

**2016-18 Strategic Plan**  
**Cleveland County Public Health Center**

**Vision:**

**Creating a healthy and safe community in  
which to live**

**Mission:**

**To assure, enhance and protect the health of  
Cleveland County citizens, through education  
and prevention**

**GOAL: Meet the objectives established in the Community Health Action Plans for substance abuse, physical activity/ nutrition and unintended pregnancy and sexually-transmitted diseases as responses to identified health priorities to address chronic health conditions in Cleveland County.**

Objective	Strategies	Accomplishments
Substance Abuse: 1. Reduce the percentage of high school students who had alcohol on one or more of the past 30 days. 2. Reduce the percentage of individuals aged 12 years or older reporting any illicit drug use in the past 30 days 3. Reduce the unintentional poisoning mortality rate per 100,000 population.	1. All Stars – Core Curriculum 2. Health Smart – Alcohol, Tobacco and Other Drugs 3. Student Options Begin with Intervention and Recovery (SOBIR) 4. Medication Take Back Initiative 5. Clinical risk assessments, identification and referral for treatment	
Physical Activity and Nutrition: 1. Increase the percentage of high school students who are neither overweight nor obese. 2. Increase the percentage of adults getting the recommended amount of physical activity. 3. Increase the percentage of adults who consume five or more servings of fruits and vegetables per day.	1. Healthy Child Care Facility Recognition Program 2. Step One Challenge 3. Teaching Kitchen Nutrition Classes 4. CDC Work Site Health ScoreCard 5. Nutritional assessment and counseling via WIC program	
Unintended Pregnancy and Sexually-Transmitted Disease: 1. Decrease the percentage of pregnancies that are unintended. 2. Reduce the percentage of positive results among individuals ages 15-24 tested for Chlamydia.	1. Making Proud Choices 2. Wise Guys Male Accountability Program 3. Smart Girls Life Skills Program 4. Minority Health Council STD Initiative	

**GOAL: Ensure that the Cleveland County Public Health Center has fully implemented the Electronic Health Record in all clinical areas using designated software programs when required.**

Objective	Strategies	Accomplishments
<p>1. Electronic health records are fully implemented with enhancements for billing and documentation in all clinical areas of the Cleveland County Public Health Center.</p>	<p>a. Ensure that hardware and software are in place to implement and enhance the EHR system.</p> <p>b. Ensure that adequate funding is in place to maintain the level of technology required for implementation and enhancement.</p> <p>c. Ensure that staff members are provided with continuous training opportunities to maximize use of the EHR.</p>	
<p>2. Implement the GIS application for the Patagonia EHR to track service delivery in Cleveland County.</p>	<p>a. Ensure that the required application is properly installed in the Patagonia EHR.</p> <p>b. Ensure that staff is fully trained in the use of this specific application.</p> <p>c. Implement the application and evaluate the value of the data collected for future planning purposes.</p>	
<p>3. Implement the communicator application for the Patagonia EHR to enhance communication with patients.</p>	<p>a. Ensure that the required application is properly installed in the Patagonia EHT.</p> <p>b. Ensure that staff is fully trained in the use of this specific application.</p> <p>c. Implement the application and evaluate the value of the data collected for future planning purposes.</p>	

**GOAL: Ensure that the Cleveland County Public Health Center continues to support and develop a competent public health workforce to serve residents of Cleveland County.**

