



Licking County
Health Department

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Licking County Health Department Strategic Plan 2018-2021

Licking County Health Department



2018-2021 Strategic Plan Executive Summary

Overview

The Licking County Health Department (LCHD) is implementing an updated strategic plan based on health and wellness data collected in Licking County over the past several years. This plan will set the course for LCHD from 2019 through 2021 by setting goals and objectives which cover a wide variety of topics that are beneficial to the county. LCHD is dedicated to reaching individuals who have barriers preventing them access to our department's services. As a result, LCHD plans to explore ways to mobilize our services and provide programs more easily accessible to the county residents who need them most. This change in operation may be difficult at times, but is a challenge that needs to be overcome and implemented by LCHD leadership and staff in order to best protect public health in Licking County.

Mission

To Prevent Disease, Protect the Environment, and Promote Healthy Lifestyles.

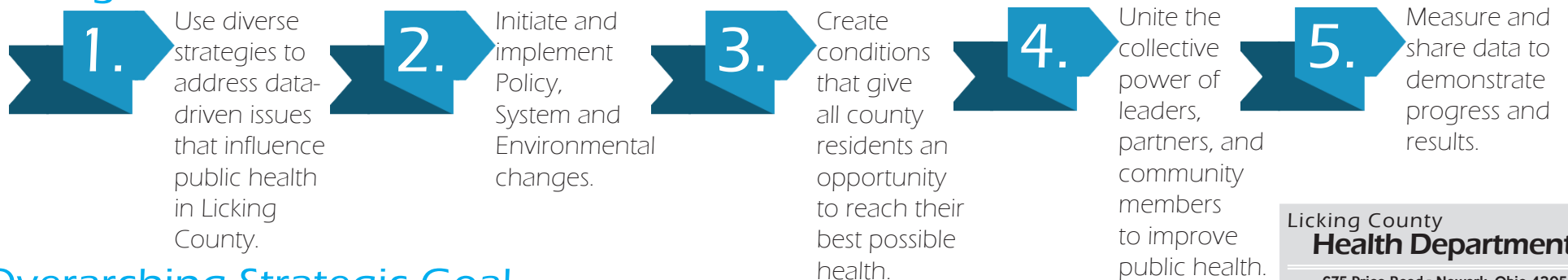
Vision

Healthy People in Healthy Communities.

Core Values



Strategic Priorities



Overarching Strategic Goal

By 2023, reduce the adult smoking rate in Licking County to 13 percent (current rate in 2018 is 26 percent).

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2018 | Strategic Plan Licking County Health Department

Introduction

In order to protect public health in Licking County, and address the most significant, data driven public health issues in the county, the Licking County Health Department (LCHD) has developed this strategic plan. The plan is designed to increase the impact of LCHD on the community it serves, and to advance public health initiatives into additional sectors of the public health system. As one of the first nationally accredited health departments in the country, LCHD has a duty to lead and provide high quality public health services to its constituents. The department is dedicated to this task, and the contents of this plan will set the path for LCHD to improve and protect the public health of all Licking County Residents.

Mission and Vision

LCHD's Mission: Prevent Disease, Protect the Environment, and Promote Healthy Lifestyles

LCHD's Vision: *Healthy People in Healthy Communities*

Core Values

- I. Credible
- II. Collaborative
- III. Innovative
- IV. Integrity
- V. Responsive
- VI. Respectful

Health Disparities and Inequities

LCHD is dedicated to addressing health disparities and inequities within Licking County. Individuals that experience lesser health outcomes simply because of where they live or because they don't have the ability to travel to a healthcare provider must be assisted to overcome these items. LCHD has discussed adopting a Health In All Policies approach with elected officials and agency heads throughout the public health system in its jurisdiction. This will allow these individuals to not be forgotten as project and plans are discussed. Additionally, LCHD proposes in this plan to offer mobile public health services and additional satellite clinics in areas where disparities and inequities exist. This is an effort to remove barriers such as a lack of transportation and a lack of funds to utilize LCHD's services. This will be a change in the traditional manner in which LCHD conducts business, but it's a necessary change and one that will assist the department with reaching the people that need its services the most.



