

Stone County Health Department

“Public Health Makes Life Better”



Strategic Plan 2013-2014

Approved by the Board of Trustees
January 2014

Developed by:

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Forward

This document represents the Stone County Health Department's 2013-2014 Strategic Plan. Members of the Board of Trustees and SCHD staff collaborated to analyze current community health assessment data and feedback from community members, and identify health priorities for Stone County.

This is an ambitious plan to address the identified health priorities in Stone County and will require considerable community collaboration and coordination of services in the future. Over the next two years, it is the intention of the Stone County Health Department to increase collaboration, communication, policy advocacy, and expand partnerships to meet the increasing and challenging needs of the community.

This plan will rely on the department's implementation and utilization of Quality Improvement and Performance Management to increase efficiency, effectiveness, and identify new strategies to confront issues. The department will also dedicate efforts to identify additional funding sources to meet future needs and fund additional programs or collaborative efforts.

Board of Trustees

Stone County Health Department

Program Managers

Stone County Health Department

VISION

*A*ssuring a healthy life for each generation.

MISSION

We proactively protect and promote the health of Stone County by assessing health needs, promoting healthy behaviors, collaborating with community partners, and protecting our environment.

VALUES

We are responsible professionals who provide quality services with programs set in a work environment that is characterized by integrity, compassion, and dedication. Above all, we respect our community and our citizens.



Public Health
Prevent. Promote. Protect.

THE STRATEGIC PLAN

(Adapted From NACCHO's Statement of Strategic Planning)

The Stone County Health Department's (SCHD) Strategic Plan, established by its Board of Trustees and staff members, is a description of the organization's goals and objectives that express its values and the needs of the residents and visitors of Stone County. Its purpose is to enable SCHD to establish priorities, guide planning, and define strategy that allocates resources and energy to fulfill its mission. The specific focus is on strengthening the capacity of the department and improving the health of the populations served, to foster the development of a workforce that can conduct the necessary functions effectively, to communicate the value of local public health, and to maintain and improve SCHD's own infrastructure to support those needs.

Executive Summary

The Stone County Health Department (SCHD) began a strategic planning process in March 2013 to develop a two-year strategic plan. The health department provides leadership in the community promoting collaboration and partnership development to optimize health outcomes across the entire public health system. Solutions for community health needs require adoption of new practices, standards, and approaches to ensure that public health efforts lead to optimized health and health equity for all people and communities of Stone County. Public health is a collaborative effort and no single person or entity can address the entirety of social, economic, environmental and behavioral issues that affect the community's health issues.

This SCHD Strategic Plan is a beginning document for the health department's goals and objectives to improve the health of Stone County. SCHD will embark on a long-term process to include community involvement and feedback to determine the priority issues of the county and develop more long-term strategic plans. The Community Health Assessment will provide health statistics and community resources needed to determine appropriate goals and actions for the health department. Healthy People 2020 will help provide baseline benchmark data for monitoring health indicators. Healthy People is nationally recognized and provides science-based, 10 year national objective for improving the health of all Americans. Purposes of the strategic plan:

- ✓ To communicate our mission, vision and values
- ✓ To serve as a management tool for decision making, project planning, and performance measurement and management
- ✓ To link our budget to strategic priorities

Priority Areas for 2013-2014

Health Priorities for 2013-2014 were developed utilizing available primary and secondary data, as well as community and stakeholder feedback. This information was organized and analyzed by the program managers of Stone County Health Department and presented to the Board of Trustees. Input from community partners will be instrumental in updating and developing the Strategic Plan with long-term goals in future years. The Health Priorities for Stone County for 2013-2014, as identified by the Board of Trustees and SCHD Staff include:

- Child and Family Safety
- Tobacco, Alcohol and Drug Abuse
- Overweight and Obesity

Goal: To Promote and Improve Healthy Behaviors to the Visitors and Residents of Stone County

