



Madison County Public Health

**Strategic Plan**  
**2023-2025**

**May 2023**

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## Mission

To protect and enhance the health of our community through partnerships, education, and high quality services.

## Vision

A healthy environment and community for all to thrive.

## Values

Collaboration ◦ Respect ◦ Equity ◦ Integrity  
◦ Community Focus

## Planning Team

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*A special thank you to those agencies and individuals who assisted the planning team by providing valuable insight.*

# Introduction

Madison County Public Health (MCPH) provides more than thirty programs that encompass the three core functions of public health: assessment, policy development, and assurance.

The 2023-2025 Strategic Plan will guide our department's activities and the alignment of resources over the next three years. This document outlines a step-by-step process which defines the organization's goals and objectives with an end strategy that can be implemented and evaluated.

## Planning Process

Madison County Public Health (MCPH) underwent a strategic planning process between January and April of 2023.

In January 2023, the Public Health Director and Deputy Director led an All-Staff meeting to review the local health department's role in the Local Public Health System and 10 Essential Public Health Services (Appendices A and B) as well as the alignment of our work using the Community Health Assessment and Strategic Planning processes. The presentation also highlighted the long-term goal of achieving national accreditation status through the Public Health Accreditation Board.

The Strategic Planning team together decided how to collect input from all staff and external stakeholders. The group also revised the Mission, Vision, and Values for the department. All staff had an opportunity to provide feedback before finalization.

The data collection phase took place in February, in which over 200 county health indicators were compiled, facilitated discussions were conducted with the four department divisions, and an accreditation self-assessment was completed. In addition, an external survey was distributed to a diverse group of stakeholders, including: state and local government agencies, regulated facilities, community-based organizations, early childhood agencies, education institutions, faith-based organizations, healthcare providers, and law enforcement agencies.

In March, the Strategic Planning team reviewed the data collection through the SWOT (Strengths, Weaknesses, Opportunities, and Threats) Framework. Using this information, participants identified priority issues.

The group determined a prioritization method using the following criteria: magnitude, trend in county data, and availability of evidence-based initiatives. Applying these criteria, the planning team selected the priority issues to include within the strategic plan.

## Priority Areas Selected

### Community Health Improvement Plan

Madison County Public Health partnered with Community Memorial Hospital, Oneida Health, and the Madison County Rural Health Council, Inc. to complete the 2022-2024 Community Health Improvement Plan. The process was undertaken in alignment with the 2019-2024 New York State Prevention Agenda<sup>1</sup> and carried out using the Mobilizing for Action through Planning and Partnerships (MAPP) model.<sup>2</sup>

The 2022-2024 cycle combined information from the 2019 assessment along with updated health indicators for the county. Stakeholders met to review the assessment results, prioritize health issues, and identify ways to address them moving forward. Priority areas selected include:

- 1) Prevention of Chronic Diseases**
- 2) Prevention of Mental Health & Substance Use Disorders**

For more information, please visit the Madison County website:  
<https://www.madisoncounty.ny.gov/2482/Community-Health-Assessment-Improvement->

### Strategic Planning

Madison County Public Health conducted an internal strategic planning process in 2023 after the completion of the community health assessment and improvement planning process. Through the process detailed above, the Strategic Planning Team identified the following priority areas:

#### **Health Issues**

- ◆ Oral Health
- ◆ Adverse Childhood Experiences (ACEs)
- ◆ Sexually Transmitted Infections
- ◆ Lung Cancer
- ◆ Vaping

#### **Strategic Issues**

- ◆ Address Misinformation about Public Health
- ◆ Increase Community Presence
- ◆ Collect Primary Quantitative Data
- ◆ Data Modernization
- ◆ Advocacy for Community Policies/Laws that affect Public Health
- ◆ Build Stronger Relationships with Community Leaders

# Plan Format

The 2023-2025 Strategic Plan describes the department's role in addressing the priority areas identified through the 2022 Community Health Assessment and 2023 Strategic Planning processes. The goals and objectives were established to address each priority area: Chronic Disease, Mental Health and Substance Use Disorders, Oral Health, ACEs, Sexually Transmitted Infections, Community Engagement, and Data Modernization (referred to as Health Informatics). In addition, Accreditation Status was added as a priority area to this plan. Lung cancer and vaping were integrated into the Chronic Disease priority area. The remaining strategic issues identified are interwoven into the goals and objectives.

