Springdale Health Department 2021 Strategic Plan

is also incumbent upon the Springdale Health Department to maintain communications and positive working relationships with our elected officials in the Ohio General Assembly (the House of Representatives and the Ohio Senate). Further, Springdale Health shall maintain membership in and remain active with national organizations that advocate for public health, including the National Association of City and County Health Officials (NACCHO), the American Public Health Association (APHA), the National Association of Local Boards of Health (NALBOH), and others.

Limited Staff. Due to the limited staff of the Springdale Health Department (based on a relatively low budget/low constituency base), a failure to maintain a strong workforce development program poses a significant threat. Without a qualified staff to maintain professional expertise and protect the brand of the Springdale Health Department, the Springdale Health Department could be severely weakened or threatened. Further, the ability to maintain the required standards to achieve PHAB accreditation/reaccreditation lies firmly within the ability of the Springdale Health Department to recruit and retain a competent workforce.

A reduction in the earnings taxes of the City of Springdale. The recent COVID pandemic resulted in far fewer in office hours for employees at Springdale businesses. This trend of working from home, rather than reporting directly to office or workplace, could have a profound impact on the operating budget of the City of Springdale if the pattern continues into the future. A vast reduction in funding for the City of Springdale could also have a fiscal impact on the Springdale Health Department.

Springdale Health Department 2021 Strategic Plan

Addiction continues to be a concern for the City of Springdale, the SW Ohio region, and the nation. Lives lost to addiction often result in a tremendous number of years of potential life lost. The victims of addiction are often under the age of 40. While examining the threat of the addiction epidemic in Springdale, data from 2014-2020 provided the following details:

- The majority of unintentional overdoses in the City of Springdale occurred in Springdale hotels/motels among individuals who were not Springdale residents.
- Numerous cases of unintentional overdose in the City of Springdale involved seniors who had inadvertently taken an overdose of a prescribed medication.
- Among the Springdale Latinx population, the rate of overdose involving illicit or controlled substances was lower than that of the Caucasian and African American populations. Through community discussions and forums, the rate of alcohol abuse was reported as a concern. Community members discussed alcohol as the ‘drug of choice’ among the Springdale Latinx community.
- The rate of tobacco initiation among Springdale youths continued to increase from 2014-2020 and involves the use of e-cigarettes (juules), e-hookah, and other similar forms of products.

To address the issue of addiction in the City of Springdale, the following suggestions were provided by community partners during Zoom conferences with the Springdale Health Department and discussed:

- Continue to engage with Springdale hotel and motel operators through the Springdale Hotel and Motel Committee. Work with the hotels to provide information and assistance

Springdale Health Department 2021 Strategic Plan

directly to those impacted by the addiction epidemic. Involve the City of Springdale first responders in outreach efforts.

- Engage with the Springdale Police DARE program and the Princeton City School District to reduce the initiation of tobacco, alcohol, and drug use among adolescents and pre- adolescents through education and prevention.
- Continue to work with Prevention First and other community partners focused on reducing addiction in the community and the region.
- Engage Humana volunteers through the Springdale Paramedicine Program to provide comprehensive medication reviews for Springdale seniors. Continue to provide pill boxes as promotional items through the Springdale Health Department. Continue health education and health communications targeting Springdale seniors regarding the use of pill boxes and other methods that may prevent accidental overdose of prescribed medications.
- Continue to work in conjunction with the Healing Center and La Viña Church to inform the Springdale community about alcohol recovery meetings held at the Healing Center, held both in English and Spanish. Continue to work with grassroots volunteers to provide this information in Spanish and as infographic flyers. Provide the meeting announcements through media partners and outlets. Continue to work with the SORTA transit authority to provide public transit options to the Healing Center.
- Future funding shortages. An increase in future public health need, especially if coupled with a reduction in funding, could overwhelm the Springdale Health Department.

Springdale Health Department 2021 Strategic Plan

Appendix 1

Members of Strategic Planning Steering Committee

- Mayor Doyle H. Webster, Springdale BOH President
- Springdale City Council Member Holly Emerson, Council Representative to the Springdale BOH
- Dr. Kevin Ketring, Springdale BOH Member
- Carol Quinlan-Hall, Springdale BOH Member
- Scott Garrison, Springdale BOH Member
- Rita Hart, Springdale BOH Member
- Jim Squires, Springdale BOH Member
- Matt Clayton, Springdale Health Commissioner
- Amy Ellis, Springdale Health Director of Nursing

The 2021 Springdale Health Strategic Plan Steering Committee was composed of the Springdale Mayor, representatives from the Springdale Health Department, the Springdale Board of Health, and the Springdale City Council. The committee members provided meaningful input on the strengths, weaknesses, threats, and opportunities relevant to the Springdale Health Department. This feedback was utilized to develop the proposed strategic priorities, which were then ranked by the 2021 Springdale Health Strategic Plan Steering Committee. The committee members then determined the top strategic priorities for the Springdale Health Department, as well as the methods to achieve these priorities.

