STRATEGIC PLAN 2023-2028

Stone County Health Department

Public Health
Prevent. Promote. Protect.
Stone County Health Department
Making Lives Better

Adopted by the Board of Trustees:
September 2023

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Acknowledgements

The following Strategic Plan was developed through many hours of discussion, review of data, and efforts by the Stone County Health Department Board of Trustees, leadership team, and staff. These efforts have resulted in strategic priorities that have been used to develop priorities to guide public health efforts in Stone County for the next five years.

The SCHD Board of Trustees would like to extend a tremendous amount of gratitude for the dedication, expertise, and passion displayed by all involved in the strategic planning process:

List of Stone County Health Department Strategic Planning Participants

SCHD Board of Trustees

Phyllis Knapp, Chairperson
Julie Green, Vice Chairperson
Bob Fritz, Treasurer
Barbara Bodnar-Huy
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"An organizational strategic plan provides a local health department (LHD) and its stakeholders with a clear picture of where it is headed, what it plans to achieve, the methods by which it will succeed and the measures to monitor progress…. A strategic plan is a leadership tool grounded in decisions the organization has made about strategic priorities for the near future... The plan not only communicates these priorities, but also provides a basis for future decision-making. The strategic plan is not intended to be a stand-alone document; rather, it should be aligned with other important assessment, planning and evaluation work such as a local community health improvement process, an agency quality improvement (QI) plan, operational/work plans or even an annual report."

-National Association of County and City Health Officials (NACCHO), Strategic Planning Guide

Letter of Introduction

It is with great pleasure and enthusiasm that I introduce our strategic plan for the Stone County Health Department. As a dedicated board trustee of over 30 years and a passionate advocate for the well-being of our communities, I'm honored to present this comprehensive roadmap that will guide the future of our public health initiatives.

Creating this strategic plan for the Stone County Health Department requires a clear vision, a commitment to all our communities, and a focus on improving the health and well-being for all residents and visitors that come to our beautiful Stone County. Over the past several months, our team of dedicated staff and stakeholders have worked tirelessly to develop a strategic plan that reflects the dedication the Board of Trustees and staff have to address the needs of all our communities. We have reviewed data, conducted thorough assessments, and collaborated with other partners within Stone County. This has allowed us to develop a plan that is not only ambitious but also outlines achievable guidelines to assist our staff to build the basis of a strong public health system for all communities in Stone County.

The strategic plan is founded on the core principles of innovation, inclusivity, and evidence-based decision-making to guide our efforts. It outlines a clear vision and mission for the Stone County Health Department emphasizing our commitment to promoting the health and well-being of residents and visitors. It sets a series of objectives that are designed to address our own infrastructure and critical public health issues, giving our staff clear instructions for the programs and services offered. The plan will also hold us to the highest standards of transparency, integrity, and performance in our day-to-day business.
Furthermore, this plan incorporates a strong emphasis on community engagement and partnership building. We recognize that the success of our public health initiatives relies on collaboration with community organizations, healthcare providers, local businesses, and concerned citizens. It is through these alliances that we can pool our resources, share our expertise, and collectively work towards achieving our common goals.

We believe that the strategies and actions outlined in this plan will not only transform our public health department but also create a healthier and more resilient Stone County for generations to come.

I want to take this opportunity to express my gratitude to the staff and leadership for their ongoing support and dedication to the well-being of our communities. Insights, expertise, and commitment are invaluable assets to our public health efforts, and we are excited to embark on this journey.

Thank you for your unwavering dedication to the health and prosperity of Stone County.

We will continue to work hard to achieve a healthy, vibrant community for everyone in Stone County. We look forward to implementing new, innovative strategies to address the identified health priorities in the strategic plan. Together, we can make a meaningful difference in the lives of those we serve.

Sincerely,

Phyllis Knapp

Chairperson
Stone County Health Department
Board of Trustees

Executive Summary

Strategic planning is:

> "a disciplined process aimed at producing fundamental decisions and actions that will shape and guide what an organization is, what it does, and why it does what it does. The process of assessing a changing environment to create a vision of the future; determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses; then setting in motion a plan of action to position the organization," (Public Health Accreditation Board)

The Stone County Health Department's strategic plan will provide a focus and guidance on strategic priorities for the organization from the Board of Trustees. The plan will consist of organizational goals, strategies, objectives, and new initiatives based on the pressing needs and priorities of the department and community.

PHAB Measures will be used to identify important elements that should be included in the strategic planning process:

- list of those who participated in the strategic planning process,
- summary of overview of the process,
- identification of strengths, weaknesses, opportunities (external and internal trends), threats that may impact SCHD and public health of the county,
- consideration of capacity of SCHD for workforce development, communication, financial sustainability, information management, and technology,
- process for selecting strategic priorities.

The department-wide strategic plan was adopted at the September 2023 Stone County Health Department Board of Trustees meeting. The strategic plan includes:

- The SCHD's mission, vision, and values.
- Strategic priorities.
- Objectives with measurable and time framed targets.
- Strategies or actions to address objectives.
- A description the strategic plan's implementation strategy and evaluation process for monitoring progress towards goals, objectives, and actions.
- Description of how linkage with the community health improvement plan (CHIP).
- Description of how the strategic plan integrates with the SCHD performance management (PM) system.

The following graphics provide a useful presentation of the conceptualization of the relationship between the Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), Strategic Plan (SP), and Quality Improvement (QI) Plan.