Objective	Strategies	Accomplishments
<p>1. Maintain and enhance staffing plans for all services provided by the Cleveland County Public Health Center.</p>	<ul style="list-style-type: none"> <li>a. Annually assess staffing needs for all areas of the Cleveland County Public Health Center.</li> <li>b. Consult with department/unit managers to address staffing needs in terms of resources required to meet identified needs.</li> <li>c. Continue cross-training of both clinical and administrative staff members to enhance coverage of all areas and to more fully integrate service delivery.</li> <li>d. Develop process to assess grant-funded positions annually to prepare for potential losses in grant funding.</li> <li>e. Continue to address succession planning especially in units with employees eligible for retirement.</li> </ul>	
<p>2. Identify and implement options to address recruitment/retention issues for service providers in clinical areas.</p>	<ul style="list-style-type: none"> <li>a. Annually assess the need for and placement of service providers in clinical areas.</li> <li>b. Develop specific options to recruit mid-level providers ; balance the salary range with the demand for mid-level providers in the healthcare field.</li> <li>c. Develop specific options to recruit and retain nurses for clinical areas.</li> </ul>	
<p>3. Educate Board of Health members, elected officials and community stakeholders about the staffing needs of the Cleveland County Public Health Center as the organization continues to deal with the effects of the salary freeze, loss of steps raises and loss of merit raises on the ability to recruit and retain qualified staff.</p>	<ul style="list-style-type: none"> <li>a. Provide regular updates to the Board of Health, elected officials and community stakeholders on the staffing needs of the Cleveland County Public Health Center.</li> <li>b. Identify opportunities for assistance in recruiting and retaining qualified staff members.</li> </ul>	

**GOAL: Ensure that employees of the Cleveland County Public Health Center participate in training opportunities to enhance their knowledge base and further their interactions with residents of Cleveland County in service delivery and community events.**

Objective	Strategies	Accomplishments
<p>1. Continue to provide comprehensive training opportunities for all employees of the Cleveland County Public Health Center.</p>	<p>a. Maintain and evaluate the agency employee orientation program for new employees – required for accreditation.</p> <p>b. Maintain cross-training of employees in clinical, administrative and education units to ensure consistency in service delivery to the public.</p> <p>c. Provide agency-wide training for all staff when topics are identified as appropriate such as customer service, active shooter, patient management, etc.</p> <p>d. Explore opportunities to provide internal training opportunities via webinar and other technology applications, especially addressing succession planning.</p>	
<p>2. Continue to provide opportunities for continuing education programming for employees of the Cleveland County Public Health Center.</p>	<p>a. Offer topical programming to employees on emerging issues in health care to enhance service delivery in all areas such as:</p> <ul style="list-style-type: none"> <li>• Diversity, especially generational issues</li> <li>• LEAN training to improve efficiency</li> <li>• Quality improvement in all areas</li> <li>• Regulation update, including regulations in other agencies that may affect public health (ex: DSS)</li> <li>• Best practices in programming</li> <li>• New diseases such as Ebola and ZIKA</li> <li>• Technology updates</li> <li>• How to make referrals to other services in the community</li> <li>• Mental health issues especially de-</li> </ul>	

	<p>escalation of crisis events</p> <p>b. Collaborate with branches and sections of the North Carolina Division of Public health to provide distance learning opportunities for staff members</p>	
<p>3. Enhance patient education in all areas to improve compliance with recommended healthcare options to improve the patient's accountability for their personal health status.</p>	<p>a. Train staff in the use of motivational interviewing techniques to enhance patient compliance with healthcare recommendations and practices.</p> <p>b. Provide patient education materials in multiple formats including expanded use of social media to successfully communicate with patients.</p>	

**GOAL: Maintain the culture of service to the community at the Cleveland County Public Health Center through enhancements in internal and external communication.**

Objective	Strategies	Accomplishments
<p>1. Develop and implement a comprehensive marketing plan for the Cleveland County Public Health Center using a wide range of media resources.</p>	<p>a. Adopt a marketing plan template which identifies regular public health activities/events which can be used to promote the Cleveland County Public Health Center in the community.</p> <p>b. Annually evaluate the marketing plan and update as needed to remain current in the changing healthcare environment.</p> <p>c. Collaborate with community partners in additional events to increase the positive perception of the Cleveland County Public Health Center.</p>	
<p>2. Assess and enhance internal communication practices within the Cleveland County Public Health Center to keep employees informed about the changing healthcare environment.</p>	<p>a. Ensure that information posted to the Intranet is accurate, timely and available for review by all employees.</p> <p>b. Assess communication strategies, including</p>	