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Efficiency and Effectiveness

LCHD continues to work to find ways to improve efficiency and effectiveness through the implementation its performance management system, which includes the use of quality improvement methodologies and tools to make necessary process improvements. The department has worked to develop performance measures in each division that allow the most important process and programs offered to be tracked on a regular basis. Targets for the programs have been set, and if they are not met, further evaluation is done to determine the root cause and necessary improvements are made. The development and growth of the performance management system has assisted with LCHD identifying efficiencies within its operation, and as a result better serving its customers.

Making processes efficient is a noble undertaking, but if the processes are not effective, the improvements will be wasted. LCHD evaluates its programs on a regular basis to determine their effectiveness and to determine if they are resulting in the desired outcomes. If a program is found to be underachieving, the workplan is revised and an improvement is made. Protecting public health in Licking County is LCHD’s priority, and this cannot be done if the programs the department implements do not achieve their desired outcome.

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

LCHD conducted a SWOT analysis with its staff and the Board of Health. Doing so allowed the department to gain a variety of perspectives on its operation and how it should move forward to best serve its constituents.

Staff SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Dedicated staff • Community recognition • Customer service • Social media presence 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Staff turnover • Communication • Building location • Client transportation to building
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase public awareness of LCHD and its programs • Grow existing collaborations and establish new partnerships • Online payment options • Reaching individuals experiencing health disparities or inequities 	<p>Threats</p> <ul style="list-style-type: none"> • Funding • Substance abuse • Building security



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Board of Health SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Dedicated staff • Strong leadership 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Staff turnover
<p>Opportunities</p> <ul style="list-style-type: none"> • Expand options to address STDs • Substance abuse • Increase public awareness of LCHD and its programs • Be a leader in public health in Ohio 	<p>Threats</p> <ul style="list-style-type: none"> • Building security • Staff turnover

Emerging Issues Influencing Public Health

The most significant issue that has emerged affecting public health in Licking County is the substantial increase in substance abuse. Licking County is not unique, and health departments across the country are attempting to combat this issue. Most associate substance abuse with the abuse of opioids, however this issue spans well beyond opioid abuse. Focusing on only one portion of this problem will not make a significant impact, and would not allow LCHD to properly serve its constituents. Clear evidence that this issue continues to emerge and evolve is demonstrated by the fact that substance abuse was chosen as the number one priority in the county’s Community Health Improvement Plan. This is the first time the issue has been included in the plan, and it’s also the first time it has even been mentioned by members of the Community Health Improvement Committee. LCHD has included this issue in this strategic plan, and the department will continue to implement programs to address substance abuse and collaborate with partners to lessen the impact of this issue within Licking County.

An issue that is related to substance abuse and that is an emerging concern is undiagnosed and/or untreated mental health concerns. Specifically, undiagnosed and untreated anxiety and depression have been identified as precursors to substance abuse, and they are continuing to increase within the county. Historically, public health departments have not been heavily involved in addressing mental health issues. However, it’s time for that to change. Mental health issues compound and expand public health concerns, and LCHD is dedicated to partnering with its mental health partners to address these issues. Doing so will not only strengthen the public health system in Licking County, it will also improve public health and the quality of life of county residents.

Tobacco, specifically smoking, has been a long standing public health concern in Licking County. In fact, reducing the adult smoking rate is LCHD’s overarching strategic goal. However, over the past several years the use of E-cigarettes has increased, and they are viewed as a safe alternative to traditional cigarettes. Data has shown that teenagers are increasingly using E-cigarettes and this is a troubling



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trend. LCHD has identified the use of E-cigarettes as an emerging concern, and the department is working to develop strategies to combat this issue in the county.

LCHD will address these emerging issues, and it will continue to collect, analyze and report data to identify additional emerging issues in the future. Local health departments need to be flexible and vigilant regarding these issue in order to best respond and protect public health within their jurisdictions. Continuing to grow and strengthen collaborations is also vital to these efforts. Working together with the public health system provides the best opportunity to confront and solve these emerging threats.

External Influences

There are several issues occurring within Licking County that will affect public health and how LCHD operates in the future. The most significant is the development along the State Route 161 corridor in the western portion of the county. This has been an issue that has been discussed for several years, however development along the highway is now taking shape. Questions need to be answered regarding if the new housing stock and commercial entities will reside within LCHD's jurisdiction or be annexed into the city of New Albany. If the development occurs within LCHD's jurisdiction, an influx of revenue can be expected in the plumbing and food safety programs. This will also result in an increase in the population served, which will increase the state subsidy funds received from the Ohio Department of Health. It will also mean an increased work load for staff within these programs and may result in a shift in responsibilities for staff working in other EH program areas.