Figure 1

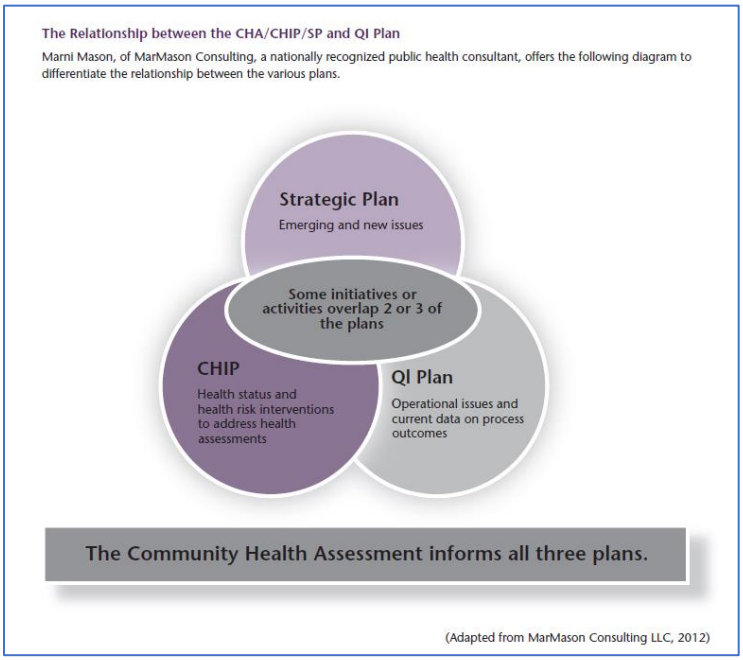
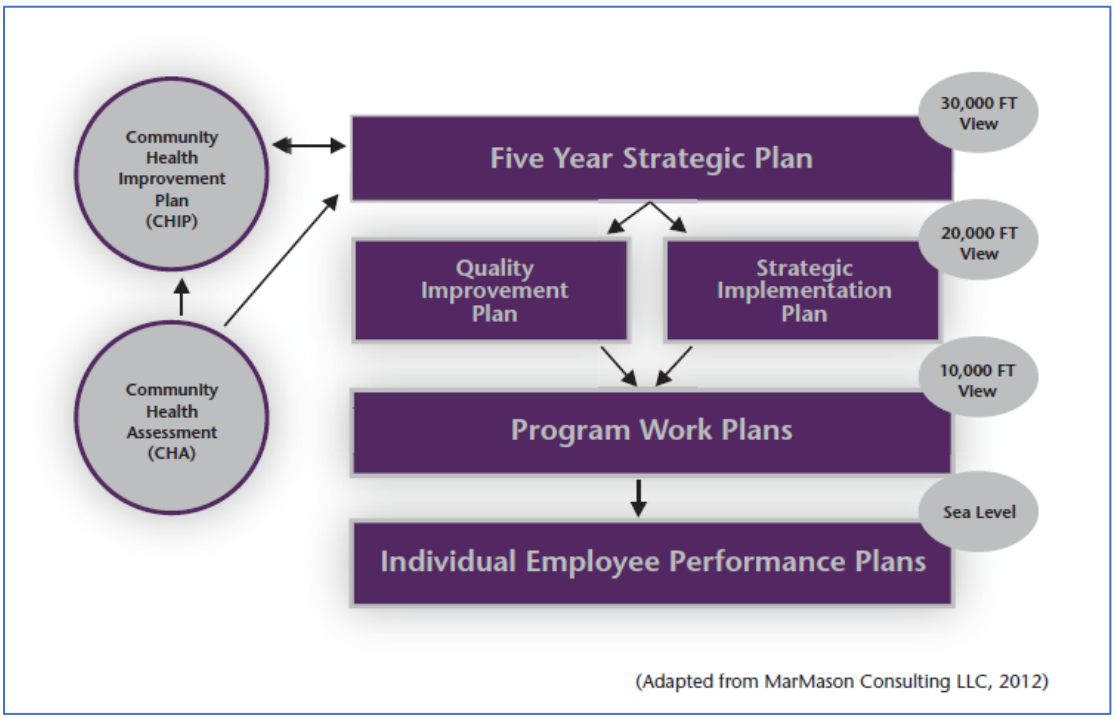


Figure 2



Strategic Planning Process Overview

The strategic planning process implemented by SCHD was based on the National Association of City and County Health Officials' (NACCHO) model. The NACCHO model includes six steps. These steps were completed in 2023 over the course of six months. The goal of the strategic planning committee, consisting of the SCHD Board of Trustees and Leadership team was to develop clear priorities for the health department based on data, knowledge of the community, knowledge of pressing needs of the health department, and anticipated internal and external opportunities and challenges. The resulting priorities will provide guidance to the SHCD Board of Trustees, director, leadership team, and community partners to establish a common vision, mission, and set of values to achieve goals and objectives in a thoughtful, intentional manner. The six steps of the process included:

1. Organization & Laying the groundwork
2. Developing Mission, Vision, and Values
3. Compiling Relevant Information
4. Analyzing Results and Identifying Strategic Priorities
5. Developing the Strategic Plan & Implementation Plan
6. Implementation, Monitoring, and Revising

Organization & Laying the groundwork: The health department leadership reviewed the NACCHO guide to plan for the strategic planning process to identify stakeholders, determine available data, develop a timeline for the process, and develop a project plan. Potential data sources were defined, data was collected and organized, and presentations of data were presented to the strategic planning committee. A list of data sources used for the strategic planning process included:

- LHD Annual reports, particularly results related to progress on any past initiatives or strategic plans;
- CHA results such as health status data, community perceptions regarding health and health needs, and demographic information;
- An agency review against national standards, such as those of PHAB;
- Local Public Health System Assessment (LPHSA) results;
- LHD Financial Analysis;
- Employee/Workforce climate survey results or feedback;
- Partnership or stakeholder analysis results;
- Policy and legislative scan;
- LHD program evaluation and QI results;
- Customer service/ satisfaction feedback;
- Results of a traditional SWOT analysis previously completed;
- Competitive or market analysis;
- Other relevant information and data;

The health department's mission, vision and values were developed after considering changes to the existing mission, vision, and values statements developed during the previous Community Health Assessment process. The health department leadership and strategic planning committee reviewed the existing mission, vision, and values and determined that these continue to represent what SCHD does and why it exists (mission). The existing set of values continues to guide the continued work of the SCHD and are based on the work the SCHD intends to do (vision).

Compiling Relevant Information: Data were compiled, collected, and summarized for use by the strategic planning committee. The data was then used to provide a foundation for discussions on the strengths, weaknesses, external opportunities and threats (SWOT).

Analyzing Results and Identifying Strategic Priorities: A SWOT analysis was completed, and the issues were categorized by Themes and then prioritized for inclusion in the strategic plan.

Developing the Strategic Plan & Implementation Plan: Action plans to address the priorities were then developed by the SCHD leadership team. Broad goals and corresponding measurable objectives were defined with timelines and assigned to staff/departments. This plan was then presented to and approved by the SCHD Board of Trustees.

Implementation, Monitoring, and Revising: The SCHD Board of Trustees will hold the SCHD leadership team accountable for implementation of the strategic plan. Ongoing measurement and monitoring of both process and outcome data is necessary to ensure the plan is on track for making an impact and identifying opportunities for quality improvement (QI).

Monitoring of progress towards the strategic plan objectives will occur through quarterly reports to the SCHD Board of Trustees and an annual summary report. Reports will be shared with the Board of Trustees and staff as part of the normally scheduled monthly meetings quarter with an annual report presented in December.

Connecting the Strategic Plan to the Community Health Assessment (CHA) & Community Health Improvement Plan (CHIP)

The CHA, CHIP and SCHD strategic plan are connected and structured to inform one another. The CHA preceded the planning and the development of the CHIP. These two documents were then used to inform the SCHD strategic plan's SWOT analysis and health priorities. The CHIP was developed in collaboration with the Stone County Community Health Coalition (SCCHC) representing community and public health system partners. The CHIP was developed based on the CHA to address priorities in the community that impact the overall health of the community. CHIP priorities that the health department plans to address with their work were included in the health department strategic plan with specific strategies, goals, and objectives.

The strategic plan provides an important foundation for the performance management system as it provides the basis for the development of operational plans and performance measures for the health department. Monitoring and evaluation of the Strategic Plan priorities, goals, and objectives will occur through the SCHD performance management system.