**Springdale Health Department
2021 Strategic Plan**

Appendix 2

The Strengths, Weaknesses, Opportunities and Threats (SWOT) document was presented to the Springdale Board of Health (BOH) Members at the May 13, 2021 meeting. Each BOH member was asked to rank each strength, weakness, opportunity, and threat from 1-10, with 1 being most important and 10 being least important. This occurred at the close of the meeting. The feedback was compiled into the attached Strat Plan Feedback BOH 5 2021 spreadsheet. From the feedback of the Board of Health, the SWOT was reordered and the development of the potential strategic priorities drawn.

SWOT Analysis Feedback

Springdale Board of Health

May 13, 2021

_____ **Board Member Name (optional)**

Strengths

_____ The City of Springdale has strong diversity; Springdale consistently ranks among the top three diverse communities in the state of Ohio.

_____ The 15% rate of poverty within the City of Springdale is consistently lower than most surrounding communities, the City of Cincinnati, Hamilton County, and Southwest Ohio. The median household income in Springdale is \$54,329 per year.

_____ The Springdale Health Department has strong support from the elected and appointed officials of the City of Springdale, the constituents, stakeholders, and community partners. The City of Springdale is in a strong and stable fiscal status.

Springdale Health Department 2021 Strategic Plan

_____ The support of the City of Springdale has led to competitive pay and benefits. As a result, the Springdale Health Department has a strong workforce development program. The Springdale Health Department is able to recruit highly trained staff and to continue their career development. For example, the City of Springdale provides tuition reimbursement for full time employees and budgets for employee training at national and state annual conferences.

_____ Affordable housing is available in many areas of Springdale. The overall cost of living in the City of Springdale is fairly reasonable. The median cost of a Springdale home, as reported in 2020, was \$125,300. The average cost of rent in the same time frame was \$1,038 per month.

_____ Residents of the City of Springdale have access to the Springdale Community Center for a low annual fee. The SCC offers multiple exercise options and programming geared towards a healthy lifestyle. Access to the SCC and its programming can positively impact preventable disease by encouraging active living/decreasing the rate of sedentary lifestyle.

_____ The Springdale Health Department offers a variety of services geared towards improving health and wellness. Those include free vaccinations for school aged children who are uninsured or underinsured and free home visits for the elderly who are homebound.

Other strengths not listed above:

Springdale Health Department 2021 Strategic Plan

Weaknesses

_____ Health equity. Pandemics and epidemics have a profound impact on Springdale residents who are African American, Latino, or are facing socio-economic burdens. Consider the impact of the 2018 Influenza and Pneumonia epidemic on residents in the City of Springdale:

2018

Race:	Average age of death:	Crude death rate respiratory:
African American	70.1 years	17.95%
Caucasian	81.4 years	12.94%

2017

Race:	Average age of death:	Crude death rate respiratory:
African American	78.4	9.57%
Caucasian	81.6	0.00%

_____ Preventable disease prevalence is high among Springdale African American constituents, despite higher socio-economics than the African American population of the surrounding communities.

_____ The Latino population in the City of Springdale has a high rate of poverty compared to their Caucasian and African American counterparts. The multiple public health challenges brought forth within the Springdale Latino community include access to healthcare, which often includes transportation challenges and health literacy (because English is a second language, overall literacy challenges often occur). The lower socio-economics within the Springdale Latino population also bring challenges like access to fresh fruits and vegetables and access to prenatal care and prenatal vitamins. The stresses associated with poverty within the Springdale Latino community can also

Springdale Health Department 2021 Strategic Plan

lead to an increase in mental health concerns, coupled with insufficient access to mental health care within the community.

Other weakness(es) not listed above:

Opportunities

_____ The COVID pandemic (2020-2021) and the Influenza and Pneumonia Epidemic (2018) demonstrate the need for the Springdale Health Department to increase public health emergency preparedness in the coming years. After Action Reports and Improvement Plans for both events should be developed and used in the upcoming revisions of the POD Notebook, the Pandemic Influenza and Response Annex of the Springdale Health Departments Emergency Response Plan, and other related public health emergency preparedness plans and documents.

_____ The aging population in Springdale and the moderate rate of poverty, coupled with strong community partner relationships makes the City of Springdale an ideal location for community paramedicine. Partners who will participate in the Springdale community paramedicine program include the City of Springdale (Springdale Health Department and the Springdale Fire Department), local healthcare partners (Mercy Bonsecours and TriHealth), and non-profit community partners (Humana and the Council on Aging). Springdale's community paramedicine program will allow the Springdale Health Department to improve quality of life among our constituents through in home health assessments, preventive care, and post healthcare discharge

Springdale Health Department 2021 Strategic Plan

services. Springdale Health’s proposed community paramedicine program is a targeted health approach that will allow the Springdale Health Department to focus on two key factors in meeting the public health needs of the vulnerable populations in Springdale. First, the externalization of services, particularly to communities of need. Second, attaining the maximum public health impact for our constituents in conjunction with our community partners by following the model of NACCHO’s Mobilization for Action through Planning and Partnership.

