



2025-2027 Strategic Plan Update

*Genesee & Orleans County Health Departments
(GO Health)*

Approved June 2024

Document Review and Revisions

<u>Date</u>	<u>Section/Pages Affected</u>	<u>Responsible Staff</u>

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The 2025-2027 Strategic Plan has been approved by the Public Health Director and Board of Health. This plan will begin implementation on January 1, 2025.

<u>Paul Pettit, MSL, CPH</u>	<u>Paul Grout, RPh</u>	<u>6/4/2024</u>
Public Health Director	Board of Health President	Date

Message from the Public Health Director

On behalf of our Strategic Planning Committee, I am pleased to present the 2025-2027 Strategic Plan Update for the Genesee and Orleans County Health Departments (GO Health). This plan continues to build upon the previous iteration of our Strategic Plan. We will continue to focus on positioning our departments to serve as Chief Health Strategists (CHS) for our counties. In this role, with our partners, we will focus on health strategy development, convening stakeholders and supporting service delivery in the GO Health region. The field of public health is evolving toward a “population health” approach, adding in proactive initiatives that are aimed at encouraging and supporting personal health practices that prevent chronic disease and accidents, as well as the traditional communicable disease planning and prevention. Historically, public health in our communities has focused on the provision of care services that filled in clinical gaps. We are intentionally continuing the shift to a new role where we now coordinate the fulfillment of missing or limited care options. Our priority is to focus on prevention efforts in collaboration with our community partners, together moving “upstream” and heading off the burden of disease at its roots while focusing on the social determinants of health and their impact on the overall health of our communities.

GO Health’s work in Genesee and Orleans Counties has been exemplary, especially while responding to the COVID-19 pandemic since 2020. The unique challenges of pandemic response while balancing the essential public health services for our residents required dedication and resiliency by our staff. During this time, our march towards accreditation through the Public Health Accreditation Board (PHAB) continued. We are expecting to be fully accredited by PHAB as we enter 2025 and the start of this updated Strategic Plan. This credential is more than about pride. It is a reassurance to the communities we serve and the public officials with whom we work every day that we are carrying out our duties in an effective and professional manner. This accomplishment is a testament to the work and commitment of the GO Health staff, who believe in and practice program and service excellence.

The Strategic Plan that follows lays out a clarified vision and mission for GO Health and a clear “Strategic Intent” so that all of our stakeholders can better understand what we are trying to achieve together. The planning effort was led by our Strategic Planning Committee (Appendix A), which consisted of staff from both counties and a Board of Health member. The process involved many meetings and engagement with our community partners, the entire GO Health staff, and the Board of Health through surveys and feedback sessions, which offered an engaging and inclusive process.

This Strategic Plan looks out over three years. However, it will be reviewed on an annual basis along with quarterly tracking of progress so that the strategies and activities stay current, and the document remains relevant. Once again, I’m pleased to present this plan and am grateful for the work of the committee and input from our staff and partners in helping us craft our services at GO Health to meet the needs of our respective counties. Onward!

Sincerely,



Paul A. Pettit, MSL, CPH
Public Health Director
Genesee and Orleans County Health Departments (GO Health)

Vision, Mission and Core Values

Vision

Everyone achieving an optimal level of health and well-being.

Mission

Genesee and Orleans County Health Departments (GO Health) is a shared services arrangement that protects health, prevents disease and injury, and promotes equitable access to health services and education that lead to improved health outcomes and community quality of life.

Core Values

Commitment: We improve our work environment and services through continuous dedication to each other and staying true to public health principles and our vision.

Integrity: We maintain a high standard of professionalism, transparency, honesty, and fairness, building trust as we deliver services and represent the departments and counties we serve.

Respect: We demonstrate in our actions and words that all people are important and deserving of fair and equitable treatment.

Collaboration: We work together as a team, across agencies, and with the community towards our common goals.

Leadership: We embrace a culture of transcending influence throughout our organization and the community.

Excellence: We consistently perform to the best of our abilities in all aspects of the work we do.



Acronyms and Definitions

AIM – A clear description of a team’s desired outcome, expressed in measurable and time-specific terms.

BOH – Board of Health

CHA – Community Health Assessment

CHS – Chief Health Strategist – Ensures that population health activities target community health needs and build effective working relationships with healthcare partners and other sectors that affect the social determinants of health.

CHIP – Community Health Improvement Plan

CPSE – Committee on Preschool Special Education

GCHD – Genesee County Health Department

GO Health – Genesee and Orleans County Health Departments

GO Health Planning Council – Council formed to provide a venue for discussions and strategic doing around health policy and programming needs in our communities. Includes leadership from local hospital systems, mental health and federally qualified health center.

GOW – Genesee, Orleans and Wyoming Counties

HCS – Health Commerce System

HR – Human Resources

LMS – Learning Management System

MRC – Medical Reserve Corp

NEOGOV – Human Resources Suite for the Public Health Sector

NACCHO – National Association for County and City Health Officials

NYSACHO – New York Association for County Health Officials

OCHD – Orleans County Health Department

PDSA - Plan-Do-Study-Act Cycle

PM – Performance Management

QI – Quality Improvement

VMSG – Vision, Mission, Services, Goals Dashboard Performance Management System

Strategic Priority Areas, Goals & Objectives

PRIORITY 1: CAPACITY BUILDING AND SUSTAINING

Goal 1.1: Maintain accreditation to expand capacities and capabilities.

Objective 1.1.1: By June 2025, implement a mechanism to track for reaccreditation.

Activities:

- Develop a tracking mechanism for reaccreditation
 - **Process Measure:**
 - Date of when tracking mechanism was adopted
- Track reaccreditation measures
 - **Process Measure:**
 - # of updates sent to the Accreditation Team and staff
- Share Strategic Plan updates quarterly with staff
 - **Process Measure:**
 - # of emails sent to staff

Objective 1.1.2: By December 2025, 70% of programs that are currently utilizing the VMSG Dashboard, are doing so effectively.

Activity:

- The Quality Improvement/Performance Management (QI/PM) Committee will develop a rating instrument to measure VMSG usage
 - **Process Measure:**
 - Date instrument developed
- The Quality Improvement/Performance Management (QI/PM) Committee will monitor programs that are utilizing the Performance Management System (VMSG Dashboard) and identify opportunities to expand usage
 - **Process Measures:**
 - # of QI/PM Meetings
 - # of programs assessed

Objective 1.1.3: By December 2025, the utilization of the VMSG Dashboard will be expanded for one new purpose (e.g. performance management of programs, administrative duties, and grants).

Activity:

- Identify a grant or program to utilize VMSG and enter that into the performance management system
 - **Process Measures:**
 - # of new programs, administrative duties and grants added to VMSG

Objective 1.1.4: By December 2025, at least one programmatic and one administrative QI project will complete the Plan-Do-Study-Act (PDSA) Cycle.

Activities:

- Staff will submit QI project nomination forms to the QI committee
 - **Process Measures:**
 - # of approved QI Project Nomination Packets for programmatic projects
 - # of approved QI Project Nomination Packets for administration projects
- Approved QI Projects will complete an AIM Worksheet, a requirement in the QI process
 - **Process Measure:**
 - # of completed AIM Worksheets
- Approved QI Projects complete a Storyboard
 - **Process Measure:**
 - # of completed Storyboards, a requirement in the QI process

Goal 1.2: Maintain a well-trained workforce committed to a common mission and continuous learning.

Objective 1.2.1: By December 2025, 90% of staff will complete all required trainings.

Activities:

- Staff will complete annual trainings required by Human Resources (HR) and Information Technology
 - **Process Measure:**
 - # of staff that have completed all required trainings
- New staff will complete internal new hire orientation
 - **Process Measure:**
 - # of new staff that have completed internal orientation
- All staff will complete program-specific trainings
 - **Process Measure:**
 - # of staff that successfully completed program-specific trainings

Objective 1.2.2: By December 2025, 80% of supervisory staff will complete at least one leadership course and one trauma informed course.

Activity:

- Supervisory staff will participate in one trauma informed course/training program and one leadership development course/training program (e.g. Leadership Genesee, Leadership Orleans, Genesee Community College (GCC) Supervisor Course, etc.)
 - **Process Measures:**
 - # of supervisors who completed leadership training/course
 - # of supervisors who completed trauma informed training/course

Objective 1.2.3: By December 2025, 65% of staff will identify and complete at least one professional development training opportunity.

Activities:

- Staff will pursue professional certificates
 - **Process Measure:**

- # of staff that earned certificates
- Staff will pursue continuing education
 - **Process Measure:**
 - # of staff that earned continuing education
- Staff will pursue higher education
 - **Process Measure:**
 - # of staff completing a college/university course
- Staff to participate in conferences
 - **Process Measure:**
 - # of staff that attended conferences
- Staff will participate in professional development workgroups (e.g. via NACCHO, NYSACHO, etc.)
 - **Process Measure:**
 - # of staff participating in professional development workgroups

Objective 1.2.4: By December 2025, 75% of staff will select at least one training from the approved training list that is identified as an area in need of improvement per the Workforce Development Plan.

Activities:

- Implement the Core Competencies Survey (every two years in the fourth quarter (2025, 2027) and develop an action plan based on the survey results
 - **Process Measures:**
 - Date Core Competency Survey is completed
 - Date new plan is developed
- Create a comprehensive list of free trainings that address the eight domains of public health
 - **Process Measure:**
 - Date of when the list completed and approved
- Staff will complete at least one training from the approved list
 - **Process Measure:**
 - # of staff that complete at least one training

Goal 1.3: Use technology to support innovative programming, efficiency, transparent communication, and remote work capabilities.

Objective 1.3.1: By December 2025, identify and implement two systems to expand program efficiency.

Activities:

- Identify and implement a communication system to be used between both counties (e.g. Microsoft 365)
 - **Process Measures:**
 - Date system identified
 - # of staff utilizing the communication system

- Identify and implement a shared system where documents can be utilized by both counties (e.g. VMSG, NEOGOV, HCS, LMS, etc.)
 - **Process Measures:**
 - Date system identified
 - # of staff utilizing the system

Goal 1.4: Leverage resources to sustain and expand programming.

Objective 1.4.1: By December 2025, GO Health will apply for at least two additional grants/funding sources.

Activity:

- Teams will research and apply for grant funding to expand programming
 - **Process Measure:**
 - # of grant applications submitted

Objective 1.4.2: By December 2025, the CPSE Program will secure at least 95% of Medicaid reimbursement for eligible program participants.

