		Measures
Mission: Start Strong Clark County aims to reduce infant mortality by supporting and empowering families, weaving social determinants of health into all strategies to reduce our current racial and ethnic disparities.		
Vision: All babies born in Clark County will be healthy at birth and thriving at one year.		
Overarching goals:	I. Reduce the infant moratlity rate in Clark County from 7.6 (5 year average 2015-2020) to 6 (matching the goal for the state of Ohio) by 2025	Based on a 5 year rolling average.
	II. Cut the Clark County black:white IMR racial disparity gap in half by 2025 Black:White IMR ratio from 1.96 to 1	

Goal	Strategy	Objectives	Action Steps	Measures	Timeline	Owner	
Goal 1: Provide evidence-based services that aid in the reduction of preterm births from 11.8% (5 year average 2015-2020) to 10.4 % (state of Ohio 5 year average 2015-2020)							
	A. Reduce substance exposure	A1. Decrease the percentage of women smoking/ vaping at some point in their pregnancies to less than 200 per year	a. Continue Baby and Me Tobacco Free/ Mercy Reach Programming	Number of referrals to BMTF and REACH: as of 7/11/23:Referrals received from: Pregnancy Resource Center beginning September 2022= 21 (1 attended and complete; spoke with several who Did Not Show, quit on own, no longer interested in quitting, moved out of county, and several messages left, but no return phone call. Birthing Center beginning March 2023= 2 (1 no contact, VM not set up and sent letter, but no response; 1 was scheduled to meet with me, but DNS and then no contact after letter was sent) Outpatient OB = 1 (1 is scheduled to begin today 7/10/23; it's the male finace) CCCHD Baby and Me beginning March 2023= 2 (1 scheduled but DNS, sent letter, but no response; 1 was on bed rest and not interested)		BMTF	
			b. Identify practice champions at each OB/GYN to enter names into BMTF portal	Number of referrals to BMTF and REACH			
			c. Promote BMTF and REACH through social media	Social media analytics			
			d. Contact physician offices to discuss education and referral process for REACH and BMTF (Mercy REACH)			Mercy REACH	
			e. Discuss in physican meeting at Mercy Health (Mercy)			Mercy	
			f. Encourage referrals in the Birthing Center at Mercy Health (Nicole Conley & Danielle Raines)			Mercy	
		A2. Begin data collection for positive THC and other substances at birth	a. identify data sources for retrieving substance exposure information	Record a list of data sources, birthing center can run a report	Complete	Mercy, CCCHD	
		A3.					
	B. Reduce health disparities	B1. Clark County will continue to offer Implicit Bias Training and Trauma Informed Care	a. Create connection with Health Equity group to provide trainings in the community and for service providers	1. Record the number of trainings provided and the number or participants			
				2. Identify new training partnerships (SCSD, Mental Health Task Force)		Steering Committee	
			b. Identify gaps in community programs needing implicit bias training and trauma informed care training			CCCHD	
		B2a. Continue collecting data on social determinants of health	a. Clark County will write a grant to support a county navigator role to increase linkage to services.	1. Number of county navigators added (aka Community Health Worker (CHW), (aka, Neighborhood Navigator) 2023 RHC has 5, CCCHD has ***, PRC has 1, others?			RHC 5 CHWs (2023)
		B2b. Identify a navigation process to reduce barriers to social/ health needs.	b. Clark County will continue to explore Pathways HUB community integration.	1. Rocking Horse Community Center will provide updates on the pilot to Start Strong coalition : 7/17/23 "Rocking Horse Community Center continues to implement Pathways HUB under the Dayton Regional Pathways HUB. Pathways HUB is a regional clinical-com- munity linkages care coordination system that addresses the medical and social determinants of health. The Pathways HUB strives to help low-income women have healthy pregnancies and healthy babies by connecting pregnant women to needed medical and social services. Although RHC functioned with these goals prior to implementation, they agreed to trial the Pathways HUB model in anticipation of it melding into Unite Ohio in the future. The pilot started May 2021. Barriers have included 1.) Software is clunky and does not integrate well with pre-existing systems 2.) Lack of integration with current systems creates increased work 3.) Limited reimbursement thus far, but continue to learn the process. 4.) Staffing changes. Benefits include: 1.) Support from GDAHA/HUB/Other CHWs. 2.) Means of bringing funds into the department. 3.) Added support for expectant mothers. "		CCCHD	