Within each health priority area, the Strategic Plan aims to incorporate at least one activity within each Strategic Directive as determined by the Madison County Board of Health (Appendix C). There are three overarching Strategic Directives that work together to build a healthier Madison County: Healthy Care, Healthy Behaviors, and Healthy Environment. The area where the three directives converge symbolizes the place in which all community members thrive. In addition to the three directives, Madison County Public Health recognizes a Healthy Department as a pillar for advancing the health of community members.

Goals and objectives are tagged with the appropriate strategic directive symbol as outlined below.

## Healthy Environments

*Create and sustain social and physical environments that are accessible; that support health, safety, and quality of life; and that promote health behaviors for individuals at each stage of life.*



## Healthy Behavior

*Support individuals at each life stage in making healthy choices.*



## Healthy Care

*Ensure access to and receipt of recommended quality, effective, evidence-based preventive and health care services and information, including dental and mental health care for individuals at each stage of life.*



## Healthy Department

*Improve Madison County Public Health capacity to maintain a high performing and progressive organization.*



# Goals & Objectives

## **Priority #1: Reduce the morbidity and mortality of chronic diseases among Madison County residents.**

### **Goal 1: Address the three risk factors—physical activity, healthy eating, and tobacco/vaping use—that contribute to the majority of chronic diseases.**

Objective 1.1: By December 31, 2024, adopt a 3-4-50 Framework for Madison County.

Objective 1.2: By December 31, 2025, increase community awareness of chronic diseases and related risk factors through the publication of health information and local data (see Obj. 11.3).\*

### **Goal 2: Promote the health and safety of people who work by preventing workplace-related fatalities, illnesses, injuries, and personal health risks.**

Objective 2.1: By December 31, 2023, promote best practices for health and safety in the workplace through the Healthy Workforce Conference.

Objective 2.2: By December 31, 2024, promote the utilization of the occupational data module within the electronic medical record system with at least two medical providers in Madison County.

Objective 2.3: By December 31, 2025, develop an occupational health system surveillance in partnership with HealtheConnections (regional health information organization).

Objective 2.4: By December 31, 2025, increase community awareness of health and safety issues in the workplace through the publication of health information and local data (see Obj. 11.3).\*

### **Goal 3: Promote healthy and safe housing for Madison County community members.**

Objective 3.1: By December 31, 2023, conduct a community needs assessment on housing in Madison County.

Objective 3.2: By December 31, 2023, reduce the risk of lung cancer through targeted distribution of radon test kits with high-risk Madison County homes.

Objective 3.3: By December 31, 2024, reduce the impact of asthma triggers and lead health hazards present in Madison County homes through a broader Healthy Homes program.



**Priority #2: Reduce impact of mental health and substance use disorders among Madison County residents.**

**Goal 4: Reduce the impact of opioid overdoses and deaths.**

Objective 4.1: By December 31, 2023, implement the EndOD + SPIKE Alert Text Program.

Objective 4.2: By December 31, 2023, establish Madison County Public Health as a Community Opioid Overdose Program to provide training in naloxone.

Objective 4.3: By December 31, 2023, expand community access to naloxone through targeted outreach and distribution of wall-mounted emergency boxes.



**Goal 5: Reduce the impact of excessive alcohol use in Madison County.**

Objective 5.1: By December 31, 2023, increase community awareness of excessive alcohol use in Madison County through the publication of health information and local data (see Obj. 11.3).\*

Objective 5.2: By December 31, 2025, reduce the prevalence of excessive alcohol use, including underage drinking, through at least two advocacy efforts to change local regulations.





**Priority #3: Reduce impact of poor oral health among Madison County residents.**

**Goal 6: Expand the county population served by fluoridated community water systems.**

Objective 6.1: By December 31, 2024, increase public water with fluoridation by at least one community system.