Activity:

- Work with local school districts to obtain Medicaid consent forms for all children entering the preschool program prior to evaluations being performed to maximize Medicaid reimbursement and minimize county cost.
 - **Process Measures:**
 - # of children completing Medicaid consent form/Total number of children in program
 - Amount of reimbursement

Goal 1.5: Improve intern and other temporary staff experiences.

Objective 1.5.1: By December 2025, GO Health will host at least five interns or temporary staff and 100% of interns/temporary staff will meet with their supervisors about their career goals.

Activities:

- Create a policy and procedure regarding expectations of mentoring interns and temporary staff
 - **Process Measure:**
 - Date policy is developed/approved
- Create individualized work plans with interns and temporary staff within 30 days of start date
 - **Process Measure:**
 - # of completed work plans and date of completion
- Supervisors will meet with interns and other temporary staff to discuss performance and career plans/goals
 - **Process Measure:**

- % of interns and temporary staff that met with supervisors about career goals

PRIORITY 2: POPULATION HEALTH

Goal 2.1: Have a broad reach across the two counties to engage, connect and positively influence diverse communities for purposes of improving overall health.

Objective 2.1.1: By December 2025, GO Health will engage an intended audience during the planning and development of communication materials for at least three health department programs.

Activity:

- Execute focus groups and/or surveys with the intended audience related to communication materials
 - **Process Measures:**
 - # of health department programs that engaged community members
 - # of focus groups/surveys implemented related to communication materials

Objective 2.1.2: By December 2025, GO Health will engage an intended audience and partners/stakeholders during the development and implementation of at least two health promotion strategies.

Activities:

- Execute focus groups and/or surveys with the intended audience related to the health promotion strategy
 - **Process Measures:**
 - # of health department programs that engaged the intended audience
 - # of focus groups/surveys implemented
- Engage with partners and/or stakeholders during the implementation of the health promotion strategies
 - **Process Measures:**
 - # of health department programs that engaged partners/stakeholders
 - # of partners engaged

Objective 2.1.3: By December 2025, GO Health will identify, review, and identify any needed revisions of at least one existing public health law or law with public health implications with the Board of Health, local legislature, the state health department, elected officials, or other appointed officials.

Activity:

- Review and discuss any needed revisions of public health laws
 - **Process Measure:**
 - # of laws and/or policies discussed

Objective 2.1.4: By December 2025, at least 50% of social media posts on GO Health social media accounts will include image descriptions. 100% of videos will include closed captioning.

Activity:

- Provide image descriptions in social media posts and closed captioning for videos
 - **Process Measures:**
 - # of posts that include image descriptions/total number of posts
 - # of videos that include closed captioning/total number of videos

Objective 2.1.5: By December 2025, GO Health will increase the percentage of stakeholders/partners that agree/strongly agree that the GO Health website is easy to navigate from the 2024 baseline of 58.82% to 62.32%

Activities:

- Send updated emails to promote new information on the website
 - **Process Measure:**
 - # of emails sent to partners/stakeholders
- Review and update website pages to ensure the pages are updated and contain timely and useful information
 - **Process Measure:**
 - # of pages reviewed and updated

Goal 2.2: Promote community health with a focus on data, prevention, promotion, training, and education.

Objective 2.2.1: By December 2025, 75% of the GOW Community Health Improvement Plan (CHIP) measures implemented by GO Health will be met

Activities:

- Provide Narcan Trainings to at least 100 individuals within Genesee and Orleans Counties
 - **Process Measure:**
 - # of people receiving Narcan training
- Distribute at least four press releases regarding vaping
 - **Process Measure:**
 - # of press releases
- Implement at least 1 National Diabetes Prevention Program class in both Genesee and Orleans Counties
 - **Process Measure:**
 - # of classes implemented in Genesee County
 - # of classes implemented in Orleans County
 - # of individuals attending Diabetes Prevention Program in both counties

Objective 2.2.2: By December 2025, the Public Health Emergency Preparedness team will provide at least four education and/or training events to the public.

Activities:

- Promote and offer MRC Refresher/Orientation Sessions
 - **Process Measures:**
 - # of sessions/trainings
 - Total # of participants reached
- Participate in fairs and outreach events
 - **Process Measures:**
 - # of fairs and events
 - Total # of participants reached
- Promote emergency preparedness topics through social media and emergency preparedness mobile applications
 - **Process Measures:**
 - # of posts
 - # of app pushes

Objective 2.2.3: By December 2025, at least two recommendations related to preventing suicides and/or overdoses suggested by the Fatality Review Board are implemented.

Activity:

- Discuss and identify recommendations at Fatality Review Board meetings held in each county
 - **Process Measures:**
 - # of recommendations identified
 - # of recommendations implemented

Objective 2.2.4: By December 2025, GO Health Epidemiology team will identify and implement one tracking method for chronic diseases and social determinants of health.

Activity:

- Research and identify methods of tracking
 - **Process Measure:**
 - Date method of tracking chronic diseases and social determinants of health is developed and implemented

Objective 2.2.5: By December 2025, the GO Health Nursing Team will engage community partners to expand outreach on various public health issues (e.g. immunizations, lead poisoning prevention, maternal health, etc.).

Activities:

- Engage providers, school districts and other community partners in Genesee and Orleans Counties about public health issues
 - **Process Measures:**
 - # of providers engaged
 - # of school districts engaged

- # of other partners engaged
- Start an Immunization Coalition for Genesee and Orleans Counties
 - **Process Measures:**
 - # of coalition partners
 - # of meetings

Objective 2.2.6: By December 2025, the GO Health Environmental will decrease the number of Rabies Post-Exposure Prophylaxis (rPEP) referrals by 10%.

Activities:

- Implement a targeted education and awareness campaign concerning the dangers of rabies and how to minimize chances of rabies exposure
 - **Process Measures:**
 - # of press releases
 - # of social media posts
 - # of participants educated at events
- Track and compare quantitative data
 - **Process Measure:**
 - # of Rabies Post-Exposure Prophylaxis (rPEP) referrals
- Train Environmental Health Staff on conducting thorough bite investigations
 - **Process Measure:**
 - # of investigation forms reviewed by Environmental Health Director and Senior Environmental Health Specialists
- Write press releases for bite incidents in both Genesee and Orleans Counties in an attempt to avoid unnecessary rPEP
 - **Process Measures:**
 - # of bite press releases sent out to the public
 - # of press releases successful in identifying the owner or animal/# of press releases

Objective 2.2.7: By December 2025, the GO Health Weights and Measures program will decrease the number of repeat violations by 10%.

Activity:

- Develop and implement a penalty schedule for various potential violations
 - **Process Measure:**
 - # of repeat violations

Objective 2.2.8: By December 2025, the GO Health Children’s Programs will outreach to potential providers at least once quarterly to increase the number of new providers in the Early Intervention and Preschool Special Education Program.

Activities:

- Participate in at least eight outreach events
 - **Process Measure:**
 - # of outreach events

- Advertise and promote the need for additional providers
 - **Process Measure:**
 - # of advertisements
- Send emails quarterly to surrounding providers
 - **Process Measure:**
 - # of emails

Objective 2.2.9: By December 2025, the GO Health Lead Poisoning Prevention Program will increase the number of Elevated Blood Lead Levels (EBLL) residences made safe from lead-based paint hazards by 10%.

Activities:

- Refer homeowners to the HUD Lead Hazard Control and Healthy Homes grant
 - **Process Measures:**
 - # EBLL investigations referred to grant
 - # of social media posts about grant
 - # of participants educated at events
 - # of advertisements displayed in the community
- Encourage homeowners with children that have an EBLL to fix lead-based paint hazards in the home
 - **Process Measures:**
 - # homeowners educated about proper remediation techniques
 - # homeowners educated about importance of remediation
 - # of remediation status contacts to homeowners

Goal 2.3: Optimize and strengthen partnerships to improve population health.

Objective 2.3.1: By December 2025, GO Health will cultivate at least one new collaborative partnership to implement a strategy to promote and/or improve health (e.g. mental health initiatives, access to care, and programming for specific populations).

Activities:

- Coordinate with the Office for the Aging to find ways to support population health approaches in the aging population
 - **Process Measure:**
 - # of meetings
- Coordinate with County Mental Health Departments to further integrate public health and behavioral health approaches. Where possible, create joint policies and procedures
 - **Process Measures:**
 - # of meetings
 - # of joint polies developed
- Bolster collaboration with the GO Health Planning Council and have quarterly meetings to identify barriers and implement solutions that improve access to care
 - **Process Measure:**
 - # of meetings

- Ensure that there are Memorandums of Understanding in place for preparedness purposes (e.g. WNY Public Health Alliance)
 - **Process Measure:**
 - # of MOUs maintained

Goal 2.4: Gain a better understanding of health disparities in the community so residents can achieve their full potential in every aspect of their health.

Objective 2.4.1: By December 2025, GO Health will organize and implement a health equity coalition that includes internal staff and external stakeholders/partners.

Activity:

- Engage community agencies and organizations to explore barriers that lead to inequities in health
 - **Process Measures:**
 - Date health equity coalition is developed
 - Date health equity plan is developed and approved
 - # agencies/organizations represented on the health equity coalition

Objective 2.4.2: By December 2025, GO Health will identify at least one evidence-based initiative or promising practice aimed at addressing social determinants of health.

Activity:

- Identify evidence-based initiatives or promising practices
 - **Process Measure:**
 - # of programs/initiatives identified

PRIORITY 3: INTEGRATIVE CULTURE

Goal 3.1: Ensure ongoing and transparent communication based on dialogue and interaction.

Objective 3.1.1: By December 2025, increase the percentage of GO Health staff that agree/strongly agree that the organization openly shares knowledge and information from the 2024 baseline of 56.09% to 59.59%.

Activities:

- Implement monthly staff meetings
 - **Process Measure:**
 - # of monthly staff meetings
- Distribute press releases to all staff
 - **Process Measure:**
 - # of press releases sent out to all staff
- Distribute the Annual Report to all staff
 - **Process Measure:**
 - Date Annual Report is Distributed

- Distribute a quarterly GO Health Newsletter to staff
 - **Process Measure:**
 - # of newsletters sent to all staff

Objective 3.1.2: By December 2025, increase the percentage of GO Health staff that are satisfied with the communication between leadership and employees from the 2024 baseline of 56.09 to 59.59%.