			c. Clark County will continue active engagement with CliniSync statewide social needs referral platform (UniteUs) development and role out.	1. A minimum of one member of SSCC will join the Clinisync work group and will report updates at SSCC meetings.		CCCHD, RHC	AnnMarie Schmersal and Amanda Ambrosia active on Clinisync work group July 2023:. 1. Pros v Cons list complete 2. Unite Ohio presented overview to Start Strong 3. United Way in support of pursuing 4. Presentation to Housing Task Force 5. Awaiting update from Mercy Health and whether they have signed with Unite Ohio
		B3. Reduce cultural barriers to health care services	a. Increase community capacity of interpreters	1. List of interpreters able to translate for Spanish and Haitian (French) Creole			
				Catholic Charities interpreter training in process	Complete April 2023	CCCHD	
			b. Increase outreach and utilize a "meet where you are" approach	1. List of outreach events: Minority Health Fair April 29, 2023, Fathering Fest, June 1, 2023, BAM event, 8/2023, DJFS CSAM carnival 8/ 2023	complete, ongoing	Gracie Hemphill	
			c. Increase community capacity of peer mentors and minority health champions	1. Add a minority heath representative to Start Strong coalition 2. 5 advocates, 3 of which are trained as CHWs and the other two will attend training in the fall 2024	Complete 2/2023	Christina Conover	
		B4.	a. Hire community health equity coordinator	One Health Equity Coordinator hired, CCCHD- COMPLETE 2/2023	Complete 2023		
	Fathers engaged in prenatal appointments a	Mindset change to understand importance of their support to parti	1. develop survey for collecting data to identify barriers to engagement	Complete 4/ 2023	Complete 2023		
			2. Meet dads where they are - identify groups already meeting with dads in churche	June 1 Fathering Strong Event	Complete 6/2023		
			3. Identify barriers to father engagement (generational lack of parenting, mom won't allow, single dads run together - same mindset, no support, blame, fear of child support backlash - why pay if can't see kids)				
			4. Develop plan to help overcome barriers	1 Fatherhood app developed			
			5				

Goal		Objectives	Action Steps	Measures	Timeline
Goal 2: Reduce the number of sleep related infant deaths to zero by 9/30/2025.					
	A. Increase availability of safe sleep environments to 300 per year.	A1. Increase community awareness of Cribs for Kids portable crib program	A1a. Promote at community events and through social media	Number of new referrals sources	
			A1b. Increase access to portable cribs at various locations	Number of cribs distributed	
	B. Reduce health disparities	B1. Increase availability of culturally appropriate resources for minority populations	B1a. Identify current resources	B1a1. Compile a list of resources and update Local Resource page on SS website	
		B2. Clark County will continue to offer implicit bias training and trauma informed care training.	B2a. Create connection with Health Equity group to provide trainings in the community and for service providers	1. Record the number of trainings provided and the number or participants	
		B3a. Continue collecting data on social determinants of health	a. Clark County will write a grant to support a county navigator role to increase linkage to services.	1. Number of county navigators added (aka Community Health Worker (CHW), (aka, Neighborhood Navigator)	Complete 2023
		B3b. Identify a navigation process to reduce barriers to social/ health needs.	b. Clark County will continue to explore Pathways HUB community integration.	1. Rocking Horse Community Center will provide udpates on the pilot to Start Strong coalition	Complete, ongoing
		B4. Education provided to father on safe sleep practices	Incentivize fathers to take training	1. identify resources available	
				2. identify barriers to attending	
				3. connect dads to resources and mentoring opportunities	
		B5. Ensure that both standardized reporting forms and social media outreach follow CLAS guidelines.			
	C. Ensure accurate and comprehenasive collection and distribution of data surrounding sudden unexpected infant deaths.	C1.Outline a county wide process for collection and submission of SUIDI form.	C1a. Survey county agencies on awareness and current process for utiliztion of SUIDI forms.	Survey results.	March 2023
			C1b. Identify county process for collection of SUIDI form.	Document outlined process.	December 2023
		C2. Develop a formal report and reporting structure for sudden unexpected infant death reviews.	C2a. Identify current reporting process	Record current reporting process	
			C2b. Research availability of standardized reporting forms.		
			C2c. With input for Clark County Child Fatality Review committee, develop a reporting form and process.		