Additionally, there is the possibility that development along the State Route 16 corridor in Madison Township could occur. This would result in additional workloads for EH program staff as well, but the population growth will provide LCHD with an opportunity to serve and impact more people. Opportunities will be created for programs such as LCHD's cessation program, immunization clinics, and other programs. The development and population increase are definite opportunities increase LCHD's impact on the community, but they also present challenges. With additional population comes additional risks for disease outbreaks, unhealthy behaviors, demands for services, and other issues. LCHD has to plan for these potential items and be ready to respond if and when these issues occur.

LCHD and The Community Health Improvement Committee

The Licking County Community Health Improvement Committee (CHIC) was formed in 2010. LCHD staff have chaired the committee since it was founded. The committee has developed 3 editions of the county's Community Health Improvement Plan (CHIP). This collaborative effort has seen multiple entities outside of LCHD take the lead on a variety of projects and be responsible for completing them. Doing so has allowed LCHD to include several items that it is responsible for in the CHIP and include them in this plan. This confirms their importance and guarantees they will be tracked to ensure they are



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completed within the required timeframes. Working in collaboration with CHIC partners also provides LCHD with the opportunity to identify goals and objectives regarding items outside of the CHIC's scope, but that are also public health concerns within the county. CHIC members have accomplished a great deal during its 8 years of existence, and LCHD looks forward to continuing to collaborate with the group to improve public health in Licking County.

Performance Management and Quality Improvement

LCHD began incorporating quality improvement (QI) into its operation in 2010. Since then, the department has grown its program and it now uses 2 QI methodologies, LEAN and PDSA. Staff have also completed a minimum of 2 QI projects each year. LCHD continues to move toward a culture of quality throughout its operation. Each division within the department has completed projects, and projects are currently scheduled through 2019. Implementing QI tools and principles has allowed LCHD to find efficiencies that have saved taxpayer dollars and resulted in an increased level of service for its customers.

LCHD was accredited by the Public Health Accreditation Board in 2013. One weakness that was identified was the department's Performance Management (PM) program. Since 2013, LCHD has worked to refine and improve its PM program, and this has resulted in the department being looked at as a PM leader among its peers in Ohio. The program is still improving, but each division is tracking performance metrics on a monthly basis and the department's Quality Council reviews the data on a monthly basis as well. QI projects are selected based on PM data, and they are implemented by relevant staff. The department is in the process of combining its PM and QI plans into one document, which will assist with reaching a true culture of quality throughout the department.

QI and PM are important topics at LCHD, and this shown by goals and objectives being included in this plan for both topics. This inclusion allows the PM and QI plans to be integrated with the strategic plan, which cements their importance and shows their importance to the department's staff. This will be the case as additional strategic plans are developed, and as the QI and PM plans are combined the plan will be updated.

Evaluation

The strategic plan will be evaluated on an annual basis. This will include tracking progress towards the goals and objectives contained in the plan, and updating based on the evaluation and the identification of additional emerging issues. Plan progress will also be reviewed on a monthly basis by the department's Leadership Team. The team will discuss progress toward the goals and objectives and recognize excellent progress and determine necessary changes for items behind schedule. This will be a more intensive evaluation of the plan than in the past, but as the department has learned and evolved



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since being accredited in 2013, the importance of the need for additional monitoring of the plan has been discussed and now implemented.



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Action Plan

Strategic Priority 1: Use diverse strategies to address data driven issues that influence public health in Licking County.