**Goal 7: Promote best practices for oral health among community members.**

Objective 7.1: By December 31, 2023, increase community awareness of oral health through the publication of health information and local data (see Obj. 11.3).\*

Objective 7.2: By December 31, 2024, launch an oral health campaign on best practices for community members and key stakeholders.



**Goal 8: Enhance dental health care among community members.**

Objective 8.1: By December 31, 2024, determine the feasibility of tele-dentistry among providers in Madison County.

Objective 8.2: By December 31, 2024, determine feasibility of preventative dental care services in school settings.



**Priority #4: Reduce impact of Adverse Childhood Experiences (ACEs) among Madison County residents.**

**Goal 9: Promote the adoption of evidence-based practices for Adverse Childhood Experiences among Madison County organizations.**

Objective 9.1: By December 31, 2024, increase community awareness of ACEs and related health outcomes through the publication of health information and local data (see Obj. 11.3).\*

Objective 9.2: By December 31, 2024, promote the use of evidence-based practices for ACEs into home visiting programs in Madison County.

Objective 9.3: By December 31, 2025, promote the use of evidence-based practices for ACEs in medical provider practices in Madison County.

Objective 9.4: By December 31, 2025, promote the use evidence-based practices for ACEs in the school districts in Madison County.



**Priority #5: Reduce the burden of sexually transmitted infections (STIs) among residents in Madison County.**

**Goal 10: Expand access to prevention education, testing, and treatment resources for sexually transmitted infections.**

Objective 10.1: By December 31, 2023, promote the utilization of Expedited Partner Therapy prescribing by medical providers in Madison County through public health detailing.

Objective 10.2: By December 31, 2024, determine the viability of an affordable STI testing site in Madison County.

Objective 10.3: By December 31, 2025, increase community awareness of STIs and related health outcomes through the publication of health information and local data (see Obj. 11.3).\*



**Priority #6: Expand the health informatics capacity of Madison County Public Health.**

**Goal 11: Empower the department to adopt a data-driven approach through the efficient collection, use, and dissemination of public health information.**

Objective 11.1: By December 31, 2023, adopt an *Informatics Strategy and Operational Plan* for Madison County Public Health.

Objective 11.2: Ongoing participation in the Data Modernization initiatives led by the Centers for Disease Control and Prevention & New York State Department of Health.

Objective 11.3: By December 31, 2024, determine a viable structure and methodology for dissemination of local health information.

Objective 11.4: By December 31, 2024, initiate trainings with MCPH staff on health informatics competencies.

Objective 11.5: By December 31, 2025, establish an assessment method that evaluates internal processes for quality improvement measures and data system efficiencies.



**Priority #7: Promote the value of public health through positive relationships with community members and leaders.**

**Goal 12: Educate the community on the role and responsibilities of a local public health department.**



Objective 12.1: By December 31, 2023, launch the MCPH Branding Strategy.

Objective 12.2: By December 31, 2024, develop procedures to provide ongoing, non-emergency communication to community members, which should account for literacy levels and cultural differences.

Objective 12.3: By December 31, 2024, develop procedures to coordinate messages with community partners, which should include how to maintain a contact list of key stakeholders.

**Goal 13: Strengthen relationships with community members and leaders.**



Objective 13.1: By December 31, 2023, increase community presence by launching the MCPH Public Health App.

Objective 13.2: By December 31, 2024, develop policies on how to incorporate community member voice into decision-making process.

**Priority #8: Build a highly skilled public health workforce by improving recruitment, retention, and professional development support.**

**Goal 14: Recruit capable employees for Madison County Public Health.**



Objective 14.1: By December 31, 2024, review current job descriptions for MCPH roles.

Objective 14.2: By December 31, 2025, evaluate current interview process for job applicants.

### **Goal 15: Promote staff retention through a positive work climate.**



Objective 15.1: By December 31, 2023, increase the percent of MCPH staff satisfied with the workplace culture 10% through annual Stay Interviews.

Objective 15.2: By December 31, 2023, increase in-person communication with MCPH staff by hosting bi-annual All-Staff Meetings.