_____ Springdale Health will continue to engage through the Hamilton County Transportation Improvement District and the Hamilton County Public Transportation Working Group to improve and maintain public transit options in the Springdale community. Of particular value will be the increased public transit routes in the neighborhoods experiencing socioeconomic inequality and health inequity. By increasing public transit options in partnership with our public transportation partners, the Springdale Health Department will remove a key challenge to access to healthcare for Springdale residents facing social and structural barriers to health. When surveyed about steps to improve health in the 2020 CHA survey, a significant number of respondents chose “provide more public transit options.”

_____ The 2020 Springdale Community Health Assessment demonstrated that the Springdale Health Department has a weak brand. In the CHA survey, about 2/3 of residents surveyed stated they would like to learn more about Springdale Health’s programs and services. A smaller, but significant number of residents surveyed did not realize that Springdale had an independent health department. When surveyed about their source of health information and education, Springdale Health Department was among the lowest rated, falling behind healthcare/medical providers, media, social media, family/friends, the internet, and the public library. The Springdale Health Department’s community vaccination and outreach effort during the COVID pandemic has

Springdale Health Department 2021 Strategic Plan

increased exposure and improved Springdale Health's recognition in the community. However, the development and continual building of the Springdale Health Department brand over the coming years, through health education, health communication, outreach, and programming, should be a priority.

_____ The primary health challenges faced in the last five years, as reported by constituents through the 2020 Community Health Assessment Survey, were high blood pressure, diabetes, obesity, and heart disease. The CHA survey results also included cancer, lung disease, and mental health challenges, at a much lower prevalence. The feedback provided reinforces the need to focus on preventable disease through health programming, health education, and health communication. The prevalence of preventable disease in the community reinforces the need to partner with the Springdale Parks and Recreation Department to expand and promote active living through programs and health communication campaigns. Both the feedback from the CHA survey and the epidemiological data outlining the prevalence of cardiovascular disease, neoplasms, diabetes, obesity, and respiratory disorders within the community, highlight the public health and quality of life improvement opportunities to be obtained through health education and communication campaigns focused on healthy eating and active living. Community feedback from the 2020 CHA survey also supported this approach. When asked what steps should be taken to improve health in Springdale, the most common responses were:

- More information on healthy eating
- More free health screenings
- More group exercises and activities
- More health and wellness information

Springdale Health Department 2021 Strategic Plan

_____ To reduce the risk of communicable disease, the Springdale Health Department shall continue to offer free influenza vaccines, biometrics screenings, and other relevant/targeted health information annually at the Springdale Health Fair. The Springdale Health Department shall routinely provide health screenings, including blood pressure checks, at the Springdale Community Center for our constituency. Springdale Health will also offer flu vaccines and biometric screenings at the annual Latino Expo, at the Park at Springdale Apartments, at numerous health fairs conducted in partnership with the Springdale faith based community partners, and at the Colony of Springdale Apartments. Sexually transmitted infections or STI's are among the most common communicable diseases in Springdale, as reported through the Ohio Disease Reporting System or ODRS. Springdale Health will administer treatment as needed to our community members at the Springdale Health Department's clinics. We will provide free protection against STI's at the health department office. Further, we will work with community partners, including the Princeton City School District and the Healthcare Connection FQHC to raise awareness and promote health education as a means to reduce the prevalence of STI's in the community.

_____ The Springdale Health Department has capitalized on the opportunity to expand staff as part of our workforce development program. A part-time administrative assistant was added to the table of organization in 2018. In 2021, a part-time sanitarian will be added to the Environmental Health program at the Springdale Health Department. In 2022, a part-time nurse will added to the organizational table to assist the Director of Nursing. In 2020, COVID grant funds were utilized to employ student interns, part time temporary nurses, and contractors to fight the COVID pandemic. Springdale Health will continue to pursue local, state, and federal grants,

**Springdale Health Department
2021 Strategic Plan**

which will primarily be used to recruit and retain student interns and to obtain contractors.

Other opportunity or opportunities not listed above:

Threats

_____ Limited Staff. Due to the limited staff of the Springdale Health Department (based on a relatively low budget/low constituency base), a failure to maintain a strong workforce development program poses a significant threat. Without a qualified staff to maintain professional expertise and protect the brand of the Springdale Health Department, the Springdale Health Department could be severely weakened or threatened.

_____ Future funding shortages. An increase in future public health need, especially if coupled with a reduction in funding, could overwhelm the Springdale Health Department

_____ Addiction. Addiction continues to be a concern for the City of Springdale, the SW Ohio region, and the nation. Lives lost to addiction often result in a tremendous number of years of potential life lost. The victims of addiction are often under the age of 40. While examining the threat of the addiction epidemic in Springdale, data from 2014-2020 provided the following details:

Springdale Health Department 2021 Strategic Plan

- The majority of unintentional overdoses in the City of Springdale occurred in Springdale hotels/motels among individuals who were not Springdale residents.
- Numerous cases of unintentional overdose in the City of Springdale involved seniors who had inadvertently taken an overdose of a prescribed medication.
- Among the Springdale Latino population, the rate of overdose involving illicit or controlled substances was lower than that of the Caucasian and African American populations. Through community discussions and forums, the rate of alcohol abuse was reported as a concern. Community members discussed alcohol as the ‘drug of choice’ among the Springdale Latino community.
- The rate of tobacco initiation among Springdale youths continued to increase from 2014-2020 and involves the use of e-cigarettes (juules), e-hookah, and other similar forms of products.