Goal: Reduce tobacco use through prevention and cessation activities

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By May 31, 2018, establish a tobacco cessation program at LCHD	-Ensure staff is properly trained to implement program -Establish program framework and logistics	Health Education	-Program established and ready to take appointments	CHIP, HP 2020, National Prevention Strategy	
By December 31, 2018, counsel 100 people as part of LCHD's cessation program	-Enroll clients in program -Provide evidence-based counseling	Health Education	-Number of clients enrolled in the program -Number of clients that complete the program	CHIP, HP 2020, National Prevention Strategy	



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Goal: Promote lifelong physical activity

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2019, develop an inventory and online directory of all parks within Licking County	<ul style="list-style-type: none"> -Research parks and activity locations in each political subdivision -Develop a searchable inventory by political subdivision -Promote online directory 	Health Ed Planning and Preparedness	<ul style="list-style-type: none"> -Online database developed -Number of database users tracked 	HP 2020, National Prevention Strategy	
By December 31, 2020, develop an implementation plan and hold a supported bike race	<ul style="list-style-type: none"> -Research existing bike races in the county -Research being a training event for Pelotonia -Develop implementation plan -Hold event 	Health Ed Planning and Preparedness	<ul style="list-style-type: none"> -Plan developed -Number of individuals participating 	HP 2020 National Prevention Strategy	



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Goal: Encourage healthy eating and improving access to healthy food

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By June 30, 2019, develop a "Healthy Choice Menu Program."	<ul style="list-style-type: none"> -Develop criteria for foods to be included in LCHD's program -Promote program to restaurants -Dieticians review menus and provide feedback 	WIC	<ul style="list-style-type: none"> -Program parameters developed -Restaurant menus reviewed 	HP 2020	
By December 31, 2020, increase access to healthy foods for individuals experiencing health disparities and inequities	<ul style="list-style-type: none"> -Map food deserts in the county -Conduct site visits at stores to determine healthy eating options -Develop strategies to increase food access -Implement strategies 	Health Ed Planning and Preparedness	<ul style="list-style-type: none"> -Map developed -Visits conducted -Strategies developed -Impact of strategies measured 	HP 2020 National Prevention Strategy	



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Goal: Reduce the impact of substance abuse and addiction through prevention, referral to treatment, and harm reduction strategies

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2020, distribute a minimum of 300 Naloxone kits	-Promote kit availability -Provide necessary training -Distribute kits	Community and Personal Health	-Kits distributed	SHIP	
By December 31, 2019, conduct a feasibility study regarding the development of a needle exchange and vivitrol program	-Review any existing resources in the county -Discuss program implementation with partners and the Board of Health -Develop feasibility study report	Community and Personal Health	-Feasibility study report developed	SHIP	



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Goal: Control the spread of sexually transmitted disease through education, diagnosis, and treatment

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
**By December 31, 2018, conduct a feasibility study regarding the viability of LCHD's sexual health clinic	-Review current clinic process -Review appointment and client service data -Review scheduling options -Develop report outlining future of clinic	Administration Planning and Preparedness Community and Personal Health	Report with future options of clinic developed	HP 2020	
**By December 31, 2019, increase the number of clients attending LCHD's sexual health clinic each month by	-Conduct additional advertising of sexual health clinic -Increase sexual health clinic hours and appointment slots	Community and Personal Health & Planning and Preparedness	-Number of clients attending sexual health clinic per month	CHA, HP 2020, National Prevention Strategy, QI Plan	



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<p>By December 31, 2019, establish a satellite sexual health clinic in an area with a large at-risk population</p>	<ul style="list-style-type: none"> -Evaluate disease data to determine areas with high STD rates -Work with community partners to identify a potential satellite clinic space -Provide sexual health clinics in areas with at risk populations 	<p>Community and Personal Health</p>	<ul style="list-style-type: none"> -Number of clients attending satellite sexual health clinic -Show and capacity rates of satellite sexual health clinic 	<p>CHA, HP 2020, National Prevention Strategy</p>	
<p>By December 31, 2020, serve a minimum of 75 clients per month in satellite sexual health clinic</p>	<ul style="list-style-type: none"> -Promote satellite sexual health clinic -Offer multiple satellite sexual health clinics per month 	<p>Community and Personal Health & Planning and Preparedness</p>	<ul style="list-style-type: none"> -Number of clients attending satellite sexual health clinic -Show and capacity rates of satellite sexual health clinic 	<p>CHA, HP 2020, National Prevention Strategy</p>	



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**Dependent upon results of feasibility study

Goal: Improve immunization rates to reduce the occurrence of preventable diseases

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2020, 80% of children entering kindergarten will be fully immunized	<ul style="list-style-type: none"> -Evaluate school district and individual school building -Determine potential school based clinic location(s) -Provide immunizations in school based clinic(s) 	Community and Personal Health Planning and Preparedness	<ul style="list-style-type: none"> -Review of immunization data completed -Immunizations at school building(s) provided 	HP 2020	