Activities:

- Implement monthly Leadership Team meetings
 - **Process Measures:**
 - # of Leadership Team meetings
 - % of staff attending Leadership Team meetings
- Develop and distribute Board of Health (BOH) minutes to staff
 - **Process Measure:**
 - # of emails to staff sharing BOH meeting minutes

Objective 3.1.3: By December 2025, increase the percentage of GO Health staff that agree/strongly agree that their supervisor regularly coaches them on their job performance from the 2024 baseline of 68.29% to 71.79%.

Activities:

- Implement monthly team meetings
 - **Process Measure:**
 - # of teams that hold at least 10 meetings per calendar year
- Implement biannual 1:1 meeting between staff and direct supervisor to address performance, yearly goals, and workload
 - **Process Measure:**
 - # of staff to have at least two 1:1 meetings with their supervisor
- Implement annual staff performance evaluations
 - **Process Measure:**
 - # of evaluations completed

Goal 3.2: Foster a workplace environment based on collaborative teamwork, mutual support, and inclusivity.

Objective 3.2.1: By December 2025, increase the percentage of GO Health staff that agree/strongly agree that employees within GO Health foster a positive work environment from the 2024 baselined of 60.98% to 64.48%.

Activities:

- Implement pop-ups
 - **Process Measure:**
 - # of pop-ups implemented in Genesee County
 - # of pop-ups implemented in Orleans County
- Implement Meat 'N Eats or Communal Lunches

- **Process Measure:**
 - # lunches/events implemented
- Implement GO Health Training Days
 - **Process Measure:**
 - # of training days implemented

Objective 3.2.2: By December 2025, increase the percentage of GO Health staff that agree/strongly agree with the amount of recognition they receive from the 2024 baseline of 58.53% to 62.03%.

Activities:

- Submit staff to Employee of the Month (Orleans County)
 - **Process Measure:**
 - # of submissions
- Submit staff for Shining Stars (Genesee County)
 - **Process Measure:**
 - # of submissions
- Submit staff to Public Health Honor Roll
 - **Process Measure:**
 - # of submissions
- Engage in regular promotion of teams/programs on social media (e.g. introductions of new employees, celebration of events such as Public Health Week/Nurses Week, celebrate staff successes, highlight programs and teams)
 - **Process Measure:**
 - # of team/programs posts promoted

Goal 3.3: Utilize shared service to align best practices across GO Health.

Objective 3.3.1: By December 2025, will revise and align at least five existing policies and/or procedures.

Activities:

- Identify, review and revise policies
 - **Process Measures:**
 - # of policies reviewed and approved
 - # of teams that revised and aligned policies
- Revised policies will be added to a shared location and shared with all staff
 - **Process Measure:**
 - Date of email sharing update with staff

Objective 3.3.2: By December 2025, 100% of new policies will be written with shared service as the best practice.

Activity:

- Align any new policies between the two departments
 - **Process Measure:**

- # of new policies aligned

Objective 3.3.3: By December 2025, increase the percentage of staff that agree/strongly agree that they find their salary competitive with similar jobs in the industry from the 2024 baseline of 21.95% to 25.45%.

Activities:

- Review job descriptions
 - **Process Measure:**
 - # of job descriptions reviewed
- Review alignment of pay
 - **Process Measure:**
 - # of reviews done
- Advocate for job structure and parity
 - **Process Measures:**
 - # of times discussed at various meetings
 - Meeting Minutes

Appendix A: Strategic Planning Committee

Carla Aceto

Transportation Coordinator (GO Health)

Brenden Bedard

Director of Community Health Services/ Deputy Director (GO Health)

Jacob Bensley

Environmental Health Specialist (Orleans County)

David Bell

Emergency Preparedness Coordinator (GO Health)

Carie Doty

Principle Account Clerk (Orleans County)

Gabrielle Fiore

Epidemiologist (Orleans County)

Paul Grout

Board of Health President (GO Health)

Deborah Krenzer-Lewter

Director of Children's with Special Needs (GO Health)

Emily Nojeim

Public Health Fellow (GO Health)

Kaitlin Pettine

Director of Health Promotion (GO Health)

Paul Pettit

Public Health Director (GO Health)

Nicole Pierce

Epidemiologist (Genesee County)

Meghan Sheridan

Public Health Fellow (Genesee County)

Kristine Voos

Epidemiology Coordinator (GO Health)

Appendix B: Planning Process

The planning process for the 2025-2027 Strategic Plan took approximately eight months to complete between the months of November 2023 - June 2024. The Strategic Planning Committee that oversaw this process, met collectively six times and in smaller groups on numerous occasions to complete associated tasks. The planning process involved active participation from GO Health leadership, staff, the Board of Health (BOH), and various partners/stakeholders. Three surveys were developed to garner feedback from these groups to inform the development of this plan. The following summarizes steps taken to develop this plan.

In November 2023, the Public Health Director, Director of Community Health Services/Deputy Director, Director of Health Promotions and Epidemiology Coordinator decided upon the framework for this inclusive approach that is guided by the national Standards and Measures set forth by the Public Health Accreditation Board (PHAB). It was quickly identified that many goals and objectives in the existing 2020-2024 Strategic Plan were not completed due to the reallocation of resources required during the COVID-19 pandemic response. As a result, it was decided that the 2025-2027 Strategic Plan will focus on implementing small-scale updates to 2020-2024 framework, with a comprehensive update to occur in 2027.

The first step to begin this process included a call to action to all staff and BOH members by email regarding the opportunity to become a Strategic Planning Committee member, including the associated responsibilities. There were ten volunteers and four people who were recruited to ensure there was representation from various departmental teams and varying levels of staff, as well as the BOH President. The Director of Health Promotion and Epidemiology Coordinator worked with the Public Health Directors to provide structure throughout this process through meeting agendas/minutes, survey development, survey analysis and preparation of this plan.

In December 2023, the Strategic Planning Committee was formed and included staff from both counties, varying levels and across teams, as well as GO Health's Board of Health (BOH) President. The first survey that was developed was emailed to all health department staff inviting participation. This survey focused on getting feedback on the vision, mission, values and the priorities, goals and strategies of the 2020-2024 Strategic Plan. A copy of the 2020-2024 Strategic Plan was also provided for easy reference. This survey received 39 respondents, representing 71% of staff. Analysis of these results are located in Appendix A.

On January 23, 2024, the first meeting of the newly formed Strategic Planning Committee occurred. Committee members reviewed the 2020-2024 Strategic Plan, as well as the results from the Strategic Planning Survey. The committee acknowledged how the COVID-19 pandemic hampered progress on the goals, objectives and strategies outlined in the plan. In addition, the committee agreed that the priorities titled 'Capacity-building Programs and Systems' and 'Resource Development' should be combined due to their similar foci. This change resulted in five priorities remaining. The members were then divided into five groups to review assigned priority area(s) within this plan in order to propose updates to its respective goals and strategies. In order to do this, these groups met separately to review their assigned

priority area(s) and reference the aforementioned survey results in order to develop recommendations for updates. A breakdown of these groups are included below.

Review/Update Groups for the 2020-2024 Priorities:

- Review of Priority 1 (Capacity-building, Programs and Systems) and Priority 4 (Resource Development) conducted by: Brenden Bedard, Carie Doty, David Bell and Kristine Voos.
 - Meetings: February 5, 29 and March 28, 2024
- Review of Priority 2 (Population Health) conducted by: Gabrielle Fiore, Paul Grout and Kaitlin Pettine.
 - Meetings: January 29, February 5 and 20, and March 25, 2024.
- Review of Priority 3 (Collaborations and Alignment) conducted by: Carla Aceto, Deborah Krenzer-Lewter and Nicole Pierce.
 - Meetings: February 6, 9, 26 and March 1 and 25, 2024
- Review of Priority 5 (Unified Culture) conducted by: David Bell, Jacob Bensley and Paul Pettit.
 - Meetings: February 2 and 27, and March 28, 2024
- Review of Priority 6 (Brand and Impact) conducted by: Emily Nojeim and Meghan Sheridan.
 - Meetings: February 5, 6, 28 and 29, 2024

In addition, a second survey (Partner/Stakeholder Survey) was developed and emailed to over 100 community partners/stakeholders inviting participation. This survey was shared with partners/stakeholders that GO Health staff work with, see below. This survey focused on getting feedback on GO Health’s reputation, public outreach, collaboration and services. This survey received 51 responses. Analysis of these results are located in Appendix B.

Distribution List of organizations/coalitions/more for Partner/Stakeholder Survey

- City, Town and Village Municipalities
- Genesee and Orleans BOH
- Genesee County: Administrators, Emergency Management Office, Mental Health Department, Legislature, Office for the Aging and Planning Department
- Genesee County EMS Council
- Genesee, Orleans and Wyoming (GOW) Community Health Assessment (CHA) Steering Committee
- GOW CHA Work Group
- Human Services Council
- Interagency Council
- Libraries
- Medical Providers
- New York State Association of County Health Officials (NYSACHO)
- Orleans County: Administration, Emergency Management Office, Mental Health Department and Legislature
- Orleans County EMS Council
- School District Superintendents
- United Memorial Medical Center

On February 12, 2024, the second Strategic Planning Committee meeting was held. Groups shared the changes they recommended for the priority area(s) they were assigned based on feedback from the Strategic Planning Survey. The committee also reviewed the Vision, Mission and Values. Members were individually tasked with developing alternate examples for these to bring to the following meeting based on survey feedback. In addition, the committee reviewed the results of the Partner/Stakeholder Survey. The aforementioned groups were also tasked with incorporating further feedback into their assigned priority area(s) based on the Partner/Stakeholder Survey and putting the verbiage into a standardized format that was decided upon which included: Goal, Objective, Activity and Process Measure. In order to do this, these groups met separately to review their assigned priority area(s) and reference the aforementioned survey results in order to develop recommendations for updates.

In addition, a third survey (Climate Survey) was developed and emailed to all staff inviting participation. This survey identified what staff felt were perceived strengths and weaknesses of GO Health, specifically focusing on accountability, performance, communication, work culture, work environment, leadership, rewards and recognition, professional growth and vision/values. This survey received 41 responses, representing 75% of staff. This survey will be administered annually going forward to garner a better understanding of staff satisfaction. Analysis of these results are located in Appendix C.

On March 4, 2024, the third meeting of the Strategic Planning Committee was held. Groups shared the changes they recommended for the priority area(s) assigned to them based on feedback from the Partner/Stakeholder Survey, as well as shared how they assembled the content into the standardized format. The Public Health Fellows were assigned to collectively review the goals, objectives, activities and process measures that were assembled by the separate groups to identify and omit redundancies.