Priorities 2013-2014	Objectives 2013-2014	Projected Completion Date	Responsible Staff	% Complete
1. Increase initiatives in Stone County addressing child and family safety issues.	<ol style="list-style-type: none"> 1. Certify 2 staff members as Car Passenger Safety Technicians. 2. Participate in at least 2 community events and provide at least 2 community presentations addressing safety issues. 3. Participate in at least 2 car and passenger safety check events for all ages. 4. Provide child safety information to mothers and expecting women during WIC appointments to 100% of clients. 5. Continue active involvement with OWNit- Child and Family Safety Action Team by facilitating meetings every 2 months. 6. Provide education to the community regarding injury prevention, child safety, and mental health among various age groups through 5 press releases and/or other media, and handouts at 3 health fairs. 	<ol style="list-style-type: none"> 1. December 2013 2. December 2014 3. December 2014 4. December 2014 5. December 2014 6. December 2015 	<ol style="list-style-type: none"> 1. Trisha Doering, Cessi Pritchert 2. Trisha Doering, Pam Burnett (nursing staff), Susan Campbell (WIC staff) 3. Trisha Doering, Cessi Pritchert 4. WIC staff 5. Trisha Doering 6. Trisha Doering 	<ol style="list-style-type: none"> 1. 100% 2. 3. 4. 5. 6.
2. Increase awareness of tobacco cessation opportunities, second-hand smoke dangers, and smoke-free facilities.	<ol style="list-style-type: none"> 1. Provide residents information on tobacco cessation classes offered by Cox Medical Center Branson through at least 3 Press Releases. 2. Provide residents information on the dangers of second-hand smoke by at least 3 Press Releases. 3. Provide handouts to 90% of Family Planning, Show-Me Healthy Women, and WIC clients about second-hand smoke dangers and tobacco cessation opportunities. 4. Provide list of smoke-free facilities (restaurants and lodging establishments) in Stone County by posting on SCHD website. 	<ol style="list-style-type: none"> 1. December 2014 2. December 2014 3. December 2014 4. August 2013 	<ol style="list-style-type: none"> 1. Trisha Doering 2. Trisha Doering 3. Clinical Staff, WIC Staff 4. Trisha Doering, Karen Bailey 	<ol style="list-style-type: none"> 1. 2. 3. 4.
3. Increase initiatives in Stone County addressing nutrition and physical activity and decrease the percentage of individuals who are overweight or obese in Stone County.	<ol style="list-style-type: none"> 1. Provide at least 4 nutrition education presentations in area schools and child care facilities annually. 2. Evaluate results of BMI data collected during 2011/2012 and complete comparison charts to be included in Community Health Assessment. 3. Provide 75% of area schools with BMI information and resources to implement their own Healthy School 	<ol style="list-style-type: none"> 1. May 2014 2. May 2013 3. December 2014 4. December 2014 5. March 2014 6. December 2014 	<ol style="list-style-type: none"> 1. Trisha Doering, Pam Burnett 2. Trisha Doering 3. Trisha Doering 4. WIC Staff 5. Trisha Doering, Karen Bailey, 	<ol style="list-style-type: none"> 1. 50% 2. 100% 3. 4. 5. 75% 6.

	<p>Program.</p> <p>4. Provide nutritional information through WIC program to 100% of clients.</p> <p>5. Develop a list of walking trails and other opportunities for physical activities available in Stone County. Post list to website for public viewing and give to 100% of Show-Me Healthy Women and Family Planning clients.</p> <p>6. Implement a Health and Wellness Committee focusing on improving healthy eating and physical activity. Encourage local facilities to provide discounts to parks, rec facilities, etc. Encourage participation in community events and groups such as Stream Teams that include outdoor activities.</p>		<p>Clinical Staff</p> <p>6. Trisha Doering, Pam Burnett, Todd Fickbohm</p>	
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Goal: To Proactively Protect the Health of the Community of Stone County

