



# Roadmap to Conduct and Complete Galion City Health Department's Strategic Plan



Prepared by Moxley Public Health, LLC  
February 2, 2026

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**People should love the community where they live.**

## Mission

We're here to help organizations improve community health by supporting them with their community health (needs) assessment, implementation strategy/improvement plan, strategic plan, to support accreditation and compliance.

## Values

### **RELATIONSHIPS:**

We value human, empathetic, understanding, warm, welcoming, friendly, and fun relationships. This includes those with our clients, our team (with each other!), our company network, and each team member's professional and personal network.

We believe that we can have fun and do great work all at once! Helping each other, contributing to the world, and improving the health of communities is a joyful and challenging pursuit. We know that when we're having fun and we're aligned as a team, creating impact comes easily.

### **DIVERSITY, INCLUSION, ACCESSIBILITY & EQUITY:**

- We value diversity and cultural differences in both our team and our work! Diversity brings excellence to our work by incorporating different perspectives, thoughts, and experiences.
- We believe in making adjustments where necessary and intentionally striving for equity in both our team and in our work for communities.
- We are committed to creating a workplace where ALL people feel free and safe to be their authentic selves and can contribute and participate fully.
- We are committed to a growth mindset and remain curious about different cultures and ways of thinking. We acknowledge and challenge our limited beliefs, biases, prejudices, and habits to create a world we all want to live in.

*Continued on next page >>*

## Values continued...

- We are proud to be a woman-owned and operated company that celebrates different forms of diversity, bringing strength and skill to our excellent work.
- We value elevating women in business, the professional world, and communities, and we enjoy contributing to this cause.

### **EXCELLENCE:**

- We value hard work, dedication, learning, dependability, excellent results, and finding ways to “go the extra mile” for clients.
- We feel that we can create the most momentum with processes that are clear and detailed. If a process does not yet exist, we know that creating it will move us more quickly toward our goals.
- We are a team of people with ambition, drive, energy, passion, and expertise who are self-described public health nerds. We have big dreams for both ourselves, our company, and our clients/communities.
- We believe in taking accountability for our actions and creating a space where we can be brave enough to admit when we’re wrong or have made mistakes and take the initiative to correct the issue.
- We value creativity, innovation, thinking outside the box, and are open to trying new ways of doing things. We know this means being flexible, agile, and adaptable.
- Our team is committed to creating products that are evidence-based, usable, approachable, community-focused, visually appealing, rooted in best practices, and action-oriented.

### **COMMUNITY & COLLABORATION:**

- We value the powerful strength of COMMUNITY and the magic that bringing people TOGETHER achieves!
- We feel that bringing people together can make work easier, more fun, and more energetic (our “many hands make light work” motto!).
- We value collaboration, fostering relationships/partnerships, networking, and community engagement.
- We believe that residents are experts on their communities, and we strive to amplify their great ideas for change and solutions for challenges.

### **GIVING BACK WITH BOTH OUR TIME AND MONEY:**

- A portion of all our proceeds goes directly to a community where our services are most needed but there is *not* an existing budget to support that need.
- Not only do we monetarily support the community, but we facilitate the process of the community assessment and improvement plan ourselves!
- For the last few years, we have been collaborating with a rural community in Jamaica and have spent hundreds of hours implementing the assessment and improvement plan both in-person (in Jamaica) and doing the work from afar. (You can read more about this project, its process, and its progress and happenings on our [website](#).)

## About Our Company

Moxley Public Health (MPH) uses a collaborative public health approach that is Public Health Accreditation Board (PHAB) and IRS-compliant, data-driven, and evidence-based to solve problems and produce useful results through your organization's community health needs assessment (CHNA/CHA), improvement plan (CHIP)/implementation strategy, and strategic plan processes and reports. MPH values creating processes and reports that are community-focused, approachable, useable, visually-appealing, committed to health equity, and will set you up for success in community improvement.

## Meet Our Team

We value being a group of brilliant and diverse public health professionals (all our consultants have either a Master of Public Health or Doctorate of Public Health) that are awesome at conducting assessments, delivering processes, and creating beautiful reports that are focused on community engagement and health improvement (...oh, and we are women-owned! BAM!). Find out more about our team [here](#).