In addition, it was agreed no changes would be made to the department's values but no consensus was made regarding updates to the vision or mission. The Emergency Preparedness Coordinator was tasked with providing updated options for the vision and mission for the following meeting based on the most recent discussion. Together the group also reviewed results from the Climate Survey. Again, the groups were tasked with incorporating further feedback into their assigned priority area(s) based on the Climate Survey results, as well as finalizing the process measures to be included with each objective. Discussion began on how to present the findings of the Partner/Stakeholder Survey and Climate Survey to staff during a GO Health joint training scheduled in April. The Director of Health Promotion, Epidemiology Coordinator and Public Health Fellows were assigned to complete this planning.

In order to do identify and omit redundancies across the priority areas, a separate meeting was held on March 7, 2024 with the Public Health Director, Director of Community Health Services/Deputy Director, Director of Health Promotion, Epidemiology Coordinator and Public Health Fellows. During this meeting it was identified that several priorities could be combined and one was omitted due to having made significant process in the 2020-2024 iteration. The Strategic Planning Committee was made aware of these changes via email on March 15th and

the members were re-organized into the three existing/updated priorities of: Capacity Building and Sustaining, Population Health, and Integrative Culture.

The Strategic Planning Committee met again on March 28, 2024. The re-organized groups shared the changes they recommended for the priority area they were assigned based on feedback from the Climate Survey and the finalized process measures based on the standardized format. Alternate options for the vision and mission were shared. An updated vision was agreed upon, while the committee agreed on allowing all staff and the BOH to vote on 2-3 options created for the mission. The committee also discussed a plan to share a draft plan with staff in April via email to garner feedback, as well as, continued planning for GO Health 9.0.

On April 10, 2024, all staff and BOH members were invited to provide feedback on the draft 2025-2027 Strategic Plan, as well as vote for their favorite version of the mission which were provided via email. One week was given to respond and 35 responses were received, representing 55% of this target audience. The email also entailed the related activities to occur at GO Health 9.0 on April 30, 2024.

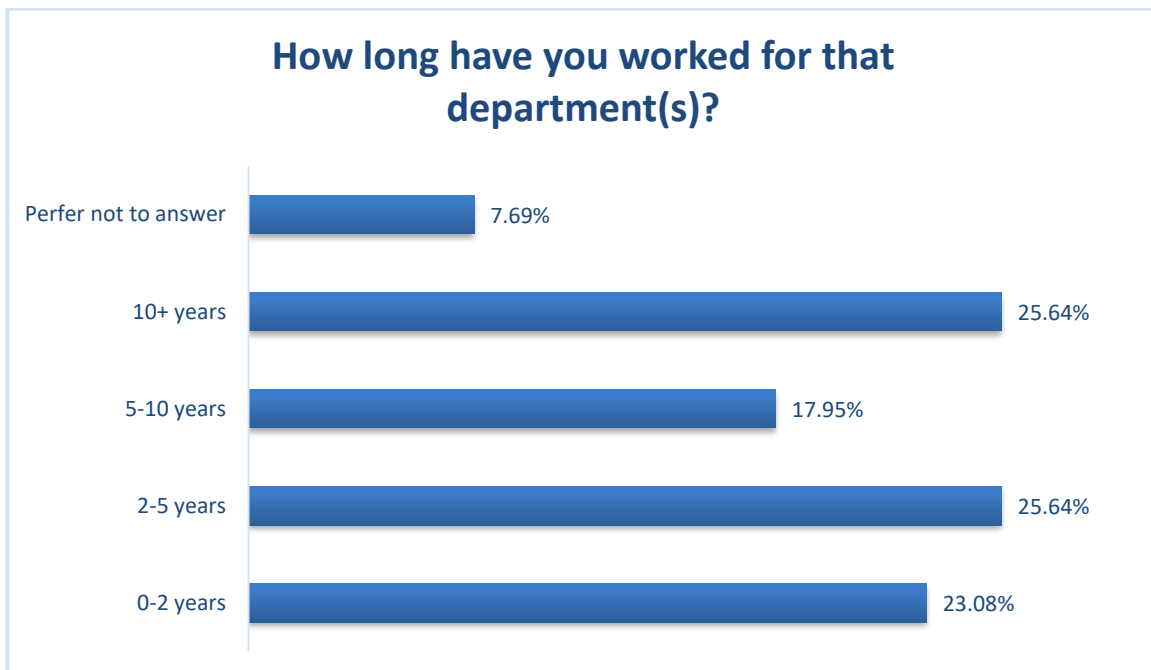
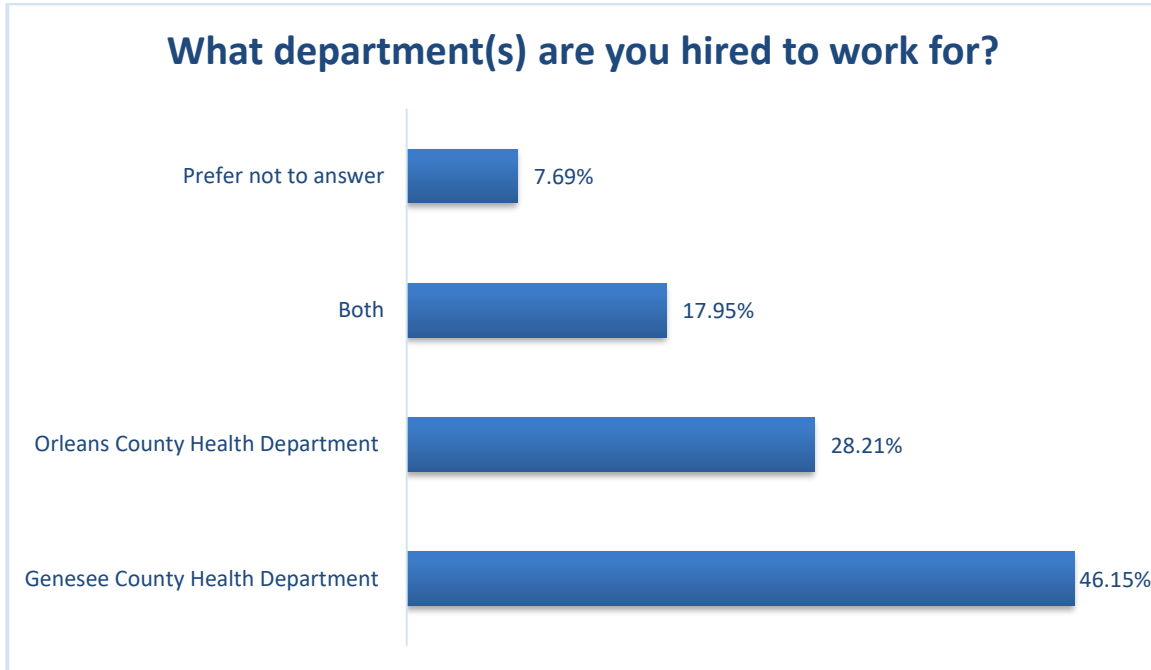
On April 25, 2024 the Strategic Planning Committee met to finalize GO Health's mission, make updates to the 2025-2027 Strategic Plan based on feedback received, and finalize the activity to occur at GO Health 9.0. In order to complete the planning for the GO Health 9.0 activities, the Director of Health Promotion, Epidemiology Coordinator, Public Health Director and Public Health Fellows communicated closely via email and in person. In addition, preparing the formal 2025-2027 Strategic Plan document, an excel document outlining staff responsibilities for quarterly tracking was planned to be completed ahead of the next meeting by the Director of Health Promotion and Epidemiology Coordinator and shared with the Strategic Planning Committee.

On April 30, 2024, during a GO Health 9.0 joint staff training, the Director of Health Promotion, Epidemiology Coordinator and Public Health Director presented to staff. The presentation included an overview of the 2025-2027 Strategic Priorities, as well as results of the Partner/Stakeholder Survey and Climate Survey. In addition, a 30-minute activity was conducted where staff provided direct feedback on how GO Health can improve upon areas of improvement that were identified via the Climate Survey in order to make GO Health a better place to work and organization overall.

On May 23, 2024, the Strategic Planning Committee met for the final time in this strategic planning process to review the final draft of the 2025-2027 Strategic Plan together, as well as discuss the feedback that was received by staff during the GO Health 9.0 activity. The finalized plan was then sent to the BOH for approval at the June 4, 2024 meeting.

Appendix C: Strategic Planning Staff Survey Results

The Strategic Planning Staff Survey examined staff opinions on the vision, mission, core values and priority areas of the 2020-2024 GO Health Strategic Plan. Below are the results of the survey, including themes identified in open-ended questions. There were a total of 39 responses.



GO Health's current vision is "Everyone in our region can achieve an optimal and equitable level of health and well-being." Does this vision statement accurately represent GO Health's aspirations for the future?



The following are the themes derived from the open-ended questions related to the vision statement.

Frequency of themes from the question: "What do you like about the vision statement?"	
Themes/Topics	Total Responses* N=27
Inclusive of everyone	9
Focus on equity	8
Simple	4
Striving for well-being	3
Obtainable	2
Speaks to the purpose of public health	2
Sounds out of touch/unrealistic	1