_____ State level political action. A Recent threat to the existence of the Springdale Health Department emerged from the Ohio General Assembly. Specifically, the Finance Committee of the Ohio State House of Representatives proposed an amendment to the Omnibus Budget Bill (HB 110) to abolish city health departments that serve populations of 50,000 or less. This provision was not supported by the Governor and was denounced by local elected officials, including the appointed and elected officials of the City of Springdale through Springdale Resolution R05-2021. This clear example demonstrates the threat to small local health departments posed by political leaders with an extreme position, regardless of local support.

_____ A reduction in the earnings taxes for the City of Springdale. The recent COVID pandemic resulted in far fewer in office hours for employees at Springdale businesses. This trend

**Springdale Health Department
2021 Strategic Plan**

of working from home, rather than reporting directly to the office or workplace, could have a profound impact on the operating budget of the City of Springdale if the pattern continues into the future. A vast reduction in funding for the City of Springdale could also have a fiscal impact on the Springdale Health Department.

Other threat(s) not listed above:

Survey Number	2	3	4	5	6	7	8	9	Average	Ranking
Strengths										
1	4	3	1	4	10	2	5	3	4.00	7
2	2	3	1	4	9	3	4	2	3.50	6
3	2	1	1	2	1	1	1	1	1.25	1
4	3	1	1	5	1	1	5	2	2.38	3
5	4	5	1	2	1	2	4	3	2.75	4
6	2	2	1	5	3	3	7	3	3.25	5
7	2	3	1	2	2	1	3	1	1.88	2
Weaknesses										
1	2	2	1	1	3	1	1	2	1.63	2
2	2	3	1	1	2	1	3	3	2.00	3
3	2	1	1	1	1	2	2	1	1.38	1
Opportunities										
1	1	1	1	1	2	1	1	1	1.13	1
2	2	2	1	1	2	2	1	1	1.50	2
3	2	5	2	1	4	2	5	4	3.13	7
4	1	3	1	5	4	2	5	1	2.75	6
5	2	2	1	5	1	1	3	3	2.25	4
6	2	1	1	1	1	2	3	3	1.75	3
7	2	2	1	1	2	2	7	1	2.25	4
Threats										
1	1	2	1	1	1	1	6	1	1.75	2
2	1	3	1	1	2	1	7	3	2.38	4
3	2	3	1	5	2	2	2	2	2.38	4
4	1	1	1	2	4	2	1	1	1.63	1
5	2	1	1	2	3	2	3	3	2.13	3

**Springdale Health Department
2021 Strategic Plan**

Appendix 3

The document below was created after receiving feedback from the Springdale Board of Health on the SWOT (see Appendix 2 for text). The memo from the Springdale Health Commissioner follows the list of priorities and methods to achieve the goals. In the memo of June 11, 2021, he asks Springdale Board of Health members to rank the initiatives in order of importance, and then to rank the methods under each initiative in order of support.

Springdale Health Department

2021 Strategic Plan Proposed Strategic Priorities

_____ Proposed Strategic Priority 1: Improve the Emergency Preparedness Program

Benefit(s):

- Increase capability of the Springdale Health Department to respond to future health epidemics, health pandemics, acts of terrorism, and health threats related to natural disasters.
- Strengthen the emergency response capability of the City of Springdale by engaging city leadership, first responders, and department leaders in SHD's emergency preparedness activities. SHD will also avail all emergency response plans and documents to city leaders/ administration, first responders, and department leaders.

Strength(s) utilized:

- Public health emergency preparedness capability of the Springdale Health Department Staff.
- Community health, environmental health, and emergency preparedness expertise of the Springdale Health Department Staff.

Springdale Health Department 2021 Strategic Plan

- Strong working relationships with community partners, including Springdale administration/leadership, Springdale first responders, Springdale city departments, schools, non-profit community, business community, faith based community, and healthcare partners.
- Relationships with surrounding health jurisdiction related to public health emergency preparedness.