**Stephanie, MPH**  
CEO & LEAD  
CONSULTANT



**Caroline, MHSA**  
PUBLIC HEALTH  
CONSULTANT



**Charnesia, MPH**  
PUBLIC HEALTH  
CONSULTANT



**Burk, MPH, CHES**  
PUBLIC HEALTH  
CONSULTANT



**Madison, BS**  
PUBLIC HEALTH  
CONSULTANT

Our wonderful team also consists of a **graphic designer, computer programmer/AI specialist, administrative assistant, and interns from our "Women Supporting Women in Public Health" Internship Program.**

# How we support the Community Health Needs Assessment (CHNA/CHA), Implementation Strategy (IS)/Community Health Improvement Plan (CHIP), and Strategic Plan, to support accreditation and compliance

## 1) Full-Service Consulting for the CHA and/or CHIP

We facilitate the whole process, do all the hard work (you get to make the decisions and do the fun stuff!), and pretty much do it all for you!

- Conduct Community Health Needs Assessment (CHNA/CHA) process (community survey, conduct key informant interviews, coordinate focus groups, and clean data and analyze) inspired by MAPP 2.0.
- Develop a CHA report that is visually appealing, usable, focuses on health equity, and is PHAB and IRS compliant.
- Select priority health needs based on CHNA/CHA findings with community partners that is inspired by MAPP 2.0.
- Conduct strategy selection meeting with community partners to develop Improvement Plan (CHIP)/Implementation Strategy that is inspired by MAPP 2.0.
- Develop a CHIP/Implementation Strategy report that is visually appealing, usable, focuses on health equity, and is PHAB and IRS compliant.
- Offer support to make a detailed plan for evaluation and implementation of CHIP/Implementation Strategy and ensure it is successful along the way.
- Regular emails to check-in on CHIP work plan progress and reminders on what needs to be accomplished.

## 2) CHNA/CHA & CHIP/IS Toolbox (prices for this service are available upon request)

- Next to working together and providing full-service consulting, the Toolbox package will truly save you and your organization thousands of hours. While (with this service) you still have to put in the content and do the data collection, this package provides the tools and details of how to complete each step along the way. We share all our secrets of what we have learned by conducting MANY CHAs/CHIPS and all the tools that we use: CHA/CHNA and CHIP/IS report templates, survey drafts, worksheets, questions and guides for focus groups and interviews, presentation templates, how we select priority needs and strategies, our CHIP work plan, email templates, and *seriously*, SO MUCH MORE!
- We are currently developing “how to” videos for each tool. Coming very soon!

## 3) Implementation Support (Add-on service for only CHA/CHIP full-service or Toolbox clients beyond our regular check-in emails for CHIP work plan progress. Price upon request.)

- Regular emails to check-in on CHIP work plan progress and reminders on what needs to be accomplished.
- Be a part of a community (that communicates through regular video calls and a private messaging board) with other health departments/health systems/hospitals across the U.S. that are implementing their CHIP/Implementation Strategy (to hear things they are doing to make it successful!).
- Facilitation of regular check-in meetings about CHIP work plan progress and community partner activities (to achieve community improvement).
- Join regularly-held “office hours” to ask questions to MPH staff on how to use tools and ask questions about conducting the CHA/CHIP process.



# How we support the Community Health Needs Assessment (CHNA/CHA), Implementation Strategy (IS)/Community Health Improvement Plan (CHIP), Strategic Plan, and Public Health Accreditation

## 4) Agency Strategic Planning (details of this service follows)

- **Project Start Meeting** with Moxley Public Health (MPH) and other health department staff (Zoom)
- **Strategic Plan survey** drafted by MPH and reviewed by Strategic Plan Team (includes questions for the SOAR/C analysis and environmental scan)
- **Strategic Plan survey** distributed (by MPH and health department) to health department staff, board of health members, community health partners, and the public/community members (via SurveyMonkey link and QR code [and paper surveys if necessary for specific groups of people])
- **0-10 interviews** (conducted by MPH) (1:1 over Zoom) - Using both SOAR/C questions and environmental scan questions in interview
- **0-10 focus groups** (conducted by MPH) (1:1 over Zoom) - Using both SOAR/C questions and environmental scan questions in focus group
- **Analyze data** (MPH) from data collection (survey, interviews, focus groups)
- **Meeting #1** (facilitated by MPH) - Present the results of assessment/analysis to the health department team and board, look at mission, vision and values, and list priorities (in-person or over Zoom)
- **Meeting #2** (facilitated by MPH) - Use the priorities to set goals and develop a workplan (in-person or over Zoom)
- Use workplan to **write the strategic plan report** (by MPH)
- Health department (and other stakeholders) **review strategic plan report**
- **Finalize and post Strategic Plan report** (MPH writes and finalizes the report, and the health department posts on website and other places publicly)
- MPH provides technical assistance to **implement and evaluate** Strategic Plan during cycle after MPH contract ends