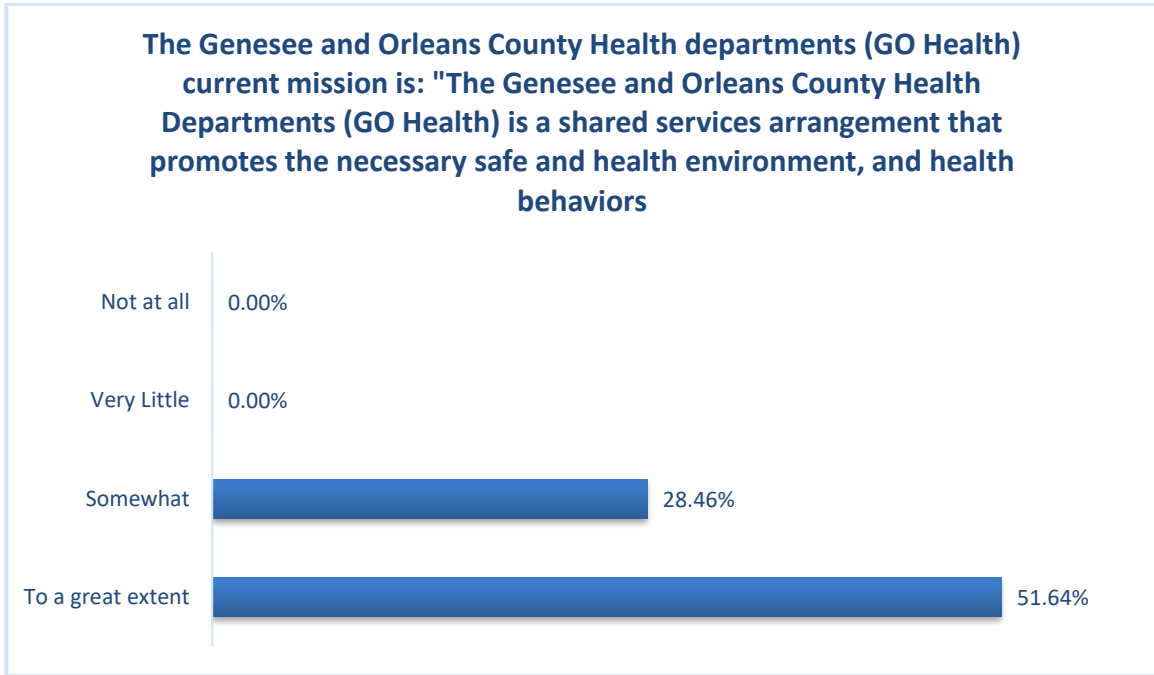
*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Frequency of themes from the question: “What do you think is missing from the vision statement?”	
Themes/Topics	Total Responses N=9
Further discussion on what some of the terminology means	2
Do we do enough to achieve the vision	2
Generic enough/fine	2
Need more community involvement/services to fulfill vision	1
Change verbiage	1
Too broad	1



Frequency of themes from the question: “Please elaborate on which programs do not feel aligned with the current vision statement.”	
Themes/Topics	Total Responses* N=9
Serving other cultures, those who speak other languages, people with fewer resources	4
Early Intervention/Pre-school program	3
Nursing could have a more equitable response and reach more people	2
Epidemiology and Public Health Education could collaborate more to identify health inequities	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted



The following are the themes derived from the open-ended questions related to the mission statement.

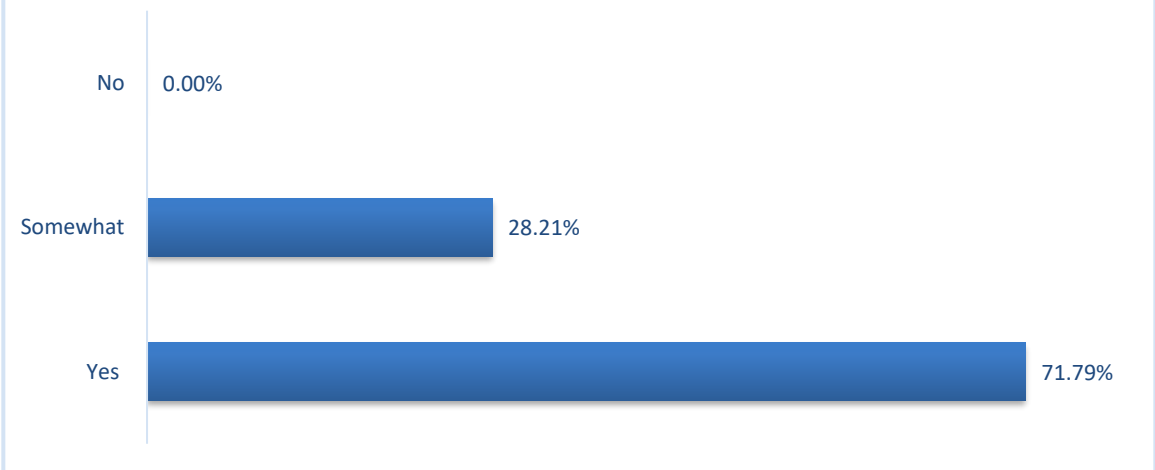
Frequency of themes from the question: "What do you like about the mission statement?"	
Themes/Topics	Total Responses* N=18
Specific to teams (environmental, behaviors, promotion)	5
Inclusive/Comprehensive	4
Clear/concise/sounds good	4
Addresses shared services/both departments working together	3
Ultimate goal of improved health outcomes and quality of life	2
Correlates with the vision	2
Defines our purpose	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Frequency of themes from the question: “What do you think is missing from the mission statement?”

Themes/Topics	Total Responses N=14
Needs to be rephrased/reworded/further discussed	8
Include the “how” we will achieve	2
Specify “all”	1
Add preparedness and trauma informed awareness	1
Include young children	1
Lacks values	1

From your perspective, does the current programming at GO Health align with the current mission statement?

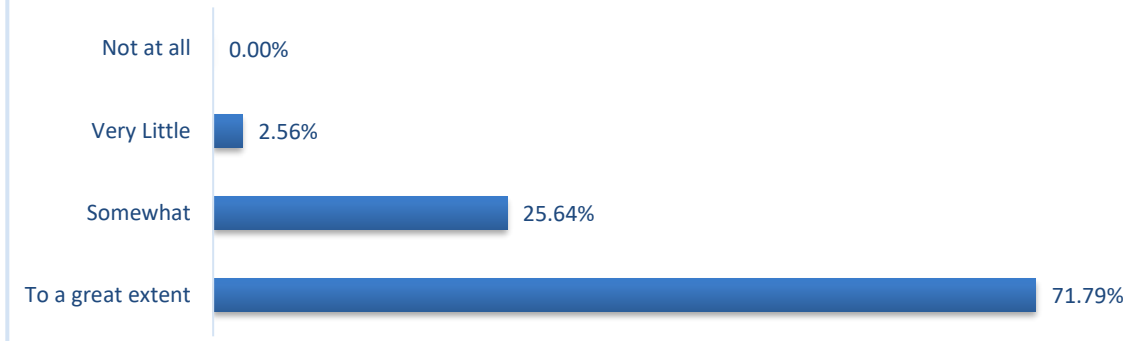


Frequency of themes from the question: “Please elaborate on which programs do not feel aligned with the current mission statement.”

Themes/Topics	Total Responses* N=3
Weights and Measures	1
PHEP	1
Early Intervention	1
We are a work in progress	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

GO Health's current values are Commitment, Integrity, Respect, Collaboration, Leadership, and Excellence. Do these values adequately summarize the principles that guide and direct GO Health's services and culture?



The following are the themes derived from the open-ended questions related to the core values.

Frequency of themes from the question: "What do you like about the core values?"	
Themes/Topics	Total Responses* N=17
Essential values for public service/work that we do	11
Exhibit that we work together/stronger together	4
Achievable	1
Direct us towards equity	1
Collaboration with outside agencies	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Frequency of themes from the question: “What do you think is missing from the core values?”	
Themes/Topics	Total Responses* N=7
May not always practice all values	2
Servant leadership	1
Resilience	1
Quality instead of Excellence	1
Teamwork	1
Innovation	1
Engagement	1
Equity	1
Family and children	1

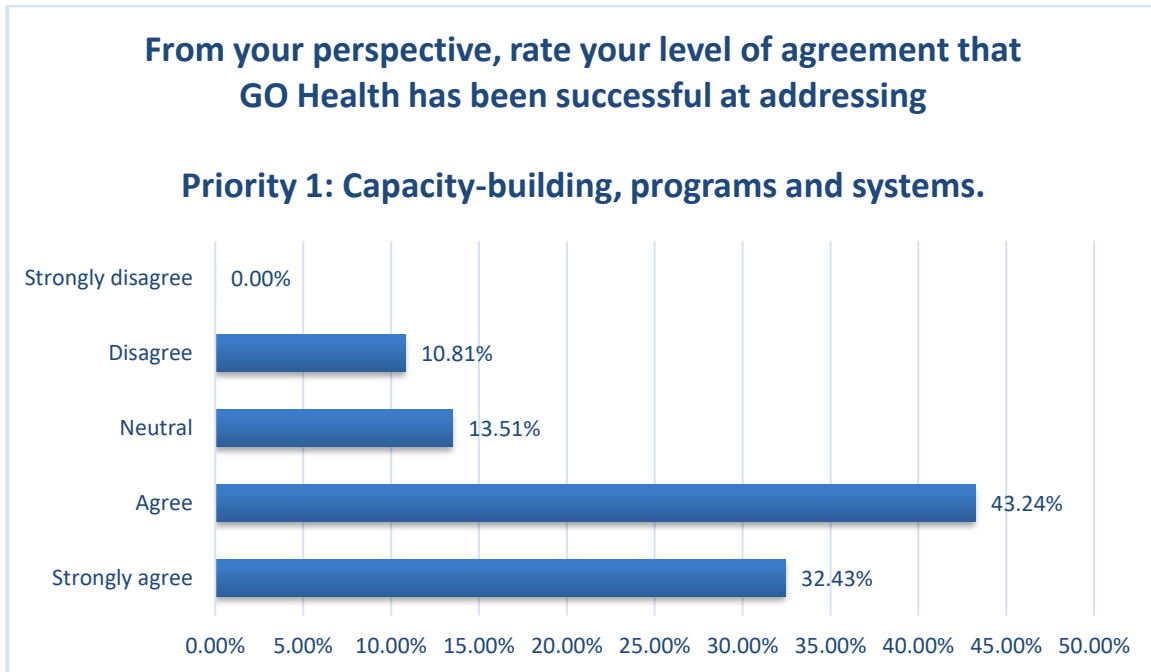
*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted.



Frequency of themes from the question: “Please elaborate on which programs do not feel aligned with the current core values.”	
Themes/Topics	Total Responses N=1
Early Intervention	1

The following section is based on the results and themes derived from the open-ended questions related to each Priority Area.