Strategic Planning Project Plan & Timeline

The strategic planning process followed the following timeline:

Date	Strategic Planning Step	Pre-work
March-April 2023	**1.Organization & Laying the groundwork** a) Identifying and defining stakeholders b) Determining available data c) Developing process and timeline needs d) Developing a project plan	1. Leadership team a. List stakeholders b. Define level of stakeholder c. Identify data availability (primary and secondary) d. Identify potential data needs e. Update schedule and bring to meeting.
May	**2.Developing Mission, Vision, and Values** a) Identifying Formal and Informal Organizational Mandates b) Determining the Type and Level of Stakeholder Engagement c) Developing Organizational Values Statements d) Developing Mission Statement e) Developing Vision Statement f) Communicating Vision, Mission and Values	1. Review SCHD Mission, Vision, Values
June	**3.Compiling Relevant Information** a) Determining Value of Existing Data b) Collecting Additional Data/Information as Needed c) Summarizing Data/Information	1.Prepare data for meeting to be reviewed by strategic planning committee.
July-August 2023	**4.Analyzing Results and Identifying Strategic Priorities** a) Completing a SWOT/SWOC Analysis b) Identifying and Framing Cross-cutting Themes, Emerging Issues and Key Strategic Issues c) Prioritizing and Selecting Strategic Issues	1.Gather and prepare additional data for consideration by strategic planning committee 2.Review SWOT analysis process 3.Present summary data to SCHD staff and community stakeholders for input and comment to be considered by strategic planning committee.
August-September 2023	**5.Developing the Strategic Plan & Implementation Plan** a) Developing Strategies to Address Priorities b) Developing Goals and Objectives c) Developing Strategic Implementation Plan with Timelines and Measurement Plans d) Creating a Strategic Planning Document	1.Review SWOT/SWOC work and categorize priorities into Themes for consideration of priorities to be accepted by strategic planning committee. 2.Send Priority Themes to strategic planning committee for review prior to meeting. 3.Present Priority Themes to SCHD staff and community stakeholders for input and comment.

October 2023	**6.Implementation, Monitoring, and Revising** a) Establishing a Process for Monitoring, Implementation and Evaluation b) Using QI to Improve Process and Outcomes c) Maintaining Flexibility d) Communicating Results e) Revising and Updating the Plan as Needed	1.Prior to board meeting, send Strategic Plan for review. Plan will be presented for approval. 2.After approval, leadership team will present strategic plan to SCHD staff. 3.Strategic planning priorities will be incorporated into performance management system and QI plan.

Strategic planning is an important process whereby the SCHD Board of Trustees, leadership team, and community partners establish a common vision for public health in Stone County. Priorities will guide the leadership team and staff as they work toward set goals. Once implemented, the strategic plan becomes a living document that is monitored monthly, reviewed and revised annually, and is used to establish accountability. The strategic plan is also used to identify successful implementation of programs and achievement of goals. The plan is also used to identify areas of improvement and quality improvement.

Mission, Vision and Values of the Stone County Health Department

Mission Statement

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

Vision

Healthy people. Healthy environment. Healthy community. For all generations!

Values

Respect- At SCHD we respect our customers and coworkers by listening to their needs, treating them with dignity and fairness and ensuring their satisfaction with our services and work environment.

Dedication – At SCHD we are dedicated to excellence in all we do, working towards the pursuit of bringing equality and inclusivity for all customers, embracing an atmosphere of teamwork bringing passion, perseverance, and unwavering commitment for continuous improvement.

Compassion – At SCHD we believe in treating others with kindness, empathy, and understanding. We strive to create a supportive and inclusive environment where all individuals are valued, respected, and treated with compassion, regardless of their background or circumstances.

Integrity – At SCHD we hold ourselves to the highest standard by always acting with honesty, fairness, and transparency in all our actions and decisions, striving to build trust and credibility with all people.

Strength, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis with an Environmental scan was completed as part of the SCHD strategic planning process. For each SWOT sector, internal and external factors were identified and discussed to determine the long-term impact on the viability of SCHD. One of the most important factors contributing to the long history of successful public health actions by SCHD identified during the process were the many public health system stakeholders that support SCHD actively. These external public health system stakeholders include many sectors of the community and represent a significant strength for SCHD. These stakeholders are active partners in many SCHD activities, programs, coalitions, and policy actions. This list includes:

Stone County Government

- Commissioners
- Local municipalities
- Planning and Zoning

Law Enforcement

- Local law enforcement agencies
- Prosecuting Attorney
- Sheriff's department

Emergency Services

- EMS – Cox/Mercy
- Fire Department
- Stone County Emergency Management

Health Care Systems

- Mercy
- Cox
- Fordland (FQHC)
- Jordan Valley Community Health Center (FQHC)
- Faith Community Health Center
- Ozark Country Cares
- Burrell Behavioral Health

Substance Use Prevention and Rehabilitation

- Drug Treatment Court Diversion Program
- Cox Health Systems Substance Use Prevention Initiative
- Stone County Recovery Center
- Elevate Branson (Taney County)

School Systems—Superintendents

- Reeds Spring School District
- Blue Eye School District
- Galena School District

- Crane School District
- Hurley School District

Youth Services

- Preschool
- Day Cares
- Galena School Public Health Class
- GoCaps

Coalitions

- Stone County Community Health Coalition
- OWNit
- Healthy Family Task Force
- LEPC- Local Emergency Planning Committee
- Unite Table Rock Lake

Senior Services

- Kimberling City Senior Center

Environmental Agencies

- Ozark Water Watch
- United States Corps of Engineers
- Missouri Department of Natural Resources (DNR)
- Missouri Department of Conservation
- United States Food and Drug Administration (FDA)

Business Sector

- Silver Dollar City
- Chamber of Commerce

Surrounding Counties

- Taney County
- Barry County
- Lawrence County
- Christian County

State

- Missouri Department of Health and Senior Services
- State Representatives & Senators

Foundations for Funding

- Skaggs Foundation
- Missouri Foundation for Health

Food Insecurity

- North Food Pantry
- Peoples Food Pantry
- Our Lady of the Cove Catholic Church Food Pantry

Strengths

The SCHD strategic planning process identified many internal and external strengths that have proven valuable for successful public health actions and policies in Stone County. These strengths include current assets upon which SCHD relies such as:

- People (SCHD staff, leadership, and community partners who support and advocate for public health).
- Support from agencies, commissioners, and community organizations and members.
- SCHD and other county services and programs which provide important resources, services, and support to the community.
- Community accessibility allows the SCHD staff and programs to reach community members while facilitating ongoing support.
- Long-term employees of SCHD have extensive knowledge of public health, the community, and SCHD policies, procedures, and authorities.
- The new building represents a significant strength that will allow for a new era of public health leadership in Stone County, opportunities, and implementation of new services.
- A forward-thinking, supportive board.
- A SCHD Mobile Medical Unit for providing outreach and services to disadvantaged and hard-to-reach groups.
- Accreditation work which will lead to program improvements, development of new policies, and represents a significant quality improvement process.
- Lab equipment that allows for the provision of local laboratory services.
- Tech and IT infrastructure provides a foundation for service provision, data management, and program evaluation.
- Positive funding in the form of contracts, grants, and mill tax.
- Employees, relationships, and the building will allow for a sustainable future for SCHD if these are supported, maintained, and utilized efficiently.
- Unique resources that SCHD has in the county that set SCHD apart as a community resource and trusted community partner: vital records, WIC, referrals, resources, access to care, health education, laboratory, and environmental health.
- Excellence in providing education, social media outreach, communication, teamwork, emergency response, reputation, and having an experienced health department administrator.
- Employee strengths include knowledge, dedication, experience, expertise, long-tenure, and hard-working while being pleasant and friendly to community members seeking services.
- Overall strengths: flexibility, board functioning, sources of funding, management (programs, contract, and grants), medical billing, adaptability, and electronic health records.
- Customer service and reputation among those receiving services, referrals, and viewed as: helpful, affordable, accessible, teamwork, and knowledgeable.