Objective 15.3: By December 31, 2024, facilitate team building through an annual staff retreat.

Objective 15.4: By December 31, 2025, improve the current onboarding process for new employees.

### **Goal 16: Enhance professional development opportunities for MCPH staff.**



Objective 16.1: By December 31, 2023, offer MCPH staff at least one annual training related to interpersonal skills (e.g. communication, emotional intelligence, de-escalation, active listening, negotiation).

Objective 16.2: By December 31, 2024, build leadership skills among MCPH staff through training opportunities.

Objective 16.3: By December 31, 2025, determine a consistent feedback mechanism for staff and managers.

## **Priority #9: Achieve National Accreditation Status for Madison County Public Health.**

### **Goal 17: Become an accredited local health department.**



Objective 17.1: By December 31, 2024, establish and carry out an action plan for accreditation with the MCPH Accreditation Team.

Objective 17.2: By December 31, 2025, submit the application and support documents for PHAB Accreditation.

## Implementation & Tracking

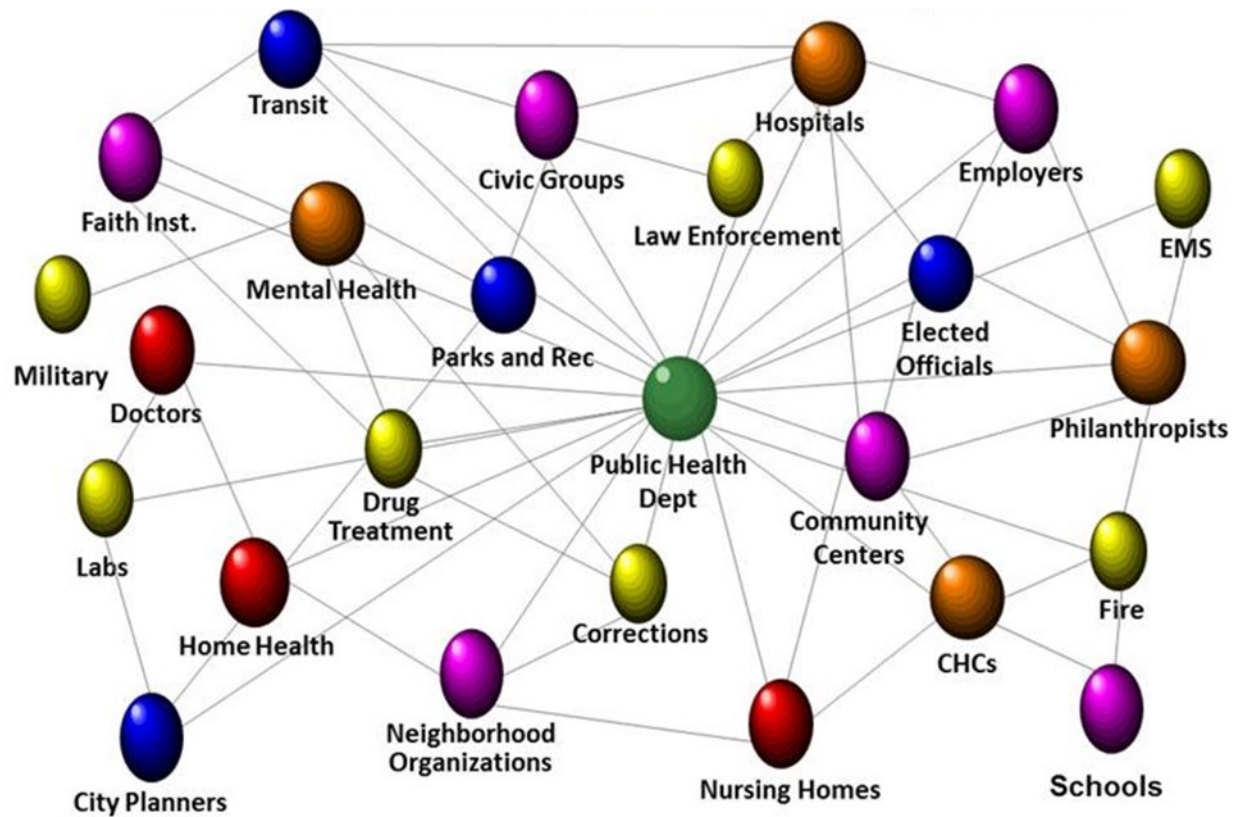
The final 2023-2025 Strategic Plan shared with Madison County Public Health (MCPH) staff in June of 2023. Implementation and tracking of the strategic plan will begin in July of 2023. Successful implementation of the strategic plan will take participation from all department staff and collaboration with new and existing community partners. The 2023 work plan summary is included in Appendix D.