Priority 1: Capacity-Building, Programs and Systems

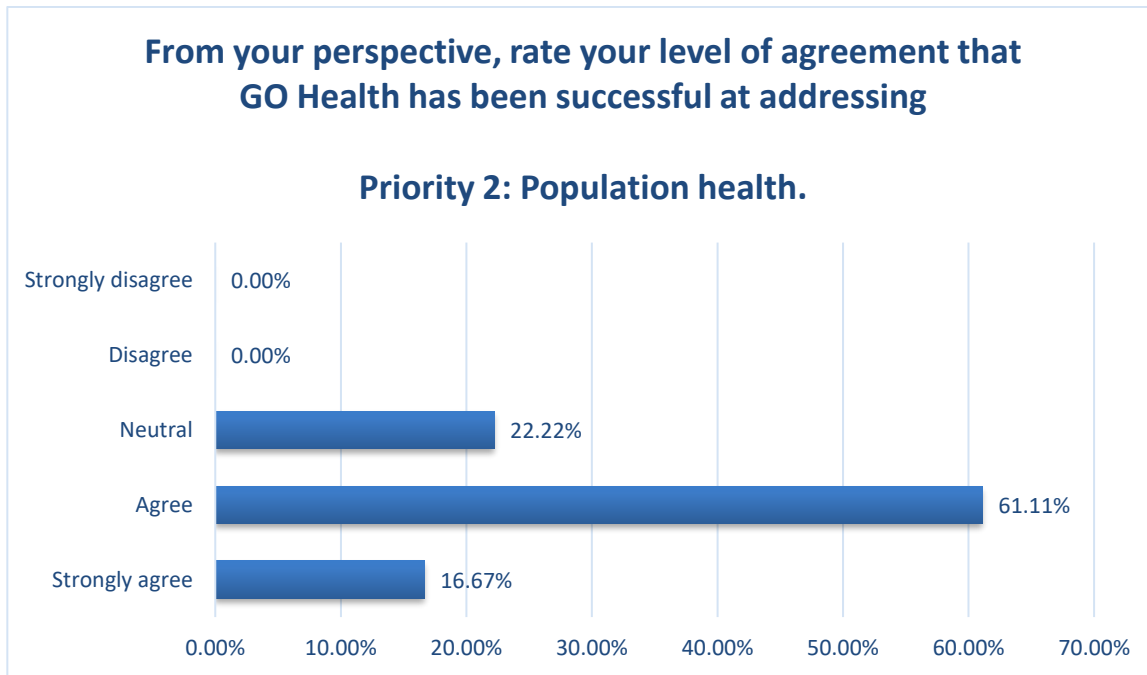


Frequency of themes from the question: “What do you like about Strategic Priority 1, its goals and/or strategies?”	
Themes/Topics	Total Responses* N=6
Overcome internal silos/working as a team	3
Supports accreditation	2
Forward thinking	1
Well phrased	1
Still have work that needs to be done	1
Achievable	1
Difficult with two county governments, two different employers	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Frequency of themes from the question: “What do you think is missing from Strategic Priority 1, its goals and/or strategies?”	
Themes/Topics	Total Responses N=7
Need more emphasis on Quality Improvement and rewriting the plan/procedures so they can be understood	2
Is there other capacity building that needs to occur/need to develop a plan for capacity building	2
Additional work to do	2
Other components of PHAB should be included (Workforce Development, Performance Management)	1

Priority 2: Population Health

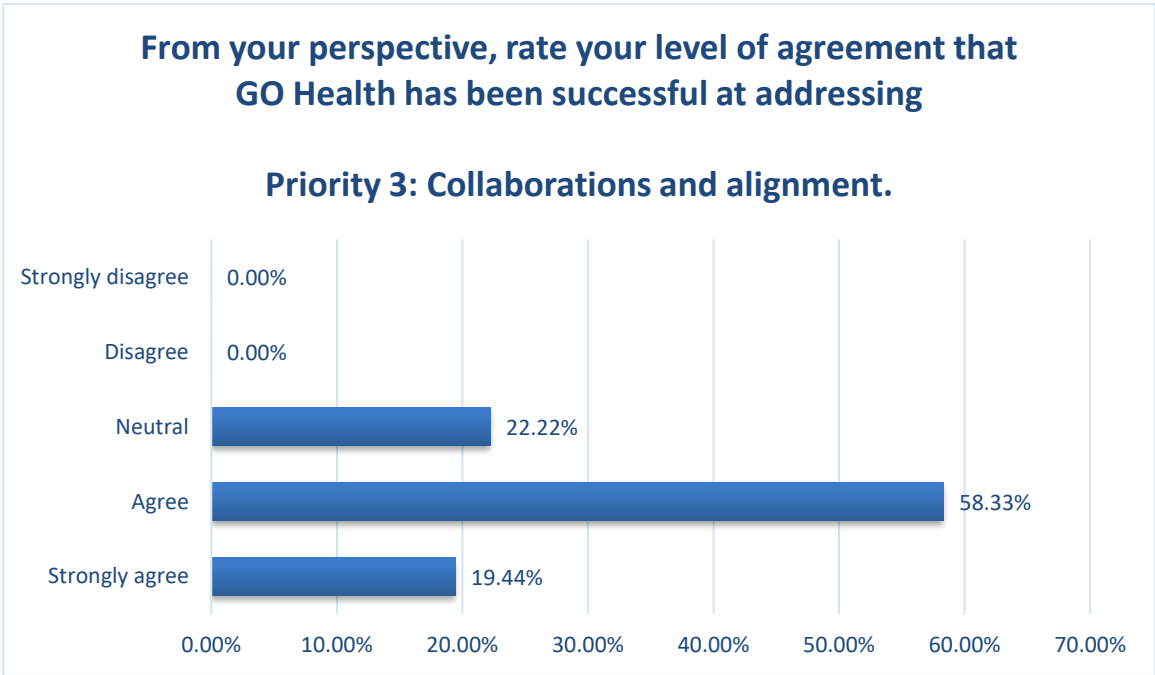


Frequency of themes from the question: “What do you like about Strategic Priority 2, its goals and/or strategies?”	
Themes/Topics	Total Responses N=8
Inclusive	2
Well-written	2
Goals align with our core work	2
Some goals have been completed	1
Unsure on the success of all the goals	1

Frequency of themes from the question: “What do you think is missing from Strategic Priority 2, its goals and/or strategies?”

Themes/Topics	Total Responses N=3
Board of Health examining/updating laws and policies	1
Evidence based programming aimed at social determinants of health	1
Difficult to know success without more information	1

Priority 3: Collaborations and Alignment



Frequency of themes from the question: “What do you like about Strategic Priority 3, its goals and/or strategies?”

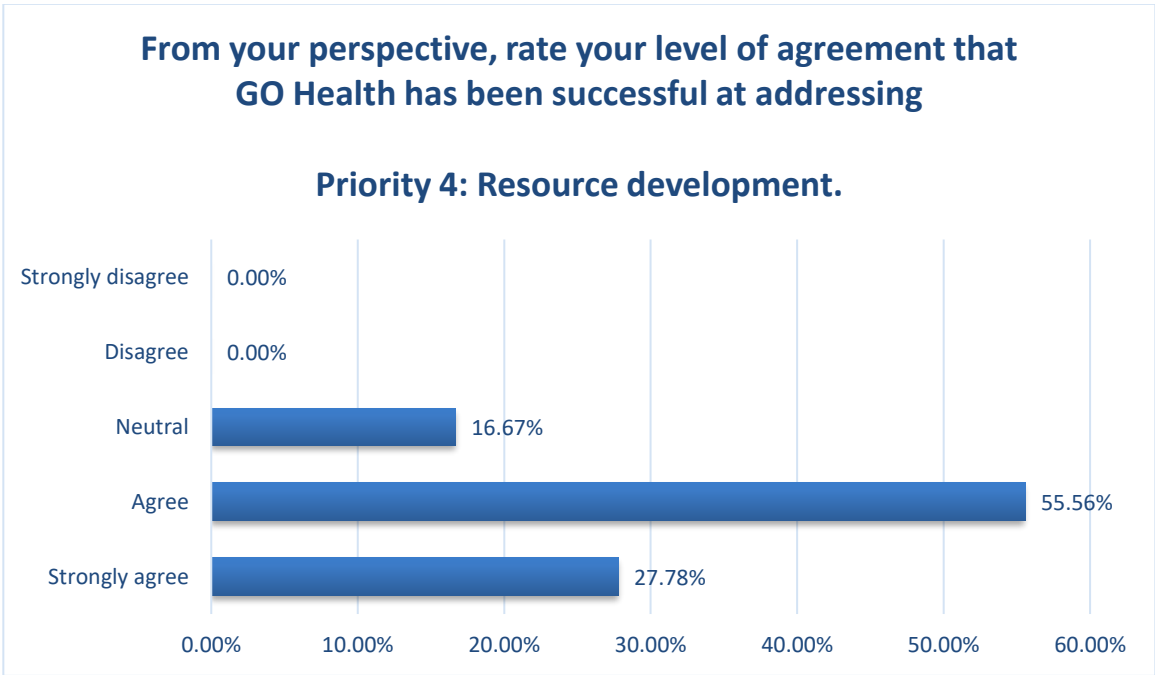
Themes/Topics	Total Responses N=5
Collaboration/includes several partners	3
Core work	1
Unaware of all collaborations GO Health has	1

Frequency of themes from the question: “What do you think is missing from Strategic Priority 3, its goals and/or strategies?”

Themes/Topics	Total Responses* N=6
Increase collaboration efforts on programming and input on materials (with members of the community, older adults, mental health)	5
Need more information on the GO Health Planning Council	2
Collect more data	1
Difficult to know success without more information	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Priority 4: Resource Development

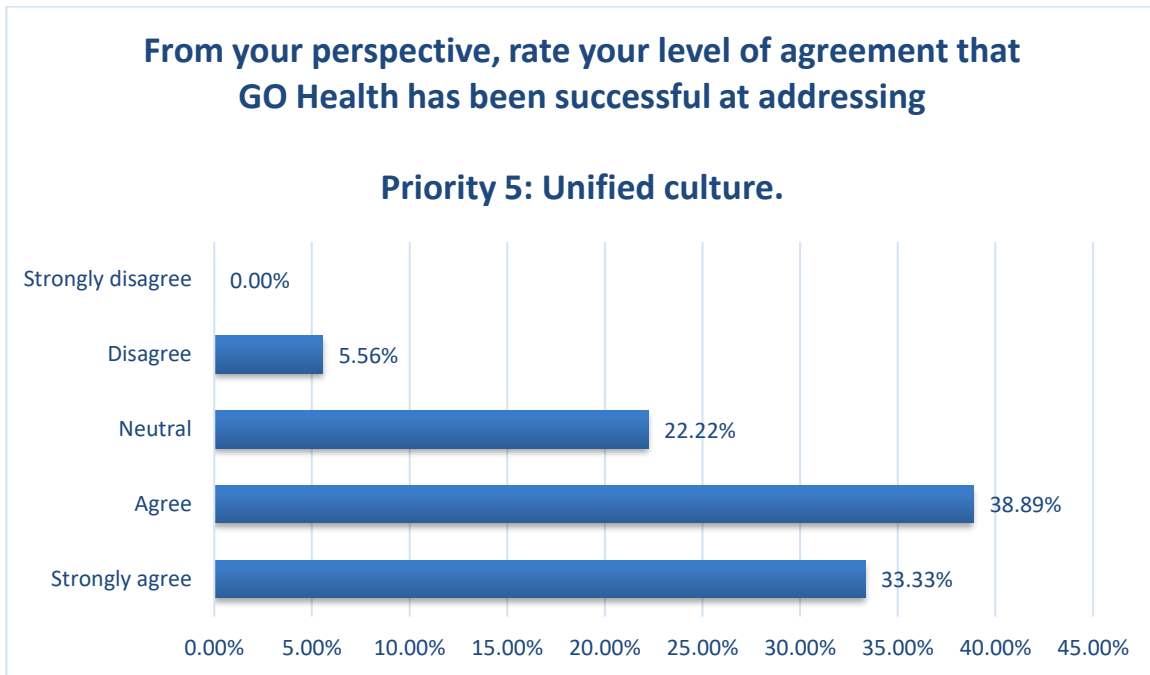


Frequency of themes from the question: “What do you like about Strategic Priority 4, its goals and/or strategies?”