	E. Increase community awareness of safe sleep recommendations	E1. Social media presence	E1a. CCCHD Facebook live	1. Record number of views	
			E1b. SS website banner promoting safe sleep	1. Record number of views of safe sleep education page	
			E1c. Ensure social media information follows CLAS guidelines		

Goal	Strategy	Objectives	Action Steps	Measures	Timeline	
Goal 3: Raise Awareness of the Importance of Preconception and 1st Trimester Health						
	A. Promote Start Strong website	A1. Promote through partner agencies, social media and county events	A1a. Distribution Start Strong promotion flyers to partner agencies	30 flyers distributed, presented to RHC providers 5/2023,		
			A1b. Schedule presence on social media	Social media analytics		
		A2. Maintain accurate, up to date information on website	A2a. CCCHD staff dedicated to maintaining website	JAN 2024 met with social media and IT specialist to webiste improvements		
			A2b. Standing agenda item for website feedback/ updates at Start Strong meetings			
	B. Targetted efforts focusing Clark County adolescents	B1. Identify access points for adolescents	B1a. Mercy Health to provide child birth classes at SCSD			
		B2. Maintain and increase collaborative relationships with Clark County ESC/ GRADS and Springfield City School District (SCSD)		One additional GRADS staff member hired (Candace Copeland) and placed at Springfield High School	Complete, ongoing	GRADS
		B3. Promote through social media				
		B4. Create a pregnancy educational resource packet in partnerhship with GRADS program and SCSD				
		B5. Involve fathers in classes and teen program of GRADS	in process			GRADS
		B6. Education and awareness	Health Class Guest Speaker, Brittney Bruce from Sexual Health and Wellness Clinic			
	C. Decreasing Lead Exposure	C1. Identify a baseline number of prenatal care providers using the Ohio Department of Health Prenatal Risk Assessment for Lead.	C1a. Recruit local OB provider advocate to join Start Strong		June 2023	
			C1b. CCCHD lead case management team will survey all prenatal care providers regarding use of the Prenatal Risk Assessment for Lead and tally results		December 2022	
			C1c. Obtain prenatal EBLL results from OB practices and collaborate to decrease them		December 2024	
			C1d. CCCHD lead team and Shannon Chatfield make referrals as needed for home lead assessment, ODH, WIC, food pantry, CCJFS, Project Woman, and Early Childhood services		March 2022 and ongoing	
		C2. Identify baseline number of women of childbearing age identified with an elevated blood lead level (EBLL).	C2a.. Obtain lead test results of women of childbearing age to measure outcomes.		December 2024	
			C2b. Identify an existing tracking mechanism for women of childbearing age lead results or create a tracking mechanism if needed	Submit proposal to the Ohio Department of Health requesting CCCHD access to data	December 2023	
			C2c. Collate women of childbearing age lead test results annually to monitor change in percent of increase or decrease of women of childbearing age with an EBLL		September 2025	
	D. Increase Early Identification and Intervention for lead exposed mothers, infants and childrens	D1: Establish OB policy to lead screen pregnant women.	D1a. Investigate related polices in states that require lead screening of all pregnant women		6/1/2023, complete	
			D1b. Work with local OB providers to create a mechanism for tracking prenatal blood lead lab results.		December 2022	
			D1c. Work with local OB providers to establish practice of lead screening all pregnant women at the beginning of their 2nd trimester and to retest them at the beginning of theri 3rd trimester.		January 2024	
		D2: Establish hospital policy for lead screening cord blood of all stillborn babies prior to disposal and newborns whose mother either identified with an EBLL or was not screened for lead.	D2a. Investigate related policies in states requiring lead screening of all pregnant women		December 2023	
			D2b. Enlist OB cooperation to either establish practice of neonatologists ordering lead screening or make pediatric lead screening referrals for newborns of mothers with EBLL		June 2025	
	E. Increasing Lead Safe Awareness	E1: Marketing efforts to increase community lead safe awareness.	E1a. CCCHD distribute lead safe literature throughout Clark County – April 2022 and ongoing		April 2022 and ongoing	
			E1b. CCCHD press releases	E1b1. How lead affects the fetus in pregnancy and breastfeeding implications	January 2023	
				E1b2. Partnership with local OBs to address maternal and prenatal lead poisoning	June 2023	
			E1c. CCCHD website		June 2022 and ongoing	
			E1d. CCCHD social media	E1d1. Facebook Live session re: lead affects pregnancy and breastfeeding implications	October 2022	

Goal	Strategy	Objectives	Action Steps	Measures	Timeline	
Goal 3: Raise Awareness of the Importance of Preconception and 1st Trimester Health						
				E1d2. Facebook posts re: lead affects pregnancy and breastfeeding implications	October 2022 and ongoing	
			E1e. Start Strong website	E1e1. Incorporate information re: lead affects pregnancy and breastfeeding implications	June 2023	
		E2: Engage local prenatal care providers.	E2a. CCCHD lead case management team connect with local prenatal care providers to develop a partnership to identify and lead screen pregnant women at risk for lead exposure			
			E2b. Send letter to OBs requesting partnership		June 2022	
			E2c. Disseminate lead related pregnancy and breastfeeding brochures and resources following CLAS guidelines		August 2022 and ongoing	
			E2d. CCCHD lead team presentations to local prenatal care providers		December 2023	
			E2e. Schedule statewide lead medical expert to address Start Strong Clinical Collaborative		June 2023	
			E2f. Establish exchange of elevated blood lead level (EBLL) information between CCCHD and local OBs		August 2022 and ongoing	