MCPH will utilize the VMSG Public Health Performance Management System to track progress internally. Progress made will be shared with the broader community through Annual Report, published on the Madison County website. Lastly, the Board of Health will receive periodic progress updates on specified goals and objectives. Board meetings are held on the fourth Monday of each month at 6:30pm in the Public Health Building. These meetings are always open to the public and community members are encouraged to attend.

Subsequently, the department will revise the Quality Improvement/Performance Management and Professional Development plans to support the Strategic Plan goals.

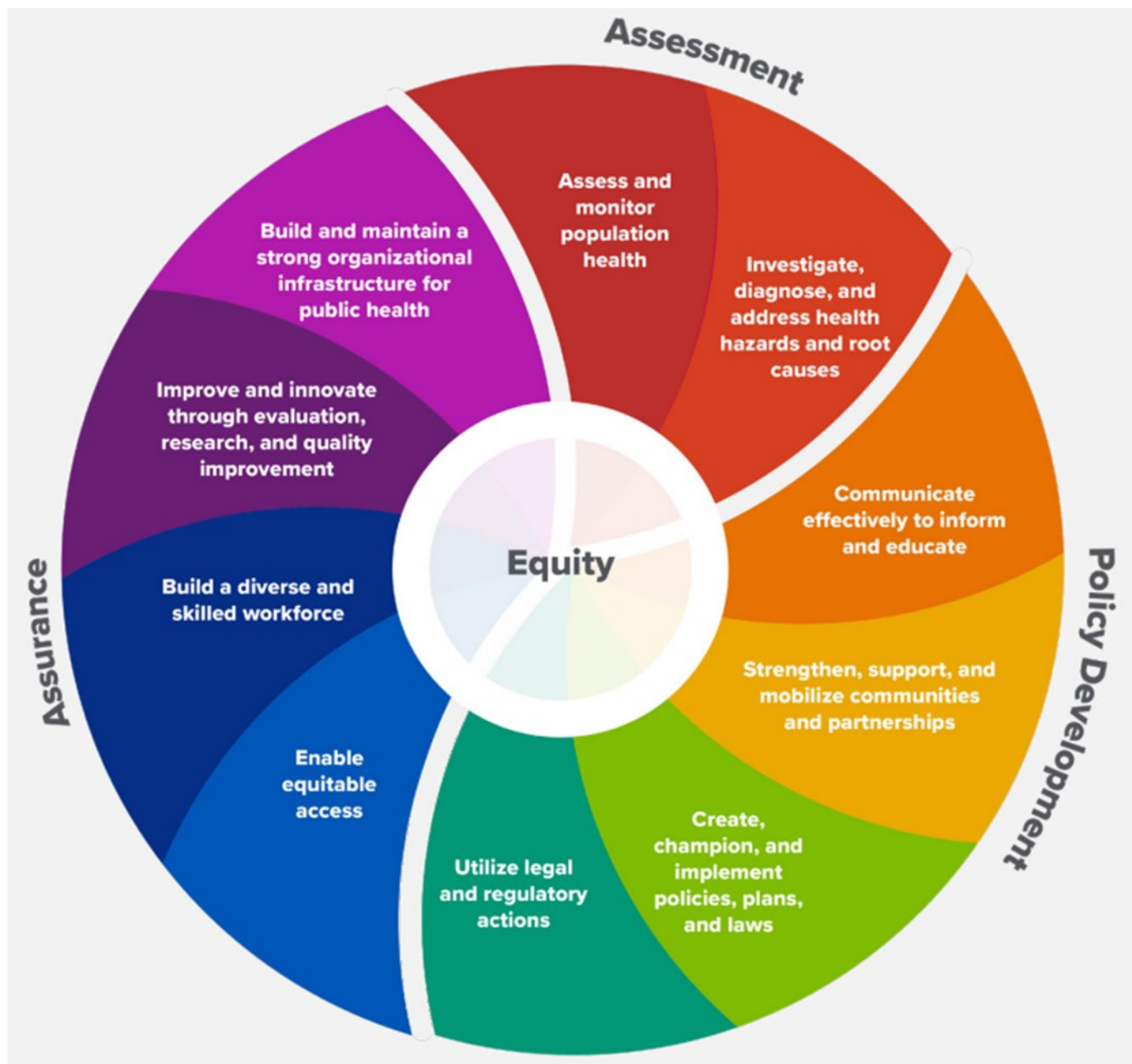
The MCPH Strategic Plan will be a living document in the years to come with the removal of completed objectives and the addition of new ones.