Themes/Topics	Total Responses N=5
Forward thinking on financial resources	4
Goals are important and being addressed	1

Frequency of themes from the question: “What do you think is missing from Strategic Priority 4, its goals and/or strategies?”	
Themes/Topics	Total Responses N=4
Need a grants committee/collaboration around grant funding	2
Funding strategies to enhance public health	1
Trainee program to help with departmental projects	1

Priority 5: Unified culture



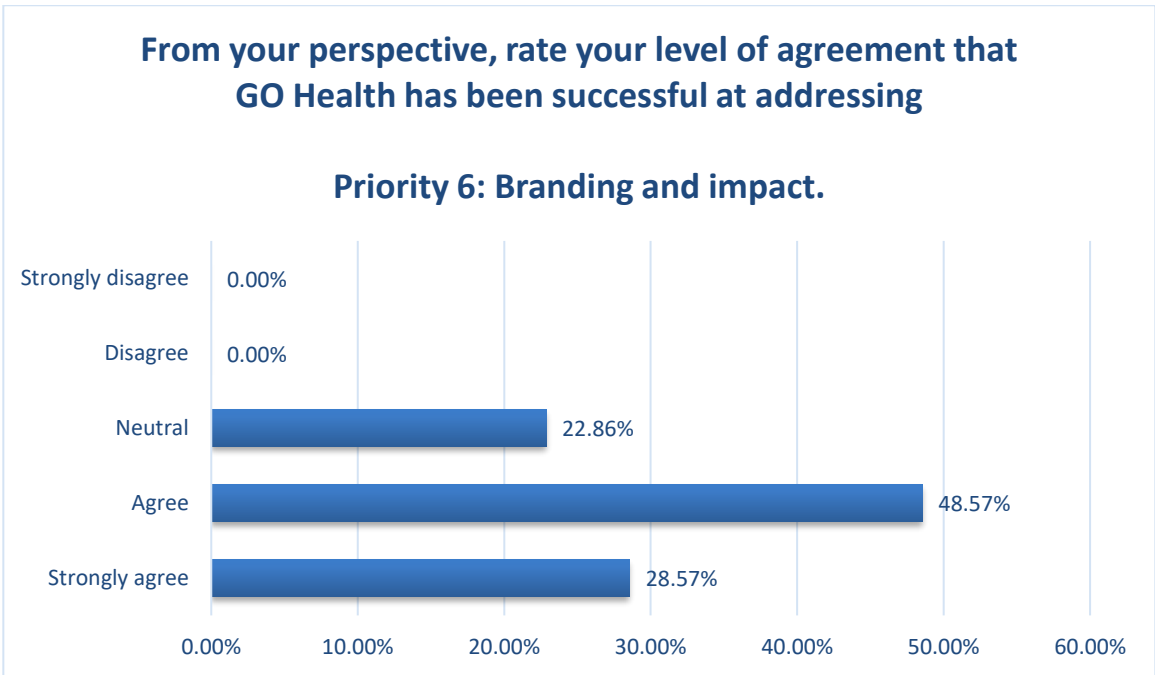
Frequency of themes from the question: “What do you like about Strategic Priority 5, its goals and/or strategies?”	
Themes/Topics	Total Responses N=7
Professional development/retention	3
Unified culture should always be a goal/strategy/is important	2
Unified team	1
A lot of work still needs to be done	1

Frequency of themes from the question: “What do you think is missing from Strategic Priority 5, its goals and/or strategies?”

Themes/Topics	Total Responses* N=7
More focus on supportive environment	2
Fair workload/some staff overwhelmed	2
Implementation of some strategies	2
Seeking staff feedback	1
Fair pay	1
Supervision could be strengthened	1
Strengthen being team players	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Priority 6: Brand and Impact



Frequency of themes from the question: “What do you like about Strategic Priority 6, its goals and/or strategies?”

Themes/Topics	Total Responses N=8
GO Health has made great progress in this area	4
Clear messaging/one voice	2
Importance of public perception	1
Needs more detailed approach	1

Frequency of themes from the question: “What do you think is missing from Strategic Priority 6, its goals and/or strategies?”

Themes/Topics	Total Responses* N=3
Collaboration with partners	1
Change language	1
Survey community annually on branding awareness	1
Clarify concept of Chief Health Strategist	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Frequency of themes from the question: “Do you have additional thoughts about how to improve the next iteration of the GO Health Strategic Plan?”

Themes/Topics	Total Responses* N=10
More realistic/attainable goals	2
Include the perspective of all staff, not just leadership	2
Keep it clear/concise	1
Use trauma informed language	1
Include every team in a strategy/goal	1
Build off of what we currently have	1
Add policy work	1
Diversity	1
Inform staff of updates	1
Hold people accountable	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Appendix D: Partner/Stakeholder Survey Results

GO Health Partner and Stakeholder Strategic Planning Input Survey Results

The Partner and Stakeholder Strategic Planning Input Survey examined GO Health’s reputation, public outreach, collaboration and services. Below are the results from the survey that were categorized into perceived strengths, weaknesses and themes. There were a total of 51 responses to the multiple choice questions. The total responses captured for each open-ended question varies and is listed below.

Perceived Strengths/ What We Are Doing Well	Perceived Weaknesses/ What We Should Improve
<p><u>Public Outreach and Perception</u> Which of the following best describes your organizations view of the Genesee and Orleans County Health Departments (GO Health) work/services over the past three to five years?</p> <p>Satisfied/Very Satisfied: 74.51% Unsured: 17.65% Dissatisfied/Very Dissatisfied: 7.84%</p> <p>How does your organization rate the way in which GO Health communicates its public health information?</p> <p><u>Reliability/Accuracy:</u> Excellent/Very Good: 62.75% Good: 27.45% Fair/Poor: 9.80%</p> <p><u>Timeliness:</u> Excellent/Very Good: 54.90% Good: 31.37% Fair/Poor: 13.73%</p> <p><u>Accessibility/Technology Friendly:</u> Very Good/Excellent: 58.82% Good: 25.49% Fair/Poor: 15.69%</p> <p><u>Usefulness:</u> Excellent/Very Good: 60.78% Good: 23.53% Fair/Poor: 15.69%</p>	<p><u>Public Outreach and Perception</u> The information posted on the GO Health social media platforms is timely and helpful.</p> <p>Agree/Strongly Agree: 62.75% Neutral: 7.84% Disagree/Strongly Disagree: 0% Do not use social media: 29.41%</p>

<p><u>Collaboration and Services</u> My organization views GO Health as a collaborative partner. Agree/Strongly Agree: 80.40% Neutral: 15.69% Disagree/Strongly Disagree: 3.91%</p> <p>How does your organization view GO Health's ability to manage public health issues? Very Good/Excellent: 62.75% Good: 25.49% Fair/Poor: 11.76%</p>	<p><u>Collaboration and Services</u> The GO Health website is easy to navigate and find the information I need. Agree/Strongly Agree: 58.82% Neutral: 15.69% Disagree/Strongly Disagree: 0% Do not visit the GO Health website: 25.49%</p>
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The following are the themes derived from the open-ended questions. Not all survey participants answered the open-ended questions, as they were not required.

Frequency of themes from the question: "Thinking about the issues or barriers your organization faces, how could GO Health better support the work that you do?"	
Themes/Topics	Total Responses* N=19
Mental health	5
Programming aimed at specific populations	4
Programming for children	
Maternal and child health programming	
Programming for older adults	
Evidence-based approaches	
Increased publicity about GO Health services and programming	3
Increased collaboration	3
Already feel supported by GO Health/already collaborate	3
Transportation	1

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Further defining the themes/topics from survey participants for the question "Thinking about the issues or barriers your organization faces, how could GO Health better support the work that you do?"

- **Mental health**
 - Partners and stakeholders noted that mental health is a barrier and an issue facing organizations and residents, particularly related to substance use disorder, trauma, suicides and mental/behavioral health EMS calls.
- **Programming aimed at specific populations**

- Partners and Stakeholders noted that GO Health could expand programming for older adults, maternal and child health, children and implement evidence based programming.
- **Increased publicity about GO Health services and programming**
 - Partners and stakeholders noted that GO Health could increase the publicity of the programs and services offered. Also noted, GO Health should continue to teach about the role of Public Health Officials and their purpose in the community.
- **Increased collaboration**
 - Partners and Stakeholders noted that GO Health could partner more with local townships for educational programming and collaborate with organizations to bring guest speakers to the area.
- **Already feel supported by GO Health/already collaborate**
 - Partners and Stakeholders noted that they have a great relationship with GO Health, already collaborate, and hope that partnerships strengthen over time.
- **Transportation**
 - One partner/stakeholder noted that transportation assistance to medical appointments is a barrier their organization faces.

Frequency of themes from the question: “Thinking 3-5 years ahead, what public health needs do you anticipate, and what role could GO Health play in addressing those?”	
Themes/Topics	Total Responses* N=25
Mental health	6
Access to care	5
Substance use disorder	4
Older adults	4
Increased public education/promotion about resources/services	4
Chronic diseases	3
Increased collaboration	3
Social determinants of health	2
Other	2
Water	
Immunizations	

*Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted

Further defining the themes/topics from survey participants for the question “Thinking 3-5 years ahead, what public health needs do you anticipate, and what role could GO Health play in addressing those?”