Weaknesses

The SCHD strategic planning process identified several internal and external weaknesses that could hinder public health actions in Stone County. These weaknesses were important factors that were considered in the development of SCHD plans. These weaknesses include:

- SCHD infrastructure issues have been recognized. There are currently actions being taken to address these, but these will need to be considered in future actions as maintenance is necessary to ensure they are addressed: ADA compliance, IT, cybersecurity, staffing needs, and training resources.
- Environmental health electronic system.
- Public and internal communication are current weaknesses and improvements are necessary to meet the future needs of SCHD, this includes improving marketing strategies.
- Currently, staff are viewed as having "too many hats".
- General revenue funding is a weakness. Other funding sources are anticipated to decrease in the future.
- There is a lack of dedicated expertise in these areas of public health that are needed for future work: social media, public information, emergency planning, human resources, accreditation, IT, data analysis, epidemiology, and public health training.
- Future staffing needs include PIO, Epidemiology/Data, HR, accounting, RN, EPHS, and a nutritionist.
- Compared to other LPHAs with comparable programs, population, and community needs the SCHD lacks or has a need to improve these activities, programs, and services: wage survey, community outreach/education, policy evaluation and advocacy, Board of Trustees' development plan, mental and behavioral programs, substance use prevention programs, specialized vaccinations (Shingles, travel).
- The SCHD has weaknesses related to over-reliance on management team members, WIC, general revenues, IT, and the workforce grant. Strategies need to be implemented to sustain these resources.
- New ordinances and an evaluation of fees for service are needed.
- There are public health services that are needed in Stone County, these include: animal control, nuisance properties, housing conditions, mold, mosquitoes, shingles vaccinations, diabetic foot care, respite care, home health, travel immunizations, and international worker health. The Assurance role of public health is underutilized.
- Local workforce needs are a weakness in Stone County that will have detrimental effects on the health of the population. Many of these needs align with the Social Determinants of Health and include housing availability and affordability, lack of available and affordable day care, lack of healthcare access for rural areas, aging population, lack of race and ethnicity data for health outcomes, roads and transportation.
- Technology is a weakness that will need to be addressed to meet future demand of public health services. These weaknesses include fiber/high speed internet, Performance Management System software, environmental health software.
- A transition planning process for the administrator is not currently in place and needs to be addressed.

- Future funding challenges will negatively impact SCHD. These challenges include the proposed senior tax reduction and inflation.
- The geographic distribution of resources and the population continues to be a challenge and will be continued weakness for delivering services based on the logistics (north and south) of the county, roads and transportation, seeking public health services in other counties, and equitable distribution of medical services.

Opportunities

Several internal and external opportunities were identified during the strategic planning process that could enhance or support public health actions in Stone County. These opportunities were considered when considering future goals and objectives for the SCHD. These opportunities include:

- SCHD has several substance abuse prevention partners in Stone County. Additionally, there is increased awareness and community readiness surrounding this issue. These circumstances represent a significant opportunity to develop policies and programs surrounding substance use prevention.
- There are opportunities surrounding addressing issues of chronic diseases in Stone County. These include the availability of senior funding, AARP grant for senior citizens fitness, and having the senior center in Kimberling City. There are also partners providing foot care, sports physicals, and other needed clinical services in Stone County.
- The SCHD is involved in many County-level partnerships that are focused on issues that address the SDOH in the county. These efforts include chamber of commerce economic development, Kimberling City transportation study, food pantries and partnerships to address food insecurity, Table Rock Career Center partnerships, and ambulance district work. The decreasing trend of seasonal employment is an additional opportunity.
- There are also opportunities to increase access to healthcare in Stone County. These opportunities are centered around partnerships with healthcare systems (Mercy, Cox Branson, FQHC), participation on the ambulance district project, and Missouri Medicaid Expansion.
- Several trends in sustainability of funding and economic development were also viewed as opportunities such as increased funding from DHSS and other sources, population growth, and the trend in decreased seasonal employment.
- Policy-change opportunities centered around the Stone County transportation study, possible ambulance district, public support for animal control, and solid support from the County Commissioners, and public trust.
- The SCHD has significant support from their community partners and stakeholders. These partners include Skaggs Foundation, Mary's Wellhouse (SDC), Silver Dollar City (SDC) as large employer, community health coalitions, Barry and Lawrence County Health Resources (fire, health, etc.), emergency services in Stone County, food pantries (CAM, others), Senior tax board, Disability tax board, schools, library, faith-based organizations,

Table Rock Career Center, Jonny Morris, O'Reilly, Wal-Mart, Lodging, property development, corps of engineers.

- Several administrative opportunities were identified that would further the development of SCHD activities such as the Workforce & Infrastructure grant from DHSS, possible increase of fees for service, the new building, new and increase of services that can be offered, MOPERM and HR services.
- There were several opportunities identified in Stone County that could support environmental health goals and objectives including H2Ozarks Septic System grant, mold, mosquito control, trash, nuisance, and recycling.
- Stone County has many resources that can be leveraged to support public health improvements.
- Artificial Intelligence (AI) is an opportunity that can be used in various programs to enhance staff work.

Threats

Several internal and external threats were identified during the strategic planning process. These threats represent issues that could negatively impact the SCHD and public health efforts in Stone County. These threats were considered when developing future goals and objectives for the SCHD. Threats include:

- Customer service and the expectations of tourists or new residents were threats that could pose challenges as SCHD continues to develop and improve services.
- Artificial intelligence is a developing threat to SCHD. This may become a significant threat to cybersecurity, misinformation, etc.
- There are several threats to public health authority and specific powers associated with quarantine and isolation.
- Employee turnover & new workforce expectations are threats to SCHD employee satisfaction, continuity of programs and services, and sustainability.
- The new building represents a threat as sustainable funding is needed to ensure proper maintenance and servicing of the purchase agreement.
- Several threats to healthcare access were identified in Stone County. These include decreased or lack of services to rural areas, lack of emergency and urgent health care services, anti-vaccination information and trend, transportation to primary care services, HCW shortage, and the closing and relocation of clinics.
- SDoH in Stone County pose many challenges and threaten the health of many residents in Stone County. These SDoH will be important considerations in future planning efforts: seasonal economy/employment, roads & transportation, unemployment, and lack of high wage jobs, housing (affordability, availability, and conditions), reliance on seasonal economy, Medicare & social security benefits, lack of childcare.
- Political and policy environment were also considered to pose threats to the SCHD and public health. These issues include the geographic distribution of the population (lake, north/south), expectations of tourists and new residents, anti-vaccination, distrust in government, "independence" of population: rugged individualism, political division in the

community, lack of understanding of how gov works, public health powers decreased, and infrastructure of drinking water.