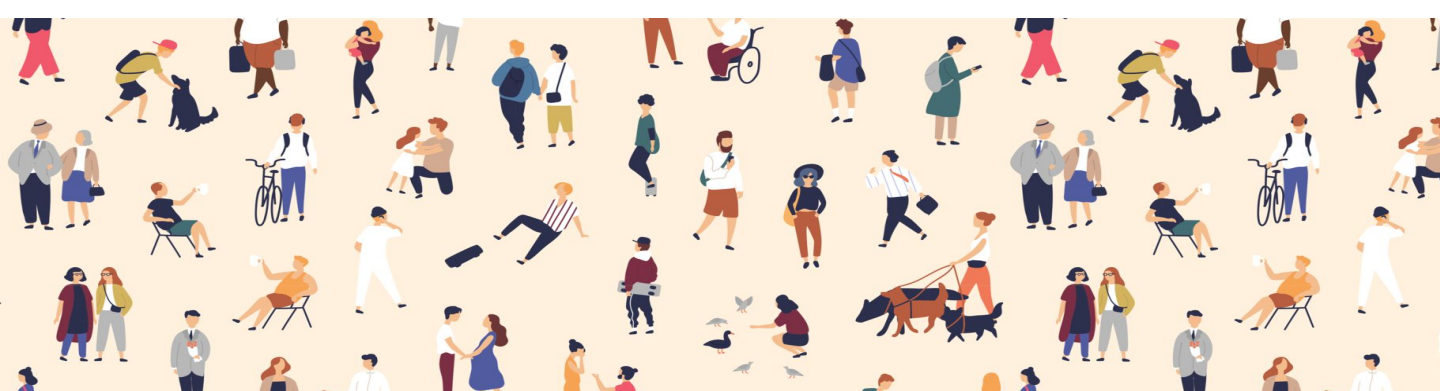
# We are the best consultant for you because...

- **Expertise, experience, and qualifications in public health knowledge and CHA/CHNA, CHIP, and Strategic Plan processes:**
  - All of the consultants at Moxley Public Health have either a Master of Public Health or Doctorate of Public Health and all of our services support the completion of CHAs/CHNAs and CHIPs and/or to help organizations reach accreditation/re-accreditation or meet these requirements. We have experience doing this with MANY clients and only conduct CHAs, CHIPs, and Strategic Plans for health departments and hospitals. Therefore, it is a process that we do every day and it is something we think about a lot!
- **Proficiency in digital data and in-person data collection approaches:**
  - **Survey** - We use SurveyMonkey to distribute a community survey electronically. We continue to use SurveyMonkey because of its constantly improving and evolving features, its use of Artificial Intelligence (AI), and its accessibility. We feel that these features contribute to higher completion and response rates. (In isolated situations, when requested by clients for *specific* groups of people in the community, we will work with the client to offer some paper surveys and will coordinate data entry with them.)
  - **Key informant interviews** - We utilize Zoom to conduct 1:1 interviews with community leaders and representatives of priority populations. Each interview is recorded and transcribed, and then we use both AI and our *human* public health skills to conduct thematic analysis.
  - **Focus groups** - This is our most unique data collection method and we tailor each group to the participants' needs. We are flexible and work hard to meet the needs of the people in the group. We can conduct the group ourselves over Zoom, we can train a community leader to be the facilitator in-person (with us as the notetaker over Zoom), or if the client feels that it is not best for us to be present, we will train both the facilitator and notetaker. Regardless of how it is conducted, along with training, we explain how to get us the data, and we take it from there by conducting all the analysis and transcription of handwritten notes.
- **Capacity to design and implement data dashboards for visualization/reporting and to deliver real-time data insights:**
  - We partner with Lumbre Analytics on a weekly basis as they help us to continuously improve our systems for secondary data collection and qualitative primary data analysis (key informant interviews and focus groups). We also work with them and assessment teams to develop a dashboard that communicates the key CHA findings (dashboards are one of their favorite things to do!). The dashboard would “look” like our report (visually-appealing and usable/accessible to the community) and align exactly with the CHA findings.