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Goal: Increase cancer screening and prevention to reduce the rate of preventable cancers and of late stage cancer diagnosis

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2019, implement FluFIT program in Licking County	-Research FluFIT program and develop implementation plan -Promote FluFIT program -Implement FluFIT program	Community and Personal Health Planning and Preparedness	-FluFIT implementation plan developed -FluFIT kits returned	HP 2020	



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Strategic Priority 2: Initiate and implement Policy, System and Environmental changes

Goal: Encourage the adoption of best practices and policies that provide long term community-wide health impacts

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2020, assist at least 2 entities in adopting a Health in All Policies framework	-Research HiAP frameworks -Meet with elected officials regarding HiAP concepts -Provide TA to elected officials regarding the adoption of HiAP framework	Administration & Health Ed	-Number of entities approached -Number of meetings held with elected officials -Number of polices adopted	National Prevention Strategy	
By December 31, 2018, develop a board of health resolution requiring all board adopted regulations to be reviewed on a 5-year cycle	-Develop a list of BOH regulations included last revision date -Develop resolution for BOH in consult with Prosecutor's Office -Present resolution to BOH for adoption	Environmental Health	-BOH regulation tracking mechanism developed -Regulation reviews tracked	Ohio Revised Code	
By December 31, 2020 implement changes in parks that will make them safer and more user friendly	-Conduct park audits to determine environmental changes needed -Implement changes	Health Ed	-Audits conducted -Changes implemented	CHA CHIP	



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Strategic Priority 3: Create conditions that give all county residents an opportunity to reach their best possible health

Goal: Promote early childhood development build parenting skills to reduce infant mortality and reduce the Years of Potential Life Lost in Licking County

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2020, conduct a minimum of 125 newborn home visits annually	-Review current program procedures and identify improvements -Implement improvements -Conduct additional visits	Community and Personal Health	Number of visits conducted	SHIP County Health Rankings	
By December 31, 2019, distribute a minimum of 100 cribs annually to parents to promote safe sleep	-Develop a partnership with another department -Receive cribs -Distribute cribs to eligible families	Community and Personal Health	Number of cribs distributed	SHIP County Health Rankings	
By December 31, 2018, develop a referral system from newborn home visiting program to Early Head Start and Help Me Grow	-Review referral module in Patagonia -Develop procedures for referrals -Begin making referrals	Community and Personal Health	Number of referrals made	SHIP County Health Rankings	



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Goal: Enforce regulations and educate regulated entities and the public to improve and protect environmental health in Licking County.

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By June 30, 2018, implement a software tracking solution for O&M inspection data	<ul style="list-style-type: none"> -Research software solutions used by other counties -Select most applicable software solution -Implement use of software system 	Environmental Health	Properties in O&M program tracked	CDC Ten Essential EH Services	
By December 31, 2018, complete inspections at all "target areas" contained in LCHD's O&M plan	<ul style="list-style-type: none"> -Contact elected officials -Conduct inspections -Evaluate results 	Environmental Health	<ul style="list-style-type: none"> -Number of inspections conducted -Number of nuisances abated 	CDC Ten Essential EH Services	
By December 31, 2019, implement a plan to enroll HSTs outside of the target areas in O&M program	<ul style="list-style-type: none"> -Consult with Stakeholders Group to develop plan -Review plan with HC and BOH -Conduct inspections in accordance with plan 	Environmental Health	<ul style="list-style-type: none"> -O&M plan developed -Number of inspections conducted 	CDC Ten Essential EH Services	



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By September 30, 2018 finalize award recognizing food facilities operating at a high level	-Review existing reward programs -Create a list of criteria for facilities to qualify for award -Present criteria to HC and BOH for approval	Environmental Health	-Criteria for program developed -Program criteria approved	HP 2020	
By March 31, 2019, present awards to licensed facilities	-Provide eligibility requirements to licensed facilities -Review award applications	Environmental Health	-Number of applications received -Number of awards presented	HP 2020	
By March 31, 2020, apply for the Samuel J. Crumbine award	-Review program accomplishments -Develop application -Submit application	Environmental Health	-Application submitted	HP 2020	



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Goal: Work to remove social and economic barriers to achieving positive health outcomes.