## Appendix A. Local Public Health Systems



Source: <https://www.plattecountyhealthdept.com/pview.aspx?id=52587&catid=0>

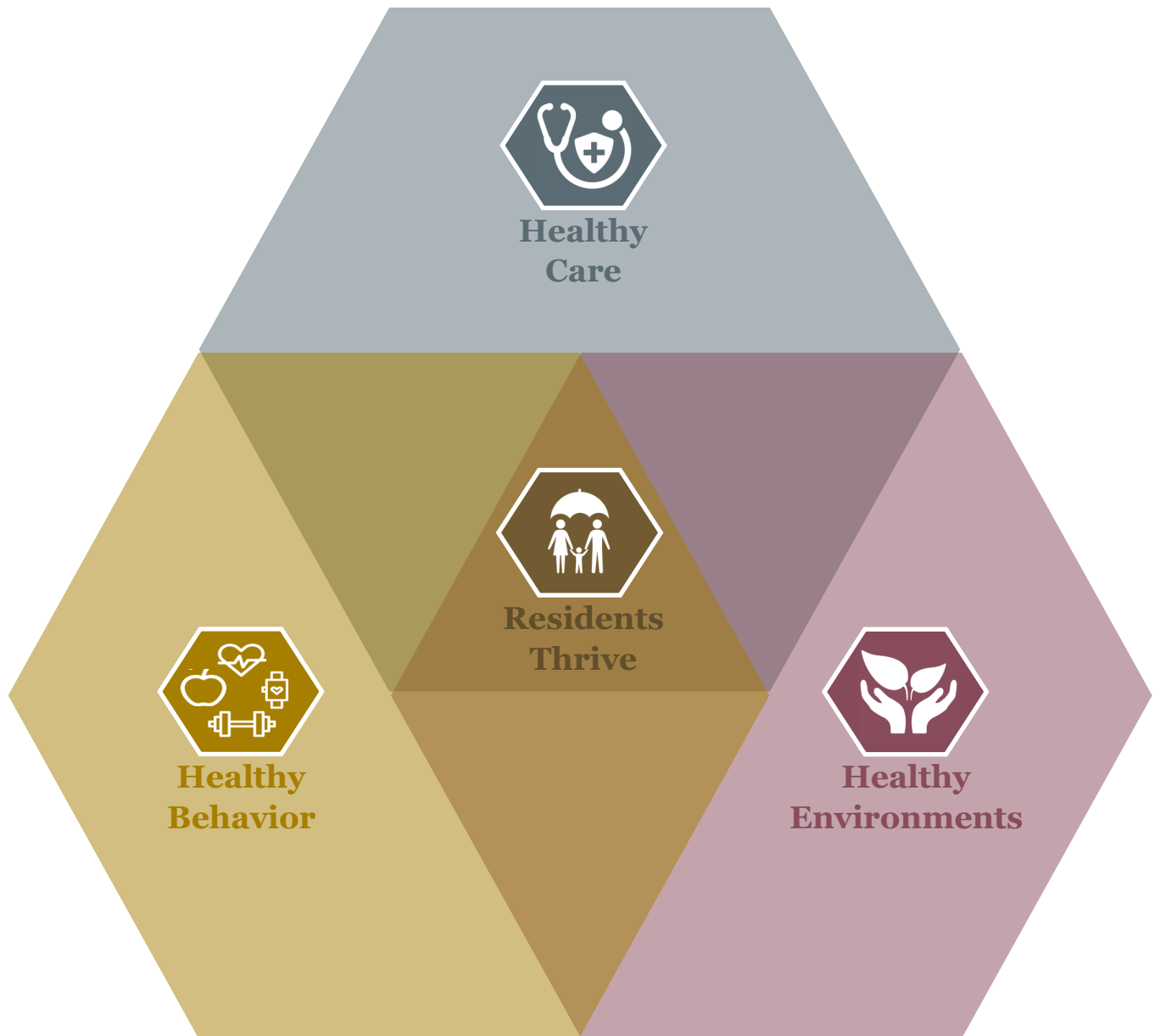
## Appendix B. 10 Essential Public Health Services