Strategies 2013-2014	Objectives 2013-2014	Projected Completion Date	Responsible Staff/	% Complete
<p>1. Decrease the number of vaccine- preventable disease cases in Stone County residents.</p>	<p>1. Provide education on preventable disease vaccines to Stone County children to 100% of WIC clients.</p> <p>2. Provide vaccines to 100% of eligible clients requesting to be vaccinated.</p> <p>3. Provide two press releases about clinical services and special immunization clinics.</p> <p>4. Update SCHD website with immunization schedule changes, hot topics, and special immunization clinics.</p> <p>5. Complete required annual immunization training through Webinar.</p> <p>6. Screen immunizations through SHOWMEVAX at certifications and re-certifications registry.</p> <p>7. New WIC Staff will complete immunization training through Webinar within 6 months of hire.</p> <p>8. Interpret immunization schedules and ensure the administration of 100% of immunizations and influenza vaccinations follow recommendations and guidelines set by the Department of Health and Senior Services (DHSS) and the Center for Disease Control (CDC).</p>	<p>1. December 2014</p> <p>2. December 2014</p> <p>3. December 2014</p> <p>4. December 2014</p> <p>5. December 2014</p> <p>6. Certifications/ Re-certifications</p> <p>7. December 2014 as needed</p> <p>8. December 2014</p>	<p>1. WIC Staff</p> <p>2. Clinical Staff, Clerical Staff</p> <p>3. Trisha Doering, Jana Lindner</p> <p>4. Clinical Staff, Karen Bailey</p> <p>5. Susan Campbell</p> <p>6. WIC Staff</p> <p>7. Susan Campbell, WIC Staff</p> <p>8. Jana Lindner</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p>
<p>2. Ensure the community receives adequate knowledge of public health concerns and</p>	<p>1. Provide health education presentations to community members and agencies promoting a healthy behavior or SCHD services at least 6 times a year to meet Maternal</p>	<p>1. December 2014</p> <p>2. December 2014</p>	<p>1. Trisha Doering, Pam Burnett</p> <p>2. Trisha Doering,</p>	<p>1.</p> <p>2.</p>

behaviors.	and Child Health (MCH) and Child Care Health Consultant (CCHC) contracts. 2. Participate in at least 1 community health outreach event including health fairs, immunization clinics, and/ or volunteer events per month.		Pam Burnett	
3. Ensure public health ordinances are current.	1. Review, update, and/or revise ordinances annually. 2. Reduce the number of failing onsite wastewater treatment systems in Stone County by reviewing, issuing, or responding to 100% of OWTS construction permits, complaints pertaining to wastewater, Property Transfer Certificates, and PTC affidavits. 3. Provide a state certified water testing laboratory at all times- maintain annual laboratory certification through DHSS. 4. Conduct 100% of requested testing for coliform bacteria in drinking water and recreational water samples according to established procedures. 5. Conduct annual and initial inspections of 100% of child care facilities according to Department of Health and Senior Services rules and regulations. 6. Conduct annual inspections of 100% of lodging establishments per Department of Health and Senior Services criteria. 7. Inspect 100% of regulated food establishments to ensure required compliance with the health code.	1. October 2014 2. December 2014 3. December 2014 4. December 2014 5. December 2014 6. December 2014 7. December 2014	1. Todd Fickbohm, EPHS Staff 2. Todd Fickbohm, EPHS Staff, Cessi Pritchert 3. Paul Terry, Chris Thornton 4. Paul Terry, Chris Thornton, Karen Bailey 5. Paul Terry, Chris Thornton 6. Paul Terry, Chris Thornton 7. Paul Terry, Chris Thornton	1. 2. 3. 4. 5. 6.
4. Increase Environmental Public Health awareness.	1. Submit two press releases annually pertaining to well-water testing. 2. Maintain and update current environmental public health information on SCHD website through quarterly reviews. 3. Promote food safety through education by completing all required food establishment inspections and sending food safety education materials to permitted facilities quarterly. 4. Attend 80% of community outreach events and stakeholder meetings to promote EPH (Crane Broiler Festival, Shell Knob Home Show, meetings).	1. December 2014 2. December 2014 3. December 2014 4. December 2014	1. Paul Terry, Trisha Doering 2. EPHS Staff 3. Chris Thornton 4. EPHS Staff	1. 2. 3. 4.
5. Increase awareness and screening efforts for women's health and other health	1. Provide education and resources for birth control without regard to ability to pay to 100% of Stone County women under the age of 35, uninsured or with Medicaid,	1. December 2014 2. July 2014 3. December 2014	1. Clinical Staff 2. Clinical Staff 3. Clinical Staff,	1. 2. 3.