# We are the best consultant for you because (continued)...

- **Experience with direct or purposeful sampling methods and the ability to identify and address real-time data gaps:**
  - Throughout data collection (and the entire project), we meet with the client/assessment team at monthly meetings, and we communicate weekly through “Friday update emails”. At these meetings and through this email communication, we identify data gaps or groups of people that we are not hearing from in the survey (through demographic collection in the survey). We then discuss and advise the client on ways to target that group of people.
  - We use convenience sampling and targeted response collection for the survey. As responses begin to come in for the survey, we continuously brainstorm with the client on how we could hear more from certain demographics of people in the community that are not being represented (this can be quite unique and creative - advertising the survey in certain areas/establishments, sharing with specific leaders, attending certain community events, etc.).
- **Cost-effectiveness and value for money:**
  - We give our clients custom and unique service and truly treat them as VIPs. We also take every opportunity to go above and beyond expectations and fix any concern or challenge.
  - We have found modern methodologies that we think not only produce better results but save our clients LOTS of time and money. An example of this is how our community survey is distributed - electronically (not through a mail-out methodology where costs are huge - staff time to stuff envelopes and mail the survey, materials and postage, incentives to mail the survey back, time to enter the data, etc.). Using an electronic survey truly saves the client tens of thousands of dollars and produces a more diverse response rate. If paper surveys are best for certain populations or situations, no problem! The survey can be printed, and we will work with the client to coordinate collection and data entry.
  - We conduct CHAs,CHIPs, and Strategic Plans in many counties and service areas that neighbor each other (especially in Ohio! ) and the service areas may overlap. We always take every reasonable opportunity to share cleaned data and lists of people/groups we have already assessed in that same area (and collaborate with others conducting other CHA/CHNAs in the same area). We are definitely “sharers”and play well with others, so we are always open to situations of sharing data, lists, and data collection methods. (This might also save you some money!).