Source: <https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html>



## Appendix C. Strategic Directives





## Appendix D. 2023 Work Plan

<b>Goal 2: Promote the health and safety of people who work by preventing workplace-related fatalities, illnesses, injuries, and personal health risks.</b>		
Action	Lead	Timeframe
Healthy Workforce Conference	Confidential Secretary	By October 2023
<b>Goal 3: Promote healthy and safe housing for Madison County community members.</b>		
Action	Lead	Timeframe
Community Needs Assessment on Housing	Public Health Director	By December 2023
Radon Program	Public Health Educator	By December 2023
<b>Goal 4: Reduce the impact of opioid overdoses and deaths.</b>		
Action	Lead	Timeframe
EndOD + SPIKE Alert Text Program	Deputy Director	By December 2023
Community Opioid Overdose Program	Director of Community Health	By December 2023
Overdose Emergency Box Distribution	Director of Community Health	By December 2023
<b>Goal 5: Reduce the impact of excessive alcohol use in Madison County.</b>		
Action	Lead	Timeframe
Excessive Alcohol Use Publication	Health Statistician	By August 2023
<b>Goal 7: Promote best practices for oral health among community members.</b>		
Action	Lead	Timeframe
Oral Health Survey & Results Summary	Public Health Educator II, Health Statistician	By December 2023
<b>Goal 10: Expand access to prevention education, testing, and treatment resources for sexually transmitted infections.</b>		
Action	Lead	Timeframe
Public Health Detailing on EPT	Public Health Nurse, Public Health Educator II	By December 2023

<b>Goal 11: Empower the department to adopt a data-driven approach through the efficient collection, use, and dissemination of public health information.</b>		
Action	Lead	Timeframe
Informatics Strategy and Operational Plan	Health Statistician	By December 2023
Participation in NYSDOH Data Modernization Workgroup	Director of Environmental Health	Ongoing
<b>Goal 12: Educate the community on the role and responsibilities of a local public health department.</b>		
Action	Lead	Timeframe
Launch Branding Strategy	Emergency Preparedness Coordinator	By Summer 2023
<b>Goal 13: Strengthen relationships with community members and leaders.</b>		
Action	Lead	Timeframe
Launch Public Health App	Emergency Preparedness Coordinator	By Summer 2023
<b>Goal 15: Promote staff retention through a positive work climate.</b>		
Action	Lead	Timeframe
Conduct Annual Stay Interviews	Deputy Director	Annually
Host Bi-Annual All-Staff Meetings	Director of Public Health	January 2023, June 2023
<b>Goal 15: Enhance professional development opportunities for MCPH staff.</b>		
Action	Lead	Timeframe
Annual Training on Interpersonal Skills	Professional Development Committee	May 2023
<b>Goal 17: Become an accredited local health department.</b>		
Action	Lead	Timeframe
Create Action Plan for Accreditation	Deputy Director	By December 2023



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2023