Proposed methods to accomplish strategic priority 1:

- Build the strength of Springdale Health Department's emergency response capability through the development of After Action Reports and Improvement Plans. AAR's and IP's shall be developed following epidemics, pandemics, public health emergency preparedness exercises, terrorism events, or natural disasters.
- Participate in regional public health emergency preparedness tabletop exercises, functional exercises, and full scale exercises. Springdale Health will take an active role in the planning of the aforementioned emergency preparedness exercises whenever possible.
- Revise the Pandemic Influenza Response Annex of the Springdale Health Department's Emergency Response Plan and the Point of Dispensing (POD) Notebook. The experience of the Springdale Health Department staff during the COVID-19 pandemic will be utilized to frame the strengths and weaknesses of the aforementioned emergency preparedness documents.
- Actively engage in public health emergency preparedness grants whenever possible. Springdale Health will partner with Hamilton County Public Health, the SW Ohio Public Health Region, and the Ohio Department of Health through the Public Health Emergency Preparedness (PHEP) grant.

**Springdale Health Department
2021 Strategic Plan**

- Springdale Health Department staff shall obtain needed and beneficial public health emergency preparedness training from the Ohio Department of Health, CDC, AOHC, OEHA, NIOSH, Hamilton County EMA, Ohio EMA, and other applicable training agencies. The Springdale Health Commissioner, Environmental Health Director, Director of Nursing, and Emergency Response Coordinator shall obtain and maintain required certifications and trainings.

_____ Proposed Strategic Priority 2: Develop a Community Paramedicine Program

Benefit(s):

- Paramedicine is a targeted approach that has the potential to improve quality of life among our constituents through in home health assessments, preventative care, and post healthcare discharge services. Accordingly, paramedicine brings the potential benefits realized by the externalization of health services, particularly to communities of need.
- Paramedicine incorporates the strengths of Mobilization for Action through Planning and Partnership model, developed by the National Association of City and County Health Officials (NACCHO).

Strength(s) utilized:

- The capability of the Springdale Health Department staff to externalize health services in the Springdale community.
- The strong working relationships between the Springdale Health Department and community partners.

**Springdale Health Department
2021 Strategic Plan**

Proposed methods to accomplish strategic priority 2:

- Conduct a study of successful paramedicine programs in communities similar to the City of Springdale. Develop the proposed program based on successful models.
- Develop proposed key performance indicators (KPI's), critical success factors (CSF's), and benchmarks for the Springdale paramedicine program based on the study of successful paramedicine programs in communities similar to the City of Springdale.
- Identify paramedicine points of contact at Springdale Fire, Springdale Police, Humana, Council on Aging, Mercy Health Bonsecours, and TriHealth.
- Hold paramedicine program planning meetings with aforementioned partners. Present the proposed benchmarks, KPI's, and CSF's to the program partners, soliciting input for revisions.
- Establish routine communication methods and frequencies among paramedicine partners.
- Review the resources needed to effectively manage the Springdale paramedicine program.
- Conduct a cost/benefit analysis prior to program initiation and at the one year anniversary of the program.

_____ **Proposed Strategic Priority 3: Reduce Communicable Disease Prevalence**

Benefit(s):

- Protect vulnerable community members from communicable diseases, including influenza and pneumonia, STI's, as well as foodborne, waterborne, and vector-borne illnesses.

Strength(s) utilized:

- Community health and environmental health expertise of the Springdale Health Department staff.

**Springdale Health Department
2021 Strategic Plan**

- Strong working relationships with community partners, including Springdale administration/leadership, Springdale first responders, Springdale city departments, schools, non-profit community, business community, faith-based community, and healthcare partners.

Proposed methods to accomplish strategic priority 3:

- Offer free influenza vaccines at:
 - The annual Springdale Health Fair
 - The annual Latino Expo
 - Springdale Health’s childhood immunization clinics
 - Through flu shot clinics and at the larger apartment complexes.
- Partner with the Princeton City School District and the Healthcare Connection Community Health Center to raise awareness and promote health education as a means to reduce the prevalence of STI’s in the community. Provide treatment as needed and protection against STI’s at the health department office.
- Maintain strong and effective environmental health programs, including:
 - food safety inspections
 - swimming pool/spa inspections
 - food safety training
 - mosquito and tick control
 - school inspections
 - housing inspections
 - nuisance abatement programs

**Springdale Health Department
2021 Strategic Plan**

____ Proposed Strategic Priority 4: Decrease the Rate of Preventable Disease

Benefit(s):

- Increase average lifespan among residents of the City of Springdale.
- Increase quality of life among residents of the City of Springdale.
- Decrease the prevalence of chronic disease in the City of Springdale.
- Decrease health inequity in the City of Springdale.

Strength(s) utilized:

- Community health expertise of the Springdale Health Department staff.
- Effective childhood immunization program at the Springdale Health Department.
- Strong working relationships with community partners, including Springdale administration/leadership, Springdale first responders, Springdale city departments, schools, non-profit community, business community, faith-based community, and healthcare partners.
- Ability of residents of the City of Springdale to access many exercise options and health programs available through the Springdale Community Center for a low annual fee.

Proposed methods to accomplish strategic priority 4:

- Partner with Springdale Parks and Recreation to promote active living and healthy lifestyles through health programming. Springdale Health will take an active role in health programs for senior residents, employee health promotion programs, diabetes prevention programs, tobacco cessation programs, and multiple other health promotion initiatives
- Partner with the Princeton City School District and the Healthcare Connection Community Health Center to raise awareness and promote health education as a means to reduce the

Springdale Health Department 2021 Strategic Plan

prevalence of STIs in the community. Provide treatment as needed and protection against STIs at the health department office.