# We are the best consultant for you because (continued)...

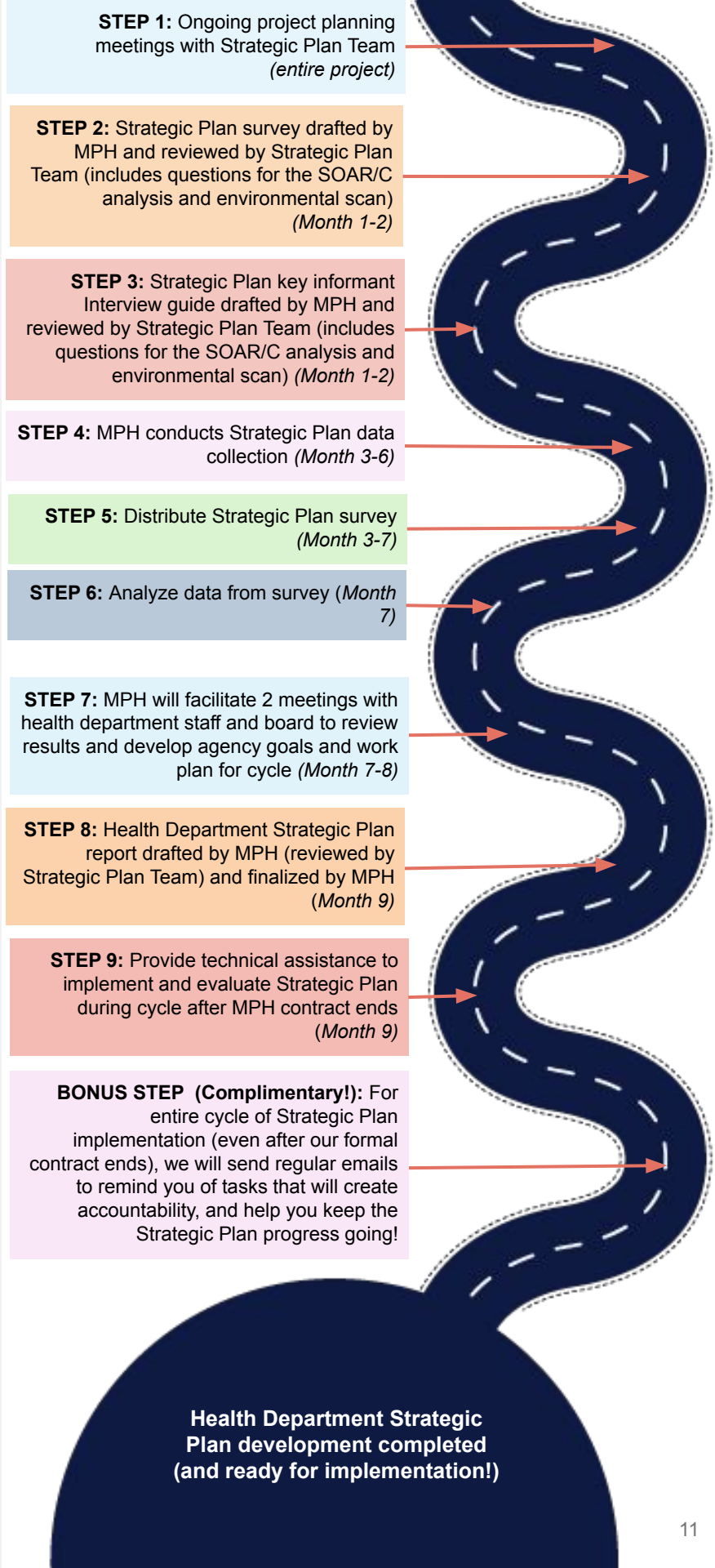
- **Capacity to translate the survey and other data collection methods to top languages in the community:**
  - At our Project Start Meeting (which we do with all clients at the beginning of our engagement), we ask the client/assessment team if there are other languages the survey should be translated into for the assessment. The first survey question asks participants for their preferred language, and then we use skip logic to direct participants to complete the rest of the survey in their preferred language.
  - We also coordinate with the client on languages that the interviews and focus groups should be conducted in. If it is a language that we do not have the ability to conduct the focus group in, we work with the client to either offer translation/interpretation services, or train the facilitator (a community leader that speaks that language) to conduct the group in the preferred language.
  - All responses and notes are then translated (by Moxley Public Health) into English.
- **Align with MAPP 2.0, state, and IRS CHNA requirements for the CHA/CHIP processes:**
  - To ensure a process and final products that are compliant with PHAB and IRS requirements, Moxley Public Health, LLC thoroughly examines their work against nationally recognized organizations that are leaders in community health improvement and community benefit planning and reporting. The consultant checks the processes/products against materials on conducting needs assessment and improvement plans by the Catholic Health Association (CHA) of the United States, follows the *Mobilizing for Action through Planning & Partnerships (MAPP) framework*, and PHAB and IRS “requirements checklists” developed by Moxley Public Health. We have always followed MAPP but recently attended an in-person intensive training on MAPP 2.0 in March 2024 in Cleveland, OH. We also attended an in-person training for CHA in Kansas City, MO in April, 2024. We maintain and nurture relationships with folks at both organizations so that we can stay on top of the newest methods, requirements, and tips!



# Our Roadmap for Health Department Strategic Plan Consulting

The health department projects to complete their next Health Department Strategic Plan to reach excellence and as a prerequisite for PHAB accreditation.

On the right is an overview of the methodology, scope of work, and timeline for how MPH proposes to complete the Galion City Health Department Strategic Plan (process and report).



### STEP 1:

Ongoing project planning meetings with Strategic Plan Team  
(entire project)

### STEP 2:

Strategic Plan survey drafted by MPH and reviewed by Strategic Plan Team (includes questions for the SOAR/C analysis and environmental scan)  
(Month 1-2)

### STEP 3:

Strategic Plan key informant Interview guide drafted by MPH and reviewed by Strategic Plan Team (includes questions for the SOAR/C analysis and environmental scan) (Month 1-2)

### STEP 4:

MPH conducts Strategic Plan data collection (Month 3-6)

### STEP 5:

Distribute Strategic Plan survey (Month 3-7)

## PROJECT KICK-OFF MEETING AND ONGOING MEETINGS WITH THE GALION CITY HEALTH DEPARTMENT

(called “STRATEGIC PLAN TEAM” for this proposal)

**MPH will hold a project kick-off meeting with the Strategic Plan Team to discuss the following:**

- Find out in detail what the Strategic Plan Team specifically wants to know about (the data that you want collected).
- Determine preferred methods of communication throughout the project (i.e. email updates, check-in calls, schedule of regular (monthly) meetings, etc.).
- Discuss logistics around survey (roles and responsibilities, timeline, stakeholders, target numbers, methods, etc.).
- Discuss overall plan for project, develop and share a detailed plan for each month of the project, and identify any outstanding areas for clarification.