- **Mental health**
 - Partners and stakeholders noted that there is an increased need for mental health services for children, services in schools and services for older adults. Also noted was suicide prevention.
- **Access to care**
 - Partners and stakeholders noted the need for increased availability of STI testing for uninsured/underinsured, more in home services provided by outside vendors, and easier access to getting a primary care doctor. Also noted was to increase focus on maternal and infant health care because of limited OB care and hospitals.
- **Substance use disorder**
 - Partners and stakeholders noted that substance use will increase, opioids will continue to worsen and the crisis is still with us. Also noted was to continue to collaborate with partners on substance use for education and treatment.
- **Older adults**
 - Partners and stakeholders noted the increased need for geriatric focused health care, increased prevalence of geriatric issues, and the county is aging with young people leaving.
- **Increased public health education/programing about resources/services**
 - Partners and stakeholders noted there is a need for increased public education regarding resources and support. In addition, GO Health could release more public services announcements and information on social media.
- **Chronic diseases**
 - Partners and stakeholders noted that cancer screenings, obesity, diabetes education, diabetes management, other related issues will be a need in the future.
- **Increased collaboration**
 - Partners and stakeholders noted to collaborate with EMS agencies as well as other departments to help mitigate pandemics.
- **Social determinants of health**
 - Partners and stakeholders noted that GO Health should work closely on addressing health related social needs and housing.
- **Other**
 - Partners and stakeholders noted water is going to be a key topic with lead lines in particular and the need for vaccination clinics for emerging pandemics/epidemics.

Frequency of themes from the question: “What are the greatest challenges to improving health equity and how could GO Health collaborate with others to overcome them?”	
Themes/Topics	Total Responses* N=22
Access to care/resources/insurance	13
Increased communication/promotion of services	7
Social determinants of health	6
Other	4
A person’s internal drive	
Older adults	
Increased collaboration	
Seek funding	

* Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted.

Further defining the themes/topics from survey participants for the question “What are the greatest challenges to improving health equity and how could GO Health collaborate with others to overcome them?”

- **Access to care/resources/insurance**
 - Partners and stakeholders noted that cost and access to quality health care in rural areas are challenges. Also noted was that health insurance is not affordable for all and those without insurance delay or disregard needed treatment. Additionally, it was noted that insurance barriers and the number of providers are challenges.
- **Increased communication/promotion of services**
 - Partners and stakeholders noted to increase publicity and reach populations who do not use the internet or social media. Additionally, it was noted that agencies do well at collaborating together, but not so well with reaching people in the community. GO Health should collaborate with community agencies on addressing social determinants of health and also address misinformation on social media.
- **Social determinants of health**
 - Partners and stakeholders noted that health literacy, poverty, language barriers, transportation and lack of education are the greatest challenges.
- **Other**
 - Partners and stakeholders noted that the greatest challenge is that the individual has to have the drive to reach their potential, reaching older adults and urban populations, seek funding to enhance health equity and expand access.

Further defining the themes/topics from survey participants for the question “How could GO Health grow, strengthen or diversify the services offered to our stakeholders and communities?”

Frequency of themes from the question: “How could GO Health grow, strengthen or diversify the services offered to our stakeholders and communities?”	
Themes/Topics	Total Responses N=19*
Increase and continue collaboration	5
Involve the community/reach remote areas	4
Increase communication with partners and the public	3
Other	7
Address social determinants of health	
Implement prevention programs	
Increase the number of public events	
Appreciate growth and progress of GO Health	

* Participant responses were eligible to fit more than one theme/category as each participant had the freedom to write as much or as little as they wanted.

Further defining the themes/topics from survey participants for the question “How could GO Health grow, strengthen or diversify the services offered to our stakeholders and communities?”

- **Increase and continue collaboration**
 - Partners and stakeholders noted to increase working with local towns and villages, use outside vendors, and expand partnerships for health related events.
- **Involve the community/reach remote areas**
 - Partners and stakeholders noted to involve community members more and get into the local areas because transportation is an issue. Also noted, was to continue fostering connections in the community.
- **Increase communication with partners and the public**
 - Partners and stakeholders noted the need to increase communication in all its forms, with the public and with partners.
- **Other**
 - Partners and stakeholders noted to address social determinants of health, implement prevention programs and increase the number of public events. Four participants mentioned that they appreciated the growth that GO Health has made and should continue to increase visibility.

Frequency of themes from the question: “What other thoughts do you have about the strategic direction of GO Health?”	
Themes/Topics	Total Responses N=6
Increase promotion of GO Health	2
Need more information on strategic direction	1
Increase collaboration with Hospitals and EMS	1
Equity	1
Strategic direction is excellent with limited resources	1

Further defining the themes/topics from survey participants for the question “What other thoughts do you have about the strategic direction of GO Health?”

- **Increased promotion of GO Health**
 - Partners and stakeholders noted that the general public does not know GO Health exists.
- **Need more information on strategic direction**
 - Partners and stakeholders noted that they would want more information on our current strategic direction.
- **Increase collaboration with Hospitals and EMS**
 - Partners and stakeholders noted that GO Health should collaborate with Hospitals and EMS providers.
- **Equity**
 - Partners and stakeholders noted that GO Health should continue to ensure equity.
- **Strategic direction is excellent**
 - Partners and stakeholders noted that GO Health’s direction is excellent, but there are limited factors with resources.

Appendix E: Climate Survey Results

The GO Health Climate Survey examined staff regarding accountability, performance, communication, work culture, work environment, leadership, rewards and recognition, professional growth and vision/values. Below are the results from the survey that were categorized into perceived strengths, weaknesses and themes. There were a total of 41 responses, with the exception of one question which is noted below.

Perceived Strengths/ What We Are Doing Well	Perceived Weaknesses/ What We Should Improve
<p><u>Accountability and Performance</u> I find my workload reasonable. Agree/Strongly Agree: 73.17% Neutral: 12.20% Disagree/Strongly Disagree: 14.63%</p>	<p><u>Accountability and Performance</u> Poor performance is well addressed and handled across the organization. Agree/Strongly Agree: 29.27% Neutral: 43.90% Disagree/Strongly Disagree: 26.83%</p> <p>I think that work is distributed evenly across my team/program. Agree/Strongly Agree: 65.85% Neutral: 12.20% Disagree/Strongly Disagree: 21.95%</p>
<p><u>Communication</u> I feel adequately trained to execute the processes and procedures of my organization. Agree/Strongly Agree: 70.73% Neutral: 24.39% Disagree/Strongly Disagree: 4.88%</p>	<p><u>Communication</u> The same teams/programs across the two counties frequently collaborate with each other and have unity in their work. (n=40) Agree/Strongly Agree: 45.00% Neutral: 30.00% Disagree/Strongly Disagree: 25.00%</p> <p>I feel like my organization listens to my concerns. Agree/Strongly Agree: 51.22% Neutral: 29.27% Disagree/Strongly Disagree: 19.51%</p> <p>Staff across the two counties frequently communicate and/or collaborate with each other: Agree/Strongly Agree: 51.22% Neutral: 29.27% Disagree/Strongly Disagree: 19.51%</p> <p>The processes and procedures of my organization are easy to locate and understand. Agree/Strongly Agree: 53.66% Neutral: 24.39% Disagree/Strongly Disagree: 21.95%</p>

	<p>In my organization, I am satisfied with the communication between leadership and employees:</p> <p>Agree/Strongly Agree: 56.09% Neutral: 14.63% Disagree/Strongly Disagree: 29.28%</p> <p>My organization openly shares knowledge and information:</p> <p>Agree/Strongly Agree: 56.10% Neutral: 34.14% Disagree/Strongly Disagree: 9.76%</p>
<p><u>Culture/Environment</u> When I come to work here, I feel physically safe. Agree/Strongly Agree: 87.80% Neutral: 12.20% Disagree/Strongly Disagree: 0%</p> <p>My organization gives me the flexibility to meet the needs of my personal life. Agree/Strongly Disagree: 78.05% Neutral: 14.63% Disagree/Strongly Disagree: 7.32%</p> <p>Employees treat each other with respect: Agree/Strongly Agree: 73.17% Neutral: 26.83% Disagree/Strongly Disagree: 0%</p>	<p><u>Culture/Environment</u> My organization is dedicated to diversity and inclusiveness. Agree/Strongly Agree: 41.46% Neutral: 43.90% Disagree/Strongly Disagree: 14.64%</p> <p>Employees in my organization are willing to accept change: Agree/Strongly Agree: 43.90% Neutral: 34.15% Disagree/Strongly Disagree: 21.95%</p> <p>The employees within my organization foster a positive work environment. Agree/Strongly Agree: 60.98% Neutral: 36.58% Disagree/Strongly Disagree: 2.44%</p> <p>Employees here are willing to take on new tasks as needed: Agree/Strongly Agree: 63.41% Neutral: 26.83% Disagree/Strongly Disagree: 9.76%</p>
<p><u>Leadership</u> I am satisfied with the working relationship with my supervisor. Agree/Strongly Agree: 80.48% Neutral: 9.76% Disagree/Strongly Disagree: 9.76%</p>	<p><u>Leadership</u> My immediate supervisor regularly coaches me on my job performance. Agree/Strongly Agree: 68.30% Neutral: 17.07% Disagree/Strongly Disagree: 14.63%</p>
<p><u>Professional and Personal Growth</u> My organization is dedicated to my professional development: Agree/Strongly Agree: 70.73% Neutral: 24.39% Disagree/Strongly Disagree: 4.88%</p>	<p><u>Professional and Personal Growth</u> I find my salary competitive with similar jobs in the industry. Agree/Strongly Agree: 21.95% Neutral: 26.83% Disagree/Strongly Disagree: 51.22%</p>

	<p>I am satisfied with the job-related training in my organization:</p> <p>Agree/Strongly Agree: 56.09% Neutral: 31.71% Disagree/Strongly Disagree: 12.20%</p>
<p><u>Rewards and Recognition</u></p>	<p><u>Rewards and Recognition</u></p> <p>Leadership within my organization recognizes strong job performance.</p> <p>Agree/Strongly Agree: 51.22% Neutral: 39.02% Disagree/Strongly Disagree: 9.76%</p> <p>I am satisfied with the amount of recognition I receive.</p> <p>Agree/Strongly Agree: 58.53% Neutral: 36.59% Disagree/Strongly Disagree: 4.88%</p>
<p><u>Vision and Values</u></p>	<p><u>Vision and Values</u></p> <p>I am familiar with and comprehend the strategic goals of my organization.</p> <p>Agree/Strongly Agree: 53.65% Neutral: 36.59% Disagree/Strongly Disagree: 9.76%</p> <p>My organization proactively identifies future challenges and opportunities.</p> <p>Agree/Strongly Agree: 53.66% Neutral: 39.02% Disagree/Strongly Disagree: 7.32%</p>