- Provide biometric screenings at the annual Springdale Health Fair, at the Annual Latino Expo, and at community health fairs.
- Provide blood pressure checks at the Springdale Community Center on a routine basis.
- Partner with Princeton City Schools, Springdale Parks and Recreation, Sharonville Parks and Recreation, Springdale Police, Springdale Fire, Sharonville Police, Prevention First, Cincinnati Children's Hospital, and many other community partners to hold the annual Children's Health Fair at the Springdale Community Center.
- Springdale Health will provide disease prevention focused health information through social media, the Springdale Health Department website, and email distribution campaigns.
- Springdale Health will monitor Springdale specific vital statistics information for preventable diseases, top causes of death, health inequity, infant mortality, and chronic diseases. Based upon findings, Springdale Health will investigate potential social and structural barriers to public health in the community. Programs and initiatives shall be designed based on the aforementioned findings.

_____ Proposed Strategic Priority 5:

Decrease Addiction, Alcoholism, and Tobacco Initiation in the City of Springdale

Benefit(s):

- Decrease the initiation rate of tobacco, alcohol, and illicit drug use in the City of Springdale
- Decrease years of potential life lost (YPLL) to addiction in the City of Springdale.
- Increase wellness and quality of life among residents of the City of Springdale.
- Decrease health inequity related to addiction in the City of Springdale.

**Springdale Health Department
2021 Strategic Plan**

Strength(s) utilized:

- Strong working relationships with community partners, including Springdale administration/leadership, Springdale first responders, Springdale city departments, schools, non-profit community, business community, faith based community, and healthcare partners.
- Health education, health promotion, and health collaboration expertise of the Springdale Health Department Staff.

Proposed methods to accomplish strategic priority 5:

- Partner with the Princeton City School District, the Springdale Police Department DARE Program, Prevention First, prevention community partners, healthcare community partners, and the faith based community to reduce addiction, alcoholism, and tobacco use initiation in the City of Springdale.
- Partner with Hamilton County Public Health to obtain Naloxone. Provide nasal Naloxone kits to the Springdale Fire and Springdale Police Department to prevent unintentional Opioid overdose events.
- Partner with Springdale faith based community partners offering addiction support groups and prevention programs.
- Provide addiction prevention health education and information through social media, the Springdale Health website, and email distribution campaigns.

_____ Proposed Strategic Priority 6: Reduce Health Inequity

Benefit(s):

- Increase lifespan among African American and Latino residents of the City of Springdale.
- Increase quality of life among African American and Latino Springdale residents.

**Springdale Health Department
2021 Strategic Plan**

- Increase quality of life, lifespan for Springdale residents with lower socio-economic status

Strength(s) utilized:

- The improvements to the emergency preparedness program of the Springdale Health Department will reduce the burden of pandemics and epidemics on Springdale residents who are African American, Latino, or have lower socio-economic status. This will reduce health inequity, increase overall lifespan, and improve quality of life in the City of Springdale.
- Strong working relationships with community partners, including Springdale administration/leadership, Springdale first responders, Springdale city departments, schools, non-profit community, business community, faith based community, and healthcare partners.
- Community health, environmental health, and emergency preparedness expertise of the Springdale Health Department Staff.

Proposed methods to accomplish strategic priority 6:

- Increase access to healthcare by partnering with Medicaid providers, including Buckeye Health, the Healthcare Connection, and others.
- Increase access to healthcare by working with transportation partners to increase public transit options in areas of Springdale impacted by lower socio economics.
- Utilize the data obtained through the Springdale birth, death, and chronic disease studies to identify areas of health inequity. Target opportunities to lower health inequity in Springdale by tailoring health programs and services to this objective.
- Increase health literacy through health education and promotions of the Springdale Health Department. Health education and promotions shall be targeted based on the Springdale

**Springdale Health Department
2021 Strategic Plan**

birth, death, and chronic disease studies and feedback from community assessment surveys.

- Springdale Health will support our economic development partners, business community partners, the Springdale Chamber of Commerce, Springdale City Administration, and Springdale elected officials in their efforts to increase economic opportunities in the community. These economic opportunities will positively impact socioeconomics in the community and reduce health inequity.
- Increase emergency preparedness capability at the Springdale Health Department. This will result in a reduced impact of future epidemics and pandemics upon the African American, Latino, and socioeconomically disadvantaged residents of the City of Springdale.
- Improve affordable housing options in the City of Springdale. The Springdale Health Department shall maintain a strong housing and nuisance reduction program through the Environmental Health Division. The goal of these programs will be to improve upon the affordable housing stock in the City of Springdale.