	F. Reduce health disparities	F1. Increase availability of culturally appropriate resources for minority populations following CLAS guidelines	F1a. Start Strong website includes culturally appropriate information following CLAS guidelines			
		F2. Clark County will continue to offer implicit bias training and trauma informed care training.	F2a. Create connection with Health Equity group to provide trainings in the community and for service providers	1. Record the number of trainings provided and the number or participants		
		F3a. Continue collecting data on social determinants of health	F3a1. Clark County will write a grant to support a county navigator role to increase linkage to services.	1. Number of county navigators added (aka Community Health Worker (CHW), (aka, Neighborhood Navigator)		
		F3b. Identify a navigation process to reduce barriers to social/ health needs.	F3b1. Clark County will continue to explore Pathways HUB community integration.	1. Rocking Horse Community Center will provide udpates on the pilot to Start Strong coalition		
		Fathers learning about birth spacing		1. identify resources available		
		Fathers engaged in prenatal appointments & bonding w/unborn child		2. identify barriers to attending		
				3. connect dads to resources and mentoring opportunities		
		F4. Ensure that all flyers and social media follow CLAS guidelines				

Goal	Strategy	Objectives	Action Steps	Measures	Timeline
By September 30, 2025 Clark County will increase breastfeeding initiation rates from 58.2% (2019) to 75.7% (to match the rate for the state of Ohio, 2019)					
	A. Implement a care coordination system across the prenatal through weaning stages, including the development of formal referral systems, follow-up accountability, and handoff protocols during transitions of lactation care from one provider or setting to another.	A1. Establish community clinical linkages among healthcare providers, community-based organizations (CBOs) and other LSPs through networking and relationship building, leading to a memorandum of understanding (MOU) or other formal/ informal agreements outlining each party's responsibility to ensure a seamless transition of care.	A1a. Support hospitals to strengthen evidence- based maternity care practices (such as BHFI steps 3 and 10) by outlining clear procedures for connecting to the appropriate level of care in the community (NACCHO 3.3)	BF referral system developed, 2023, beginning implementation 6/2023	
			A1b. Recruit and engage key community stakeholders to the Start Strong Breastfeeding Subcommittee.	9 community stakeholders recruited to join BF subcommittee 6/2023	
	B. Increase community capacity to provide breastfeeding support.	B1. Mercy Health to continue to explore opportunity to develop a community breastfeeding support group with support being provided by a rotation of community breastfeeding support providers from various organizations.	B1a. Identify a curriculem to follow within this support group.		
		B2. Increase the number of health care professional enrolled in the CLC/CLS training provided by WIC.		2 health care professionals enrolled in this training 6/2023, WIC in process of hiring peer helpers	
	C. Improve consistency of breastfeeding messaging by using evidence-based information and co-creating educational materials among lactation support providers and institutions within the community to avoid provision of conflicting information to breastfeeding parents. (NACCHO 3.1)		Complete a Fresh Eyes Endeavor by visiting 1-2 WIC clinics with breastfeeding initiation rates at state average or above.		
	D. Reduce Health Disparities/ Increase fatherhood engagement	D1. Ensure that both curriculum and breastfeeding messaging follow CLAS guidelines			
		D2. Survey parents at BAM event 1.) would you be interested in joining a BF support group 2.) Who/where do you get BF support currently			

Goal	Strategy	Objectives	Action Steps	Measures	Timeline
Goal 1: Provide evidence-based services that aid in the reduction of preterm births from 11.8% (5 year average 2015-2020) to 10.4 % (state of Ohio 5 year average 2015-2020)					
	Fathers engaged in prenatal appointments and birthing classes	Mindset change to understand importance of their support to partner - reduces stress, helps mom better take care of herself	1. develop survey for collecting data to identify barriers to engagement		
			2. Meet dads where they are - identify groups already meeting with dads in churches and other small groups to build trust & start collecting data		
			3. Identify barriers to father engagement (generational lack of parenting, mom won't allow, single dads run together - same mindset, no support, blame, fear of child support backlash - why pay if can't see kids)		
			4. Develop plan to help overcome barriers		
Goal 2: Reduce the number of sleep related infant deaths to zero by 9/30/2025.					
	Fathers trained in safe sleep practices	Get fathers to take training	1. identify resources available		
			2. identify barriers to attending		
			3. connect dads to resources and mentoring opportunities		
Goal 3: Raise Awareness of the Importance of Preconception and 1st Trimester Health					
	Fathers learning about birth spacing		1. identify resources available		
	Fathers engaged in prenatal appointments & bonding w/unborn child		2. identify barriers to attending		
			3. connect dads to resources and mentoring opportunities		
	Increased Awareness of the importance of fatherhood engagement for maternal child health		1. Fathering Strong Tool kick off at Father Fest		
			2. Collect information fo fathering tool from organizations (All members)		
		Targetted efforts for Clark County adolescents			
	Improve health equity	Ensure that all survey's and identified resources and mentoring opportunities are follow	6/22/23, CLAS guideline overview and presentation for Start Strong coalaition by Health Equity Coordinator		