- Communications with Public were also viewed as being threatened by anti-vaccination misinformation, distrust in government, "independence" of population/rugged individualism, difficult communication avenues to reach community, lack of knowledge of SCHD services, and general misinformation and disinformation about public health and health conditions.
- Several challenges were noted surrounding sustainability of SCHD programs, services, as well as other services and circumstances in Stone County. Primary among these were economic trends in Missouri and the United States, including the level of national debt. These could substantially impact public health in Stone County.
- There continues to be a significant threat to public health in Stone County, Missouri, and the United States by the Opioid epidemic and continued trends in the use and availability of opioids (prescriptions, heroin, fentanyl)
- As the population in Stone County continues to grow the impact on environmental health conditions will increase. The most notable threat was to water resources including recreational water resources of Table Rock and rivers, groundwater, drinking water infrastructure, private and community wells, waste, infrastructure of drinking water.
- Climate change will also pose threats as weather patterns result in increased flooding, wildfires, severe weather, etc. There will be many associated impacts on public health, emergency response, and infrastructure. There is a need to connect climate change & the SCHD emergency response plan.
- Technology will also pose threats to SCHD as increased services and expectations of the community will result in increased need and funding for technology infrastructure, cybersecurity, AI.

Stone County Health Department Strategic Priorities

Based on the SWOT analysis, there were nine strategic priorities areas presented to the Board of Trustees, leadership team, and staff for review and prioritization. Many of the priorities had identified work tasks that overlapped with other priority areas. The prioritization process was used to identify priorities for the next 3-5 years. The priority areas are below with the prioritization results following.

Administrative: The administrative priority includes work items/issues that overlap with other priority areas or includes systemic level issues that are important for SCHD.
• **Technology**: IT, AI, Infrastructure.
• **Services**: WIC, shift in expectations, new building=new services.
• **Policy review**: Ordinances/fees, public health powers, PH policy tracking.
• **HR**: Wage survey, HR support, PH training, staffing plan (too many hats), workforce expectations changing, employee turnover/satisfaction, MO PERM HR services, management support, new/additional employee positions: RN, EPHS, Nutritionist.
• **Expertise**: community ed/outreach, PIO, Epi/Data, accounting, social media, emergency planning, HR, grant writer, new administrator.
• **Board Development:** orientation/on-boarding, policy analysis/development/etc.
• **Accreditation**
• **SCHD infrastructure**: ADA compliance, IT, cybersecurity, staffing, training resources.
• **Budget sustainability**: general revenue, workforce dev (5 yrs), new building $, review of fees.
• **Customer satisfaction/service**: expectations of tourists & new residents.
• **Climate change & emergency response plan**

Communications: Communications involves using social media, traditional media, and other tools to provide information to the community. This also involves countering disinformation, understanding target populations, and being effective with those communications.
• **Disinformation**: Anti-vax, distrust in gov.
• **Cultural sensitivity**: "independence" of pop., Hispanic/Latino community.
• **Marketing**: Communication (avenues to reach community).
• **Communication strategies:** public, internal.
• **Community education, outreach**: Knowledge of SCHD services, disease prevention, etc.

Environmental Health: Environmental health services are foundational to many aspects of public health. During the SWOT analysis, several opportunities and needs were identified.
• **H2O**: drinking water, wells, groundwater, waste, infrastructure of drinking water.
• **Climate change**: impacts (flooding, fires, severe weather, etc.).
• **Policy/Services**: Animal control, nuisance properties, housing conditions, mold, vector control (mosquitoes).
• **Technology**: Environmental health electronic system.

Healthcare Access: Healthcare access is vital for preventive care and treatment to reduce the burden of disease in communities. Several needs and opportunities were identified.
• **Rural health needs**
• **Access to care**: HCW shortage, clinics closing, transportation, lack of emergency/urgent care, north/south.
• **Vaccinations**: shingles, travel vaccinations, Anti-vax.
• **Partners**: Healthcare Systems (Mercy, Cox Branson, FQHC).
• **Policy**: Ambulance district, Medicaid expansion.
• **Mental and behavioral health services, substance use prevention**
• **Trends:** aging population, seeking services in other counties.

Heath Conditions: These health conditions represent those needs or opportunities that are in addition to the health priorities identified in the CHA and will align with the CHIP.
• **Substance use prevention:** Opioids (prescriptions, heroin, fentanyl), prevention partners.
• **Senior Services:** Senior funding; Kimberling City senior center, AARP grant for senior citizen fitness.
• **Clinical/Additional services**: Foot care, sports physical, respite care, home health, international workers.
• **Vaccinations:** shingles vax, travel immunizations and international workers.

Policy Change/Challenges: Several policy issues were identified that overlap with other priority areas. Policy review, analysis, development, advocacy, and reporting are necessary to promote public health in the community.
• **Funding:** Senior tax reduction, inflation.
• **SDoH:** Transportation study, local workforce needs, roads.
• **Healthcare Access:** Ambulance district work.
• **Environmental Health:** Increased support for animal control, drinking water infrastructure.
• **Stakeholder support:** Commissioners, expectations of tourists and new residents.
• **Political divisions:** Geographic, lack of understanding of how gov works, antivax, distrust.
• **Public health powers**
• **Policy advocacy:** Reporting, analysis, advocacy at the local and state level.

Sustainability: Sustainability is an important consideration as programs, policies, and services are planned to ensure that resources will be available.
• **HR**: Employees.
• **Community**: Relationships, growth in population, seasonal employment.
• **Infrastructure**: New building (if maintained).
• **Budget:** Increased funding from DHSS and other sources.
• **Trends**: Economic local/state/national.

SDoH: Social Determinants of Health are those factors (race, education, poverty, transportation etc.) which contribute to the health of the population. SDoH often contribute to health disparities between groups. For example, those in higher socioeconomic strata often have better health outcomes as compared to those living in poverty.
• **Economic**: Chamber of Commerce economic development, seasonal employment, unemployment.
• **Transportation**: Transportation study.
• **Food Security**: Food pantries (CAM, others).
• **Education**: Table Rock Career Center.
• **Housing**: Affordable, available.
• **Healthcare access**: Medicare benefits.
• **Childcare:** Lack of available and affordable.
• **Data**: Lack of race/ethnicity data for health outcomes.

Technology: Technology is necessary to increase efficiency and effectiveness of public health efforts.
• **Infrastructure**: Fiber/high speed internet.
• **Apps:** Performance Management System software, environmental health.
• **New tech**: AI
• **Cybersecurity** (working on it)
• **Data:** Lack of race/ethnicity data for health outcomes.

SCHD Staff Prioritization

SCHD staff members and leadership team reviewed the strategic priority themes and completed the prioritization process during the August staff meeting. The results of their rankings of priority themes are presented below:

Prioritization Results of SCHD Priorities Themes By Staff				
Priority Themes	**Impact**	**Financial Viability**	**Score**	**Rank**
Administrative	4.6	4.7	21.6	1
Technology	4.4	4.6	20.2	2
Communications	4.4	4.5	19.8	3
Sustainability	4.2	4	16.8	4
Env Health	4.0	3.9	15.6	5
Healthcare Access	4.2	3.7	15.5	6
Health Conditions	3.9	3.1	12.1	7
SDOH	3.9	2.7	10.5	8
Policy Changes	3.0	3.5	10.5	8

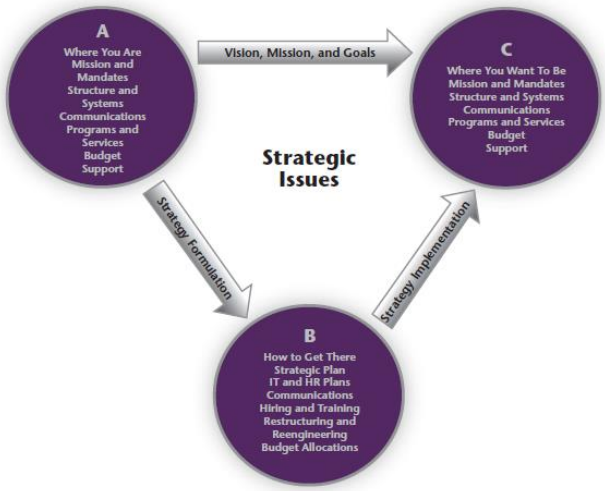
The rankings of the SCHD staff were reviewed and considered by the SCHD Board of Trustees and leadership team as the prioritization process continued and the strategic plan was developed. However, the Board of Trustees had the ultimate responsibility to determine the priority areas based on their roles and responsibilities to the SCHD and community.