issues.	<p>who request services.</p> <ol style="list-style-type: none"> 2. Provide Show-Me Healthy Women services to 100% of eligible clients requesting services to prevent cervical and breast cancer, utilizing state funds. 3. Help physicians to identify acute and chronic diseases by continuing to provide low cost blood draw services three (3) times per month to clients with physician's orders. 4. Provide free blood pressure screenings to 100% of clients requesting services. 5. Provide lead testing and case management to 100% of eligible children with elevated lead levels. 6. Assure all terms of the Ozarks Area Community Action Corporation (OACAC) family planning contract terms are met, assist nurse practitioner with diagnostic procedures and treatments, discuss client problems and recommended care approaches, and dispense medications for family planning clients per standing orders and OACAC guidelines at all times. 7. Provide education and resources for birth control to 100% of Stone County women who are enrolled in the Family Planning program without regard of ability to pay. 8. Provide testing and treatment for control of sexually transmitted diseases (STD) and tuberculosis (TB) to 100% of clients requesting services in accordance with established protocol, standard of practice and standing order procedures. 	<ol style="list-style-type: none"> 4. December 2014 5. December 2014 6. December 2014 7. December 2014 8. December 2014 	<p>Abby P.</p> <ol style="list-style-type: none"> 4. Clinical Staff 5. Jana Lindner, Clinical Staff 6. Jana Lindner, Clinical Staff 7. Jana Lindner, Clinical Staff 8. Pam Burnett, Donna Bailey, Clinical Staff 	<ol style="list-style-type: none"> 4. 5. 6. 7. 8.
6. Ensure Epidemiological Surveillance and Communicable Disease investigations are optimal.	<ol style="list-style-type: none"> 1. Provide investigation and education to 100% of reportable Communicable Disease cases within required DHSS guidelines. 2. Provide case management to 100% of communicable disease cases requiring further actions. 3. Request community partners to provide ongoing health status updates (surveillance) on 100% of reportable diseases. 4. During an outbreak, heightened investigation and surveillance, or during an emergency response, 100% of employees will perform duties as assigned by the Epidemiology Specialist. 5. Investigate 100% of complaints or reports related to 	<ol style="list-style-type: none"> 1. December 2014 2. December 2014 3. December 2014 4. December 2014 5. December 2015 	<ol style="list-style-type: none"> 1. Donna Bailey, Pam Burnett, Volunteer Sue Shafer 2. Clinical Staff 3. Pam Burnett 4. SCHD Staff 5. Chris Thornton, Paul Terry 	<ol style="list-style-type: none"> 1. 2. 3. 4. 5.

	<p>suspected or known environmental related illnesses, collect specimens and samples as needed following prescribed protocol, assist in identification of sources and methods of transmission of illness, and provide information and report to state and other authorities as appropriate.</p>			
<p>7. Increase Emergency Response and Preparedness Awareness and meet Public Health Emergency Planning Local Capabilities requirements.</p>	<p>1. Complete PHEP Local Capabilities Planning Guide of all 15 Capabilities and submit to DHSS before deadline. 2. Complete detailed work plans of Capabilities 5, 10, and 13 and submit to DHSS before deadline. 3. Complete 100% of required PHEP trainings, reviews, documentation, and action/ planning steps as identified in the Capabilities Work Plan for each Capability 5, 10, and 13 and include in the All-Hazards Plan. 4. Provide emergency preparedness tips (Ready in 3) to community in 3 press releases annually. 5. Identify Public Health Emergency Operations Center assignments and duties to staff and volunteers. 6. Continue active involvement through attending monthly meetings with the Local Emergency Planning Committee. 7. Ensure active and proper emergency response training of 100% of Medical Reserve Corps volunteers. 8. Ensure 1-2 staff is licensed in HAM radio usage. 9. Ensure and document that 100% of staff and volunteers have completed the necessary Incident Command System courses (100, 200, 700, 800).</p>	<p>1. September 2013 2. September 2013 3. December 2014 4. December 2014 5. May 2014 6. December 2014 7. December 2014 8. December 2015 9. December 2014</p>	<p>1. Trisha Doering 2. Trisha Doering 3. Trisha Doering, Todd Fickbohm, Pam Burnett 4. Trisha Doering 5. Trisha Doering, Todd Fickbohm, Pam Burnett 6. Todd Fickbohm, Pam Burnett, Trisha Doering 7. Trisha Doering 8. Todd Fickbohm, Pam Burnett, Trisha Doering 9. Trisha Doering</p>	<p>1. 100% 2. 100% 3. 4. 33% 5. 6. 7. 8. 9.</p>
<p>8. Ensure Public Information meets Stone County residents in a timely and effective format and meets the requirements of Public Health Emergency Planning Local Capabilities.</p>	<p>1. Ensure the public receives information and education via news press releases on a weekly basis. 2. Ensure proper training is conducted annually to Public Information Officer on duties during an emergency. 3. Ensure that the Public Information Officer attends Incident Command Training 300 and 400. 4. Provide health education presentations to community members and agencies promoting healthy behavior or SCHD services at least once a month. 5. Participate in 100% of local radio shows as requested by the OWNit. group promoting SCHD services, programs, or health initiatives.</p>	<p>1. December 2014 2. December 2014 3. December 2015 4. December 2014 5. December 2014</p>	<p>1. Trisha Doering 2. Trisha Doering 3. Trisha Doering 4. Trisha Doering 5. Trisha Doering, Pam Burnett</p>	<p>1. 2. 3. 4. 5.</p>