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2020, offer “mobile” public health services	<ul style="list-style-type: none"> -Evaluate services that could be provided outside of LCHD campus -Determine location(s) and transportation logistics -Work with partner agencies to provide additional services in cooperation with LCHD’s effort -Deliver services 	All Divisions	<ul style="list-style-type: none"> -Evaluation report developed -Service delivery plan developed -Services provided 	National Prevention Strategy, HP 2020	



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Strategic Priority 4: Unite the collective power of leaders, partners, and community members to improve public health

Goal: Lead the Community Health Improvement Committee to identify health improvement priorities, develop Community Health Improvement Plans, and work together toward shared goals.

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2020 lead the CHIC and maintain the CHIP	<ul style="list-style-type: none"> -Hold quarterly CHIC meetings -Update CHIP a minimum of annually -Review updated data annually and make necessary updates to CHIC 	EH	<ul style="list-style-type: none"> -Number of CHIC meetings -Number of CHIP reviews -Number of CHIP updates 	CHIP & SHIP	
By December 31, 2020, implement activities assigned to LCHD in CHIP to achieve state goals in the plan	<ul style="list-style-type: none"> -Assign objectives and activities to staff -Monitor progress of implementation -Report on progress to CHIC members 	Health Ed	<ul style="list-style-type: none"> -Report on progress developed -Progress toward objectives completed 	CHIP & SHIP	



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Strategic Priority 5: Measure and share data to demonstrate progress and results

Goal: Compile a Community Health Assessment every 3 years, in collaboration with Licking Memorial Hospital and other partners, and share the results with the community.

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2019, develop a CHA and CHNA with LMH and publish the document for public review	<ul style="list-style-type: none"> -Work collaboratively with LMH staff to develop an alignment plan -Develop survey tool to collect primary data from community -Analyze data collect and publish assessment 	Planning and Preparedness	Joint CHA/CHNA published	Ohio Revised Code, CHA	



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Goal: Provide data and reports regarding communicable diseases, including influenza, to the public and healthcare providers in a timely and actionable manner

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 2019, develop thresholds for communicable diseases that will result in health alert messages being generated for healthcare providers and/or the public	<ul style="list-style-type: none"> -Review top communicable diseases and determine most impactful thresholds -Determine thresholds -Develop manner in which thresholds are tracked and communications are initiated 	Planning and Preparedness	<ul style="list-style-type: none"> -Thresholds developed -Thresholds tracked 	HP 2020	



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Strategic Priority 6: Provide high quality public health services and agency administration

Goal: Work to establish a culture of quality through the use of performance management quality improvement principles.

Objective	Activities	Division	Key Performance Indicators	Connection	Outcomes
By December 31, 2018, develop performance measures for the Administrative Division	<ul style="list-style-type: none"> -Solicit feedback from division staff regarding potential measures -Review data currently being collected by division -Determine measures to be tracked 	Administrative QI Council	<ul style="list-style-type: none"> -Measures developed -Measures tracked 	PM Plan	
	<ul style="list-style-type: none"> -Review performance management data monthly to identify potential QI projects -Collect information from staff regarding potential QI projects -Seek QI Council approval for projects 	QI Council	QI projects completed	QI Plan	



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By April 2019, achieve reaccreditation through PHAB	<ul style="list-style-type: none"> -Develop reaccreditation documentation -Review documentation as an accreditation team -Submit documentation to PHAB 	Planning and Preparedness	Reaccreditation achieved	ORC, PHAB	
By January 1, 2019, implement a new employee evaluation system	<ul style="list-style-type: none"> -Develop electronic evaluation mechanism -Pilot test new mechanism -Deploy new mechanism 	Administration	New mechanism utilized	Workforce Development Plan	
By December 31, 2020 increase employee retention rate	<ul style="list-style-type: none"> -Identify trends or common reasons why employees left LCHD -Develop strategies to retain quality employees -Discuss strategies with QI Council and Employee Committee 	Administration	Retention rate increased	Performance Management Plan	



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<p>By December 31, 2018, update Workforce Development plan</p>	<ul style="list-style-type: none"> -Review existing WFD plan -Review updated WFD plan template from OSU -Develop WFD goals and objectives 	<p>Planning and Preparedness</p>	<p>WFD plan updated</p>	<p>Workforce Development Plan</p>	
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