SCHD Board Prioritization Process

The SCHD Board of Trustees reviewed the results of the SWOT analysis and SCHD prioritization results and potential impact of the priority on the SCHD mission, community, and financial viability of implementing each priority. Priorities were ranked from low (1) to high (5) in terms of impact and financial viability. Priority scores were then averaged, overall score determined (impact X financial viability) and ranked. These ranks were then presented to the board for review, revision, and approval.

Prioritization Results of SCHD Priorities Themes by Staff				
Priority Themes	**Impact**	**Financial Viability**	**Score**	**Rank**
Administrative	4.48	4.7	21.1	1
Communications	4.5	4.4	19.9	2
Env Health	4.4	4.5	19.8	3
Health Conditions	4.5	4.3	19.4	4
Technology	4.4	4.4	19.4	4
Sustainability	4.7	3.9	18.3	6
Healthcare Access	4.3	4	17.2	7
SDOH	4.2	3.8	16.0	8
Policy change	3.4	3	10.2	9

John M. Bryson's (2004) third edition of *Strategic Planning for Public and Nonprofit Organizations*, offers a clear view of strategic planning in the diagram "The ABCs of Strategic Planning."



Understanding where the organization is in terms of context, environment and budget (A) is necessary for the organization to define both where it wants to be, through vision, mission, and goals (C), and the strategy by which the organization will get there (B). This transformational model may appear simplistic, but it involves many interdependent steps and opportunities for stakeholder engagement throughout the process.

Rationale for the priorities were articulated as follows:

Priority Themes	Rank	Rationale
Administrative	1	Administrative work tasks were viewed as having a high impact and high financial viability. These tasks were seen as being vital to many areas of SCHD operations, sustainability, infrastructure, employee satisfaction, etc.
Communications	2	Effective internal and external communications were seen as being of high impact and financial viability. Communication plans and strategies allow for SCHD to address misinformation, increase community outreach and education, and support other priority areas.
Env Health	3	Environmental health was considered a high priority area due to growing population and economic reliance on Table Rock lake and rivers. Drinking water infrastructure, wastewater, and private wells are of high priority as the population increases.
Health Conditions	4	Addressing health conditions is a significant role and responsibility of the SCHD. Health condition priorities have been identified by community partners and coalitions. It is of utmost importance that SCHD programs and services address the identify health conditions.
Technology	4	Information technology infrastructure is necessary to support SCHD programs and services. It is also necessary to protect data, health information, and to remain in compliance with HIPAA and other mandates. This is a high priority area.
Sustainability	6	The sustainability of SCHD programs and services is an important consideration for the SCHD Board of Trustees. However, it was determined that aspects of sustainability could be included in other priority areas and work tasks. Therefore, it may not be necessary to include this as a specific priority area of the strategic plan.
Healthcare Access	7	Healthcare access is a high priority and need for Stone County. However, it was viewed that the current healthcare system trends, financial viability, and political environment may limit the success of many efforts to improve healthcare access. This priority will need to be addressed through policy advocacy efforts. However, opportunities for improving healthcare access will continue to be monitored and explored.
SDOH	8	The importance of the social determinants of health is a high priority and need area for Stone County. The SDoH are viewed as being necessary to include in the top priory areas and work tasks. Therefore, the SDoH will not be identified as a specific priority area of the strategic plan
Policy change	9	Policy change and advocacy are high priorities and needed to support many of the priority areas. Several areas of health policy were identified as being needed to address public health in Stone County. Policy change efforts will be included in the priory areas and work tasks of the strategic plan.

Identified strategic priorities and work tasks will be presented to community partners and stakeholders to gather feedback to further refine priorities and work tasks. This process will be completed via electronic survey.

Goals and Objectives

Organizational goals and objectives with measurable and time-framed targets are presented below.

	Goals, Objectives, & Work Tasks
Administrative Goal	By 2025, 100% of administrative work tasks will be completed or in progress.
Objective	1. Ensure resources are available for completion of IT infrastructure plan and that recommendations are implemented by December 2024.
	2. By December 2024, annual board reports will be implemented for each SCHD Program to align with Performance Management (PM) System expectations and continuous quality improvement (CQI) recommendations.
	3. By December 2024, a public health policy review and advocacy plan will be developed and approved by the SCHD Board of Trustees.
	4. A review of SCHD Fees for Service will be completed and approved by August 2024.
	5. By December 2024, the SCHD will provide public health policy training for identified staff who will be responsible for SCHD policy review and advocacy efforts.
	6. By January 2024, a review of a Human Resources support plan will be completed and approved for implementation by the SCHD Board of Trustees.
	7. By January 2024, a wage survey for SCHD will be completed with recommendations made to the Board of Trustees for future changes to SCHD salaries and benefits.
	8. By August 2024, a comprehensive staffing plan will be submitted to the SCHD Board of Trustees to identify existing positions and needed positions.
	9. A SCHD workforce development plan will be developed and implemented to identify needed PH training, areas of expertise, management support, and employee satisfaction/expectations by January 2025.
	10. By June 2024, a SCHD employee satisfaction survey will be completed, recommendations developed, and presented to the SCHD Board of Trustees for consideration.
	11. By April 2024, a board development plan with processes and policies for new board member orientation, on-boarding, policy analysis, policy development, and Board of Trustees continued development will be presented for approval and implementation by the SCHD Board of Trustees.

	12. By 2025, PHAB accreditation effort will officially be approved by the SCHD Board of Trustees with official application submission.
	13. By July 2024, a customer satisfaction survey will be implemented by the SCHD to identify service needs, levels of satisfaction, and expectations community.
	14. By August 2024, a process for considering and including budget sustainability strategies annually will be developed to address issues with general revenue, workforce development, maintaining new building, and review of fees for service.
	15. By December 2025, an assessment of Climate Change impacts and emergency response efforts will be completed with updates to the emergency response plan presented to the SCHD Board of Trustees for approval.
	16. An annual review of SCHD infrastructure needs will be completed and presented to the SCHD Board of Trustees with annual updates during the December board meeting. Infrastructure needs include ADA compliance, IT, cybersecurity, staffing, training resources, building maintenance, programs, and services.
Communications Goal	By 2026, 100% of communication work tasks will be completed or will be in progress.
	1. By December 2024, A Communication Plan to guide communication efforts by the SCHD will be developed and implemented to address external and internal communications, marketing, and addressing disinformation.
	2. By October 2024, cultural competency training will be provided to SCCHD staff with this training becoming a future component of the SCHD staff and Board of Trustees on-boarding training.
	3. By December 2025, a comprehensive community education plan will be implemented to provide knowledge of SCHD services, disease prevention information, public health, etc.
Env Health Goal	By 2028, 100% of environmental health work tasks will be completed or in progress.
	1. An environmental health electronic reporting system will be identified, implemented, and an annual updated will be provided to the SCHD Board of Trustees by December 2024.
	2. A comprehensive review of drinking water, wells, groundwater, wastewater, and infrastructure of drinking water will be completed with recommendations presented to the SCHD Board of Trustees by June 2025.
	3. Policy/Services: Animal control, Nuisance properties, housing conditions, mold, vector control (mosquitoes).