Goal: To Build and Strengthen Our Partnerships Through Community Collaboration

Strategies 2013-2014	Objectives 2013-2014	Projected Completion Date	Responsible Staff	% Complete
<p>1. Utilize the Mobilizing for Action through Planning and Partnerships (MAPP) process, build and maintain community partnerships.</p>	<p>1. Develop a list of community health partners/ coalitions defining the role of the partner/ coalition and potential meeting times. 2. Provide training to staff at monthly staff meetings regarding at least one community health partner/ coalition with which the department is involved. 3. Collaborate with at least 2 community partners to offer services for mental health issues identified in the county via the Community Health Assessment. 4. Collaborate with at least 2 community partners to offer services and/or education for senior health issues identified in the county via the Community Health Assessment. 5. Implement the MAPP process to develop a SCHD Community Health Coalition with volunteers and key stakeholders.</p>	<p>1. May 2014 2. December 2014 3. December 2013 4. October 2014 5. May 2014</p>	<p>1. Trisha Doering, Pam Burnett, Todd Fickbohm 2. Trisha Doering, Pam Burnett, Todd Fickbohm 3. Trisha Doering, Pam Burnett 4. Trisha Doering, Pam Burnett 5. Trisha Doering, Pam Burnett, Todd Fickbohm</p>	<p>1. 2. 3. 75% 4. 5.</p>
<p>2. Increase awareness and involvement of the Medical Reserve Corps volunteer program.</p>	<p>1. Increase recruitment efforts of MRC by submitting at least 3 press releases annually to promote the program. 2. Increase recruitment efforts of MRC by utilizing at least 4 grant-funded radio shows and other radio show opportunities to promote the program. 3. Encourage strong participation of 50% of MRC members with the Community Health Coalition. 4. Review and revise MRC plan, protocols, mission, and organization of member training annually. 5. Search and submit grant proposals for additional MRC program funding yearly.</p>	<p>1. December 2014 2. December 2014 3. May 2014 4. December 2014 5. December 2014</p>	<p>1. Trisha Doering 2. Trisha Doering 3. Trisha Doering 4. Trisha Doering 5. Trisha Doering</p>	<p>1. 2. 3. 4. 5.</p>
<p>3. Ensure referral system is appropriate and current.</p>	<p>1. Increase awareness of Stone County local agencies and the benefits of those agencies to the community by revising the referral list twice annually. 2. Provide the current referral list to 100% of clients as needed in SCHD and over-the-phone requests. 3. Refer 100% of WIC Clients to SCHD and Physicians as needed.</p>	<p>1. December 2014 2. December 2014 3. December 2014</p>	<p>1. Cessi Pritchert, Abby Pendergrass 2. Clerical Staff 3. WIC Staff</p>	<p>1. 2. 3.</p>