Springdale Health Department
2021 Strategic



DOYLE H. WEBSTER
President, Board of Health

MATTHEW J. CLAYTON
Health Commissioner

JOHN J. JONES
City Administrator

DATE: June 11, 2021
TO: Springdale Board of Health Members
FROM: Matt Clayton, Springdale Health Commissioner
RE: Strategic Plan/Strategic Priorities

Attached are the proposed Strategic Priorities for the 2021 Springdale Health Strategic Plan. Please review these documents and provide feedback. Specifically:

- Please rank each proposed strategic priority from 1-10, with one being most important and 10 being least important.
- Please rank each potential method to accomplish the strategic priority from 1-10, with one being most recommended and 10 being least recommended.

Please return the completed strategic priority survey to the Springdale Health Department in the attached pre-stamped envelope at your convenience. If I can provide any additional information, clarification, or assistance regarding this survey, please don't hesitate to call me at 513-346-5725 or email me at mclayton@springdale.org. Thank you so much for your service to the City of Springdale, the Springdale Health Department, and the Springdale community.

Sincerely,

Matt Clayton

Matt Clayton, Health Commissioner
Springdale Health Department
11700 Springfield Pike
Springdale, Ohio 45246
513-346-5725
mclayton@springdale.org

11700 Springfield Pike · Springdale, Ohio 45246 · (513)346-5725 · Fax (513)346-5747

**Springdale Health Department
2021 Strategic Plan**

Once the surveys were received from the Springdale Board of Health members, the responses were tabulated in July of 2021. Below is the full ranking of the six strategic priorities, from the six surveys received:

**Springdale Board of Health Feedback on Strategic Priorities
2021 Strategic Planning Process - Summer 2021**

Survey Number	1	2	3	4	5	6	Average	Ranking
Strat Priority 1	1	1	1		4	1	1.60	1
Method 1		1	4		5	1	2.75	2
Method 2		4	2		3	2	2.75	2
Method 3		5	5		1	2	3.25	5
Method 4		3	3		4	2	3.00	4
Method 5		2	1		2	2	1.75	1
Strat Priority 2	4	6	4		6	3	4.60	6
Method 1		1	3		6	2	3.00	1
Method 2		2	2		7	4	3.75	4
Method 3		5	5		2	2	3.50	3
Method 4		3	4		3	3	3.25	2
Method 5		6	6		4	1	4.25	6
Method 6		7	7		1	3	4.50	7
Method 7		4	1		5	5	3.75	4
Strat Priority 3	1	5	5		2	1	2.80	3
Method 1		3	2		1	1	1.75	1
Method 2		2	1		3	1	1.75	1
Method 3		1	3		2	1	1.75	1
Strat Priority 4	1	2	3		1	1	1.60	1
Method 1		6	1		1	1	2.25	1
Method 2		4	2		2	1	2.25	1
Method 3		3	6		5	1	3.75	6
Method 4		2	5		6	1	3.50	5
Method 5		5	3		3	1	3.00	4
Method 6		1	4		4	2	2.75	3
Method 7			7		7	1	5.00	7
Strat Priority 5	3	4	2		5	2	3.20	4
Method 1		1	1		2	1	1.25	1
Method 2		2	2		1	2	1.75	2
Method 3		4	3		3	2	3.00	3
Method 4		3	4		4	2	3.25	4

**Springdale Health Department
2021 Strategic Plan**

Strat Priority 6	2	3	6		3	2	3.20	4
Method 1		2	3	1	1	2	1.80	1
Method 2		4	7	1	3	3	3.60	4
Method 3		1	1	4	4	2	2.40	2
Method 4		3	2	2	2	3	2.40	2
Method 5		5	4	4	6	3	4.40	6
Method 6		6	6	3	5	1	4.20	5
Method 7		7	5	10	7	4	6.60	7

**Springdale Health Department
2021 Strategic Plan**

From the six options listed on the previous survey, the top three strategic priorities and the top four methods to achieve them were listed.

Summary Springdale BOH Strategic Priorities
2021 Strategic Planning Process Summer, 2021

Priorities and Methods By Ranking:

	Average	Ranking
Strategic Priority 1	1.60	1
Method 5	1.75	1
Method 1	2.75	2
Method 2	2.75	2
Method 4	3.00	4
Strategic Priority 4	1.60	1
Method 1	2.25	1
Method 2	2.25	1
Method 6	2.75	3
Method 5	3.00	4
Strategic Priority 3	2.80	3
Method 1	1.75	1
Method 2	1.75	1
Method 3	1.75	1

Springdale Health Department 2021 Strategic Plan

These are the final 3 strategic priorities for the Springdale Health Department in 2021, and the methods used to achieve them.

Springdale Health Department

2021 Strategic Plan Proposed Strategic Priorities

Strategic Priority 1: Improve the Emergency Preparedness Program at SHD

Benefit(s):

- Increase capability of the Springdale Health Department to respond to future health epidemics, health pandemics, acts of terrorism, and health threats related to natural disasters.
- Strengthen the emergency response capability of the City of Springdale by engaging city leadership, first responders, and department leaders in SHD's emergency preparedness activities. SHD will also avail all emergency response plans and documents to city leaders/administration, first responders, and department leaders.