	4. A review of the climate change impacts (flooding, fires, severe weather, etc.) to environmental health concerns in Stone County will be completed and presented to the SCHD Board of Trustees and community partners for future planning considerations by December 2025.
Health Conditions	By 2028, 100% of health condition work tasks will be completed or in progress.
	1. SCHD will work with community partners to reduce opioid substance use (prescriptions, heroin, fentanyl) in Stone County by 5% by 2027.
	2. By 2028, SCHD will work with community partners (Senior citizen tax board, Kimberling City Senior Center, and AARP grant opportunities) to implement a community strategy to increase senior physical activity by 10% in Stone County.
	3. By 2028, SCHD will work with community partners to implement at least two additional clinical services in the community to address identified needs including: diabetic foot care, sports physicals, respite care, home health, or international workers health program.
	4. By December 2026, a trend analysis will be completed to identify healthcare seeking behavior of Stone County to identify trends of healthcare access and level of services provided outside of Stone County.
	5. By 2028, the SCHD will increase vaccinations administered by 10% by providing: shingles vaccine, travel immunizations, HPV, and school vaccinations.
	6. By 2027, establish a healthcare access coalition with community partners and representatives of healthcare systems (Mercy, Cox Branson, FQHC) to develop strategy to improve access to health care in Stone County by focusing on rural health needs, HCW shortage, clinics closing, transportation, lack of emergency/urgent care, and geographic distribution of healthcare resources (north/south, lake area).
	7. By December 2027, SCHD leadership will work with Stone County Ambulance District to support vote for SCA District.
	8. By December 2028, SCHD will work with Health care partners to increase mental and behavioral health services provided in Stone County by 20%.
	9. Stone County Community Health Coalition will reduce the incidence of suicide by 5% by year 2026.
	10. Stone County Community Health Coalition will reduce the incidence of substance misuse deaths by 5% by year 2026.
	11. Stone County Community Health Coalition will reduce the incidence of heart disease by 5% by year 2026.

Technology Goal	By 2026, 100% of technology work tasks will be completed or in progress.
	1. An IT infrastructure plan to identify software applications, server and network requirements for SCHD programs, data backup, data needs (program, race/ethnicity, analysis, and epidemiology), and artificial intelligence will be developed & implemented by July 2024 and reviewed annually.
	2. By June 2024, performance management system software and environmental health software applications will have been reviewed and implemented.
	3. Staff training for the use of artificial intelligence will be provided by SCHD to at least 5 staff members by January 2025.
	4. An analysis of IT cybersecurity needs of SCHD programs will be completed with new cybersecurity policies and infrastructure changes implemented by March 2025 ensuring for HIPAA-HITECH compliance.
	5. Data needs of SCHD will be reviewed to establish needs and to address lack of race/ethnicity data needed for measuring health outcomes to identify health disparities by 2026.

The implementation of the goals, objectives and work tasks will be implemented utilizing existing community partnerships, creating new partnerships, and identifying funding opportunities. More detailed workplans and logic models will be developed by the SCHD leadership team and programs. SCHD will utilize policy advocacy and sustainability strategies to ensure success of programs. Strategic planning efforts will address SDoH factors (race, education, poverty, transportation, etc.) which contribute to the health of the population. Social Determinants of Health often contribute to health disparities between groups. For example, those in higher socioeconomic strata often have better health outcomes as compared to those living in poverty.

Next Steps: Monitoring, Reporting, and Alignment with the CHIP and QI Plan

Logic plans developed by the SCHD leadership team will be used to develop metrics for the performance management system. Metrics defined by the logic models will be used to monitor progress on goals, objectives, and work tasks. The performance management system will be used to evaluate outcomes. Quarterly and annual reports will be developed and provided to the SCHD Board of Trustees.

The goals and objectives of the strategic plan which align with the Community Health Improvement plan (CHIP) and community priorities outlined in the Community Health Assessment (CHA) will be monitored by the performance management system. The SCHD roles and responsibilities will be outlined in the logic models within the SCHD CHIP as agreed upon by the Stone County Health Coalition.

Annual reports of the performance management system presented to the Board of Trustees will include identified areas of improvement and recommended continuous quality improvement projects. Progress on CQI projects will be included in quarterly and annual reports to the Board of Trustees and staff during staff meetings. Documentation of annual and quarterly report presentations will be included in board and staff meeting minutes with associated documentation. CQI projects and performance management system reports will be posted on the SCHD website to inform coalition partners and community members.

Appendix A: Community Stakeholder Feedback

Community Stakeholders were identified and sent an email survey to gather feedback regarding the strategic priorities identified during the SCHD's strategic planning process. This survey was intended to inform the final priorities and implementation process.

The following community stakeholders were contacted:

- Stone County Commissioners,
- County Clerk,
- City Administrators
- City of Reeds Spring Police chief
- Kimberling City Police chief
- Mental health and substance misuse providers in Stone County
- Healthcare providers in Stone County

The Following Questions were included on the feedback survey:

1. What are the top 3 priorities that should be addressed in Stone County?

Rank	Priority
	Administrative Priority includes the need to update or improve SCHD's technology, services, policies, and human resources.
	Communications Priority includes internal and external communications, use of social media, improving outreach, and identifying effective avenues for communication to the community.
	Environmental Health Priorities include addressing issues with drinking water, wells, waste water, recreational water, policies, use of technology to improve services, and engaging in more policy review and advocacy to address environmental health issues in Stone County.
	Health care access priorities include working with community partners to improve access to care, vaccinations, and mental health services in Stone County through policy change and advocacy.
	Health Priorities in Stone County include heart disease, substance use, senior health, vaccine preventable diseases, preventive care (diabetic foot care, sports physicals, home health, international worker health).
	Policy change and advocacy priorities include addressing issues related to public health funding, social determinants of health (poverty, education, race, transportation), healthcare access, environmental health, disinformation, and public health authorities.
	Sustainability priorities involve ensuring that programs, policies, and services are planned and implemented in a way that resources (employees, funding, trends, new building, technology, etc.) are maintained for their continued provision.
	Social Determinants of Health priorities include addressing those factors (race, education, poverty, transportation, etc.) which contribute to the health of the population. SDoH factors often contribute to health disparities between groups.
	Technology priorities include infrastructure, applications, new technology, cybersecurity, and data security concerns of the SCHD.