Goal: To Provide Quality Services to the Visitors and Residents of Stone County

Strategies 2013-2014	Objectives 2013-2014	Projected Completion Date	Responsible Staff	% Complete
1. Align SCHD services and procedures with Missouri Institute of Community Health and/or Public Health Accreditation Board standards.	<ol style="list-style-type: none"> 1. Implement 100% of documentation standards as outlined by accreditation requirements. 2. Define and implement 100% of required staff training as defined by accreditation standards. 3. Develop and update a SCHD Strategic Plan to map SCHD's efforts and goals, submit to website and papers. 4. Develop and implement a procedure for utilizing continuous quality improvement within SCHD for procedures and programs. 5. Develop and implement a dashboard of speedometers for selected SCHD Strategic Plan indicators. 	<ol style="list-style-type: none"> 1. December 2014 2. December 2014 3. January 2014 4. December 2015 5. December 2014 	<ol style="list-style-type: none"> 1. Managers 2. Trisha Doering, Pam Burnett, Todd Fickbohm 3. Trisha Doering 4. Trisha Doering 5. Trisha Doering 	<ol style="list-style-type: none"> 1. 2. 3. 4. 5.
2. Utilize the MAPP Process to develop the Community Health Coalition and Community Health Improvement Plan for Stone County.	<ol style="list-style-type: none"> 1. Complete the Community Health Assessment with the aid of MPH Intern and Community Health Coalition. 2. Complete the Themes and Strengths Assessment with the aid of the MPH Intern and Community Health Coalition. 3. Complete the Forces of Change Assessment with the aid of the MPH Intern and Community Health Coalition. 4. Complete the Local Public Health System Assessment with the aid of the MPH Intern and Community Health Coalition. 5. Use the results of the 4 MAPP Assessments to develop a Stone County Community Health Improvement Plan. 6. Use the priorities outlined in the Community Health Improvement Plan to develop Action Teams for each health priority. 7. Develop a dashboard of speedometers for selected health indicators by using benchmark data to be available on the SCHD website. 	<ol style="list-style-type: none"> 1. October 2014 2. October 2014 3. October 2014 4. October 2014 5. November 2014 6. January 2015 7. March 2015 	<ol style="list-style-type: none"> 1. Trisha Doering 2. Trisha Doering 3. Trisha Doering 4. Trisha Doering 5. Trisha Doering 6. Trisha Doering 7. Trisha Doering 	<ol style="list-style-type: none"> 1. 50% 2. 3. 4. 5. 6. 7.
3. Search and submit grant proposals for additional program funding.	<ol style="list-style-type: none"> 1. Administer 100% of awarded grant funds according to the contract agreements. 2. Submit at least one grant proposal per quarter for program, volunteer, and/or SCHD development and support. 	<ol style="list-style-type: none"> 1. December 2014, annually 2. December 2014, annually 	<ol style="list-style-type: none"> 1. Trisha Doering, Pam Burnett 2. Trisha Doering 	<ol style="list-style-type: none"> 1. 2.

<p>4. Ensure health department financials are prepared and appropriate.</p>	<ol style="list-style-type: none"> 1. Prepare monthly billing forms for contract reimbursement from applicable contractors. 2. Maintain 100% of accurate entries for line items on budget form for both revenues and expenses and confer with ABC Accounting to assure accuracy of budget database and establishment of appropriate line-item codes. 3. Assure 100% of contract documents and SCHD facility documents are filed and easily accessible. 4. Prepare SCHD annual budget and six-month review. Have available to public. 5. Complete payroll every two weeks, complete expense requests of staff within payroll weeks, and assure accurate deductions on all staff payroll for health, retirement, flex plan, and taxes are maintained based on salary change and/or requests by employee. 6. Complete payments to 100% of vendors within the designated time frame for payment, this includes payments for insurance and taxes. 7. Establish individual vendor files for 100% of vendors maintaining up to date information to assure accurate documentation is readily accessible and accurately code all vendor payments on the appropriate line item on the electronic budget database. 	<ol style="list-style-type: none"> 1. December 2014 2. December 2014 3. December 2014 4. December 2014 5. December 2014 6. December 2014 7. December 2014 	<ol style="list-style-type: none"> 1. Maria Wells 2. Maria Wells 3. Maria Wells 4. Maria Wells, Todd Fickbohm, Pam Burnett 5. Maria Wells 6. Maria Wells 7. Maria Wells 	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7.
<p>5. Ensure SCHD Personnel records are properly managed.</p>	<ol style="list-style-type: none"> 1. Maintain 100% of personnel records assuring that records are kept confidential. 2. Maintain leave balances for 100% of SCHD staff; assure balances are accurate and staff is knowledgeable of their balances to avoid a leave without pay status. 3. Notify 100% of new staff when they are eligible for retirement, flex plan, and health benefits. Complete all forms to assure benefits are available to staff by the end of the 3 month waiting period. 4. Assure 100% of new employees have completed all forms required for employment and tax status. 	<ol style="list-style-type: none"> 1. December 2014 2. December 2014 3. December 2014 4. December 2014 	<ol style="list-style-type: none"> 1. Maria Wells 2. Maria Wells 3. Maria Wells 4. Maria Wells 	<ol style="list-style-type: none"> 1. 2. 3. 4.

*Objectives of the strategic plan will be evaluated bi-annually, with a mid-term strategic planning renovation scheduled for January 2015 to identify accomplishments and identify areas of improvement or additional programs to implement.

*Objectives/ Action Steps to include: the remaining staff's updated performance expectations where applicable and additional Board recommendations.