Strength(s) utilized:

- Public health emergency preparedness capability of the Springdale Health Department Staff.
- Community health, environmental health, and emergency preparedness expertise of the Springdale Health Department Staff.
- Strong working relationships with community partners, including Springdale administration/leadership, Springdale first responders, Springdale city departments, schools, non-profit community, business community, faith based community, and healthcare partners.

**Springdale Health Department
2021 Strategic Plan**

- Relationships with surrounding health jurisdiction related to public health emergency preparedness.

Proposed methods to accomplish strategic priority 1:

- Springdale Health Department staff shall obtain needed and beneficial public health emergency preparedness training from the Ohio Department of Health, CDC, AOHC, OEHA, NIOSH, Hamilton County EMA, Ohio EMA, and other applicable training agencies. The Springdale Health Commissioner, Environmental Health Director, Director of Nursing, and Emergency Response Coordinator shall obtain and maintain required certifications and trainings.
- Build the strength of Springdale Health Department's emergency response capability through the development of After Action Reports and Improvement Plans. AARs and IPs shall be developed following epidemics, pandemics, public health emergency preparedness exercises, terrorism events, or natural disasters.
- Participate in regional public health emergency preparedness tabletop exercises, functional exercises, and full scale exercises. Springdale Health will take an active role in the planning of the aforementioned emergency preparedness exercises whenever possible.
- Actively engage in public health emergency preparedness grants whenever possible. Springdale Health will partner with Hamilton County Public Health, the SW Ohio Public Health Region, and the Ohio Department of Health through the Public Health Emergency Preparedness (PHEP) grant.

**Springdale Health Department
2021 Strategic Plan**

Strategic Priority 2: Decrease the Prevalence of Preventable Disease in Springdale

Benefit(s):

- Increase average lifespan among residents of the City of Springdale.
- Increase quality of life among residents of the City of Springdale.
- Decrease the prevalence of chronic disease in the City of Springdale.
- Decrease health inequity in the City of Springdale.

Strength(s) utilized:

- Community health expertise of the Springdale Health Department staff.
- Effective childhood immunization program at the Springdale Health Department.
- Strong working relationships with community partners, including Springdale administration/leadership, Springdale first responders, Springdale city departments, schools, non-profit community, business community, faith-based community, and healthcare partners.
- Ability of residents of the City of Springdale to access many exercise options and health programs available through the Springdale Community Center for a low annual fee.

Proposed methods to accomplish strategic priority 2:

- Partner with Springdale Parks and Recreation to promote active living and healthy lifestyles through health programming. Springdale Health will take an active role in health programs for senior residents, employee health promotion programs, diabetes prevention programs, tobacco cessation programs, and multiple other health promotion initiatives.

Springdale Health Department 2021 Strategic Plan

- Partner with the Princeton City School District and the Healthcare Connection Community Health Center to raise awareness and promote health education as a means to reduce the prevalence of STIs in the community. Provide treatment as needed and protection against STIs at the health department office.
- Springdale Health will provide disease prevention focused health information through social media, the Springdale Health Department website, and email distribution campaigns.
- Partner with Princeton City Schools, Springdale Parks and Recreation, Sharonville Parks and Recreation, Springdale Police, Springdale Fire, Sharonville Police, Prevention First, Cincinnati Children's Hospital, and many other community partners to hold the annual Children's Health Fair at the Springdale Community Center.

Strategic Priority 3: Reduce Communicable Disease Prevalence

Benefit(s):

- Protect vulnerable community members from communicable diseases, including influenza and pneumonia, STIs, as well as foodborne, waterborne, and vector-borne illnesses.

Strength(s) utilized:

- Community health and environmental health expertise of the Springdale Health Department staff.
- Strong working relationships with community partners, including Springdale administration/leadership, Springdale first responders, Springdale city departments,

Springdale Health Department 2021 Strategic Plan

schools, non-profit community, business community, faith-based community, and healthcare partners.

Proposed methods to accomplish strategic priority 3:

- Offer free influenza vaccines at:
 - The annual Springdale Health Fair
 - The annual Latino Expo
 - Springdale Health’s childhood immunization clinics
 - Through flu shot clinics and at the larger apartment complexes.
- Partner with the Princeton City School District and the Healthcare Connection Community Health Center to raise awareness and promote health education as a means to reduce the prevalence of STIs in the community. Provide treatment as needed and protection against STIs at the health department office.
- Maintain strong and effective environmental health programs, including:
 - food safety inspections
 - swimming pool/spa inspections
 - food safety training
 - mosquito and tick control
 - school inspections
 - housing inspections
 - nuisance abatement programs

ⁱ <https://data.census.gov/cedsci/profile?g=1600000US3974104>, accessed 8/29/2021

ⁱⁱ <https://www.springdale.org/spring.pdf>, page 81. accessed 8/29/2021

ⁱⁱⁱ <https://data.census.gov/cedsci/profile?g=1600000US3974104>, accessed 8/29/2021