## DATA COLLECTION

The next step of developing a strategic plan is to collect data to inform gaps, challenges, resource needs, assets, goals, and an overall plan on where the health department wants to go and how they plan to get there. Data will be collected through a survey with health department staff, board of health members, community health partners, community members, leaders of various sectors, and representatives of priority populations.

### Survey:

**MPH will develop and disseminate an electronic survey (via link and QR code) to be completed by as many service area stakeholders and residents as possible**, with the intention of informing the strategic plan.

- Assessment Team will be responsible for distribution of survey but heavily supported by the MPH team. (i.e. MPH will tell every interviewee about the survey in a follow-up email, reach out to local schools for staff and parents to complete the survey, communicate with local businesses, medical/dental offices, faith-communities, and provide overall technical assistance).
- Questions on the survey will be informed by data needed for the SOAR/C (strengths, opportunities, aspirations, results, and challenges) analysis and the environmental scan.
- MPH will develop a survey with an electronic link or QR code (provided by MPH) to stakeholders and community members, via social media, posters, and/or word of mouth, to gather as many responses as possible (paper versions will be made available as well).
- MPH will guide the Strategic Plan Team on targeting specific demographics in community that are not represented well on survey, and help to make a plan to improve representation.



## ANALYSIS

### STEP 6:

Analyze data from survey  
(Month 7)

- MPH staff will use thematic qualitative data analysis to put the findings into common themes around gaps, challenges, resource needs, capacity, and assets of the community/area.
- MPH staff will use demographic data collected on the survey to be sure that responses and data were gathered from a diverse group of people in the community.
- MPH uses both technology (computer programming, AI (artificial intelligence), and good old public health skills/knowledge to analyze the data and findings.

### STEP 7:

MPH will facilitate 2 meetings with health department staff and board to review results and develop agency goals and work plan for cycle  
(Month 7-8)

## MEETINGS TO SELECT PRIORITIES AND STRATEGIES

**MPH will develop and facilitate 2 meetings to review the findings to begin the development of the Strategic Plan work plan and report. If further meetings are needed, MPH will coach the Strategic Plan Team on facilitating that extra meeting:**

- Meeting #1** (facilitated by MPH) - Present the results of assessment/analysis to the health department team and board, look at mission, vision and values, and list priorities (in-person or over Zoom)
- Meeting #2** (facilitated by MPH) - Use the priorities to set goals and develop a workplan (in-person or over Zoom)
- MPH team will provide technical assistance and guidance on further meetings that are needed to complete the work plan.

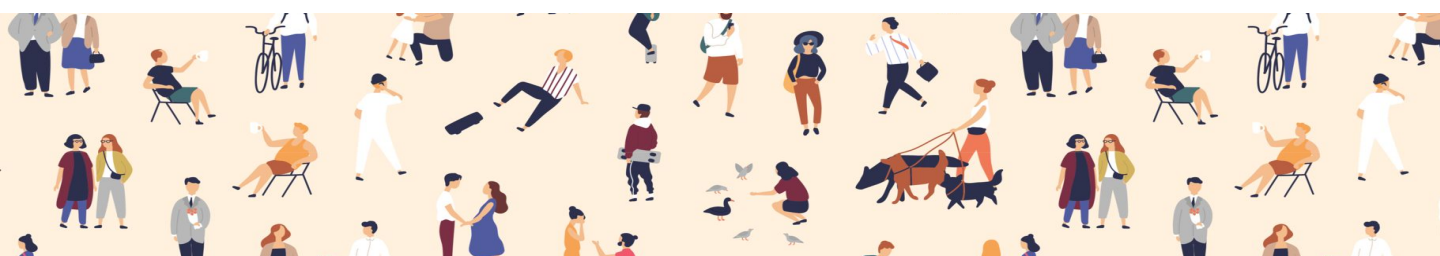
### STEP 8:

Health Department Strategic Plan report drafted by MPH (reviewed by Strategic Plan Team) and finalized by MPH (Month 9)

## STRATEGIC PLAN REPORT

**MPH will develop a Strategic Plan report for the cycle that summarizes the results of the strategic plan process and work plan. This will include:**

- Department of public health's mission statement, vision, and values
- Strategic priorities for the cycle
- Explanation of the process and the data collection methods
- Plan to implement the strategic plan
- Included in the Strategic Plan report (and/or as separate document) is the work plan that was developed at the previous meetings facilitated by MPH. This is a fabulous document that will aid the team to successfully implement the Strategic Plan work plan during the cycle and aid in the development of the next strategic plan (keeping track of progress)! Our clients LOVE this work plan and evaluation plan (and so does PHAB!)