2. Rate your agreement with the identified priorities for the Stone County Health Department.

Priority	This is a priority that should be addressed by the Stone County Health Department.
Administrative Priority includes the need to update or improve SCHD's technology, services, policies, and human resources.	1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree
Communications Priority includes internal and external communications, use of social media, improving outreach, and identifying effective avenues for communication to the community.	**1 2 3 4 5**
Environmental Health Priorities include addressing issues with drinking water, wells, waste water, recreational water, policies, use of technology to improve services, and engaging in more policy review and advocacy to address environmental health issues in Stone County.	**1 2 3 4 5**
Health care access priorities include working with community partners to improve access to care, vaccinations, and mental health services in Stone County through policy change and advocacy.	**1 2 3 4 5**
Health Priorities in Stone County include heart disease, substance use, senior health, vaccine preventable diseases, preventive care (diabetic foot care, sports physicals, home health, international worker health).	**1 2 3 4 5**
Policy change and advocacy priorities include addressing issues related to public health funding, social determinants of health (poverty, education, race, transportation), healthcare access, environmental health, disinformation, and public health authorities.	**1 2 3 4 5**
Sustainability priorities involve ensuring that programs, policies, and services are planned and implemented in a way that resources (employees, funding, trends, new building, technology, etc.) are maintained for their continued provision.	**1 2 3 4 5**
Social Determinants of Health priorities include addressing those factors (race, education, poverty, transportation, etc.) which contribute to the health of the population. SDoH factors often contribute to health disparities between groups.	**1 2 3 4 5**
Technology priorities include infrastructure, applications, new technology, cybersecurity, and data security concerns of the SCHD.	**1 2 3 4 5**

3. Would you like to comment on your level of agreement for any of the priorities?
   [OPEN TEXT RESPONSE]
4. What other public health priorities should be included in the strategic plan for Stone County?
   [OPEN TEXT RESPONSE]
5. What other comments or recommendations do you have for the Stone County Health Department Board of Trustees as they continue the work on the strategic plan?
   [OPEN TEXT RESPONSE]

Stakeholder Response

A total of 26 stakeholder responses were received from the anonymous survey. The responses were reviewed and the analysis provided below.

Stakeholder Responses September 2023		
Priority Area	**Ranking**	**Percent Agree/Strongly Disagree**
Administrative Priority	4.58	48%
Communications Priority	5.54	72%
Environmental Health Priorities	5.46	84%
Health Care Access Priorities	7.23	96%
Health Priorities	6.5	87%
Policy Change and Advocacy Priorities	4.27	64%
Social Determinants of Health Priorities	4.65	68%
Sustainability Priorities	4.5	84%
Technology Priorities	2.27	60%

Stakeholder and Board Member Priorities, September 2023		
Priority Area	**Stakeholder**	**Board**
Administrative Priority	6	1
Communications Priority	3	2
Environmental Health Priorities	4	3
Health Care Access Priorities	1	7
Health Priorities	2	4
Policy Change and Advocacy Priorities	8	9
Social Determinants of Health Priorities	5	8
Sustainability Priorities	7	6
Technology Priorities	9	4

The community stakeholders overwhelmingly agreed or strongly agree that several priorities areas should be addressed by the Stone County Health Department. Most agreement was on Healthcare Access, Environmental Health, and the Community Health Priorities. Other priority areas also received high levels of agreement. These responses confirm that community partners largely agree with the priorities identified by the strategic planning process.

The ranking of priorities demonstrated some differences. Community stakeholders ranked Healthcare Access and Health Priorities as the two highest priority areas. These responses highlight the community partners' concern and desire for these areas to be addressed. This information is important for the SCHD Board of Trustees and leadership team to consider during program planning efforts as there appears to be a significant level of community motivation to address these priority areas. It is important to note that the large discrepancy between the board's priority ranking and the community stakeholder ranking of HealthCare Access (7 vs 1) is due to the SCHD Board's discussion of financial feasibility and reliance upon healthcare system partners who have demonstrated a trend of consolidation of resources into more

populated areas of the region, oftentimes just outside of the county. The SCHD Board and leadership team recognizes that Healthcare Access is a high priority issue, but also recognizes that the current healthcare environment and trends will be very difficult to counter. The SCHD Board and Leadership team are committed to HealthCare Access as a priority and are currently working on several projects to address healthcare access in Stone County.

Social Determinants of Health as a priority were also of a higher priority among community stakeholders (5 vs 8). This highlights another areas that the SCHD Board and Leadership team should place more consideration as they begin planning efforts. Community partners seem to be aware of these issues and may be highly motivated to support future efforts that include SDoH components. This is an opportunity that the SCHD should take advantage of to increase community support for programs and policy efforts.

Other areas of differing rankings involved the Administrative and Technology Priorities. These two priority areas may have been ranked lower by Community Partners due to a lack of knowledge of the issues and needs facing the SCHD. The Board of Trustees determined the rankings of these priorities based on an in-depth understanding of the needs of the department and the future challenges of public health that will require a more robust technological infrastructure and a more sophisticated administrative structure to meet the needs of the community.

Overall, it appears that the Strategic Priorities determined by the Board of Trustees are supported by community partners. The differences of rankings and percentages of agreement should be interpreted within the context of discussions during the strategic planning process. The areas of disagreement should be used to inform program planning to garner support for important initiatives supporting healthcare access, community health priorities, and SDoH efforts.

Community members also had an opportunity to provide comments on the survey. Most respondents did not provide additional comments. However, the following comments were provided. These comments provide qualitative information that may be helpful for strategic planning efforts.

Community Stakeholder Comments
More emphasis on clean water. Addressing current and potential pollutants. The department's website needs a serious upgrade to include current information and links to other resources.
Stone County employees doing an excellent job!
Weight loss…visit Walmart and view the problem. Can offer a pilot program for Stone County.
There needs to be a focus or priority with older adults. The older adult population is about to be the largest population in the country and if this is going to cause issues if we are not prepared or planning for it. Stone County and its neighbors already have a high older adult population and it's going to grow.
More chronic illness focus and training.
Mental health accessibility is critical
Health Care Access #1 Priority.
No, but thank you for asking

Appendix B

Acronyms

AARP	American Association of Retired Persons
ADA	Americans with Disability Act
AI	Artificial Intelligence
CAM	Christian Action Ministries
CHA	Community Health Assessment
CHIP	Community Health Improvement Plan
CQI	Continuous Quality Improvement
DHSS	Missouri Department of Health and Senior Services
DNR	Missouri Department of Natural Resources
EMS	Emergency Medical Services
EPHS	Environmental Public Health Specialist
FDA	United States Food and Drug Administration
FQHC	Federally Qualified Health Center
Go Caps	Greater Ozarks Centers for Advanced Professional Studies
HCW	Health Care Worker
HIPAA	Health Insurance Portability and Accountability Act
HITECH	Health Information Technology for Economic and Clinical Health
HPV	Human Papilloma Virus
HR	Human Resources
IT	Information Technology
LHD	Local Health Department
LPHSA	Local Public Health System Assessment
MOPERM	Missouri Public Entity Risk Management Fund
NACCHO	National Association of City and County Health Officials
OWNit	Ozarks Wellness Network
PH	Public Health
PHAB	Public Health Accreditation Board
PIO	Public Information Officer
PM	Performance Management
QI	Quality Improvement
RN	Registered Nurse
SCCHC	Stone County Community Health Coalition
SDC	Silver Dollar City
SWOC	Strengths, Weaknesses, Opportunities, Challenges
SWOT	Strengths, Weaknesses, Opportunities, Threats
WIC	Women, Infants, and Children