## STEP 9:

Provide technical assistance to implement and evaluate Strategic Plan during cycle after MPH contract ends (*Month 9*)

## PREPARING FOR STRATEGIC PLAN IMPLEMENTATION AND EVALUATION

**MPH will develop both the Strategic Plan process and report as well as a work plan and information for the evaluation plan with the Strategic Plan Team:**

- MPH will provide the Team with guidance and technical assistance (TA) in the last few months of the project on ways to successfully implement the Strategic Plan work plan during the cycle after the contract ends with MPH.
- MPH will provide the Team with the foundation of measuring the success of Strategic Plan (SMART objectives and evaluation plan discussion).
- MPH team will send out regular reminder emails of tasks and objectives needed to support and increase successful implementation of the Strategic Plan (during implementation phase of the cycle).

## BONUS STEP:

For entire cycle of Strategic Plan implementation (even after our formal contract ends), we will send regular emails to remind you of tasks that will create accountability, and help you keep the Strategic Plan progress going!  
**(FREE and complimentary!)**





# Our Clients

MPH works with local hospitals/health systems, health departments and/or community-based organizations to plan, conduct, and complete Community Health Needs Assessment (CHNA/CHA), Implementation Strategy/Improvement Plan (CHIP), and organization Strategic Plan processes and reports to support their accreditation and compliance needs. A listing of references for current and previous clients, including contact information and links to deliverables, can be found in the table below. Our complete work samples can be found on our [website](#). Testimonials from our happy clients can also be found on our [home page](#).



## References

ORGANIZATION	CONTACT	EMAIL
Fulton County Health Department	Kim Cupp	<a href="mailto:kcupp@fultoncountyoh.com">kcupp@fultoncountyoh.com</a>
Columbus Community Hospital	Amy Blaser	<a href="mailto:aeblasser@columbushosp.org">aeblasser@columbushosp.org</a>
Kings County Department of Public Health	Rose Mary Rahn	<a href="mailto:rosemary.rahn@co.kings.ca.us">rosemary.rahn@co.kings.ca.us</a>
Crawford County Public Health	Kate Siefert	<a href="mailto:kate.siefert@crawfordhealth.org">kate.siefert@crawfordhealth.org</a>
East Central District Health Department	Molly Pofahl	<a href="mailto:mpofahl@ecdhd.ne.gov">mpofahl@ecdhd.ne.gov</a>
Ottawa County Health Department	Jerry Bingham	<a href="mailto:jbingham@ottawahealth.org">jbingham@ottawahealth.org</a>

Above are just a few of our clients for you to contact, but please feel free to ask for any of our past or current clients' contact information. Our clients love working with us! We are sure that any of them would be happy to talk to you and give us a glowing review.

## Cost

To accomplish the Strategic Plan (both process and report) as outlined in our proposal, the fee is below. But it is not astronomical. This fee proposal includes all costs, expenses, overhead, and profit.

We can adjust the cost (if needed) once we have more details on the project.

*\*The timeline can be discussed and negotiated if necessary.*

AMOUNT	
TOTAL	\$7,000.00

## Summary

The Moxley Public Health (MPH) team would be honored to develop your next Strategic Plan (facilitate the process, develop the work plan, write the report, develop the foundations of an evaluation plan, and offer technical assistance on implementing the plan). While this is a prerequisite for PHAB accreditation and an IRS requirement, it is most importantly a major part of the excellence of a local health department and hospital. Therefore, we would love to assist your organization with this process!

We encourage you to take a look at some of our [work samples](#) (they can be seen by going to our [website](#)), and to call any of our happy past or current clients! We put our hearts into each project, customize each process, and produce resulting products that reflect that attention and care. The Strategic Plan process and its final products not only meet a prerequisite for PHAB accreditation and a requirement for the IRS, but most importantly, it will improve the quality of the local health department and its ability to serve the community.