	<p>emails, flyers, and meeting minutes, to determine “who needs to know, who needs to be involved” to facilitate decision-making and information-sharing.</p> <ul style="list-style-type: none"> <li>c. Assess the potential of some form of a pictorial directory of employees, especially new employees, to develop stronger cohesion among staff members.</li> <li>d. Encourage department/unit managers to share information with other units – sharing a meal, joining on a service project, walking together, participation in the Step One Challenge or Cleveland Cup, etc.</li> <li>e. Consider adoption of comment boxes in departments/units for use by staff to share questions/concerns/recommendations.</li> <li>f. Consider adoption of staff-focused support program such as “Joy in the Workplace”, FISH training, etc.</li> </ul>	
<p>3. Annually assess satisfaction with services rendered by the Cleveland County Public Health Center.</p>	<ul style="list-style-type: none"> <li>a. Customer satisfaction survey every fall</li> <li>b. Community satisfaction survey every spring</li> <li>c. Health Education satisfaction survey at conclusion of academic year</li> <li>d. School Health satisfaction survey at conclusion of academic year</li> <li>e. Solid Waste Satisfaction Survey</li> <li>f. Animal Control Satisfaction Survey</li> <li>g. Environmental Health Satisfaction Survey</li> <li>h. Carolina Community Health Partnership Satisfaction Survey</li> <li>i. Convey results of surveys to members of the Board of Health in a timely manner.</li> </ul>	

**GOAL: Ensure that the Cleveland County Public Health Center is a welcoming facility as well as a safe and secure workplace.**

Objective	Strategies	Accomplishments
<p>1. Ensure that the facility is maintained to the highest standards of appearance and cleanliness for both patients and employees.</p>	<p>a. Support the work of housekeeping staff by identifying specific needs regarding cleaning and supply deliveries.</p> <p>b. Support the work of the internal and county maintenance staff by identifying specific maintenance needs and reporting these needs through the proper channels.</p> <p>c. Encourage employees to assist in ensuring that personal work areas are maintained in a proper manner.</p>	
<p>2. Ensure that the Cleveland County Public Health Center Safety and Security Plan is current to assure the safety of employees and patients.</p>	<p>a. Maintain the work of the Employee Safety Committee ensuring that each unit or department is represented on the committee and participates in the activities of the committee.</p> <p>b. Annually review the Cleveland County Public Health Center Safety and Security Plan and update as needed.</p>	
<p>3. Annually review the facility to identify any emerging safety concerns.</p>	<p>a. Annually review signage needs and update as needed.</p> <p>b. Annually review placement of cameras and update as needed.</p> <p>c. Annually review employee safety training standards and update as needed.</p>	

**GOAL: Maintain and enhance compliance with environmental health services mandated by the North Carolina Department of Health and Human Services.**

Objective	Strategies	Accomplishments
1. By 2018, maintain quality assurance in service delivery to meet compliance requirements of the North Carolina Food Code.	<ul style="list-style-type: none"> <li>a. Complete annual employee evaluations on implementation of quality assurance standards.</li> <li>b. Provide annual report identifying compliance with quality assurance standards to the North Carolina Department of Health and Human Services.</li> </ul>	
2. By 2018, maintain an annual review of fees established for environmental health services to ensure quality in delivery of services in a changing environment.	<ul style="list-style-type: none"> <li>a. At least every two years collect information from surrounding counties to compare fee schedules for service delivery.</li> <li>b. Make recommendations if necessary concerning changes in fee schedules to remain current with surrounding county fees.</li> </ul>	
3. By 2018, maintain compliance with existing regulations regarding environmental health issues such as water, sewer, lead levels, tattoos, day care facilities, food and lodging establishments and pools/spas.	<ul style="list-style-type: none"> <li>a. Continue provision of continuing education opportunities for staff to ensure that they are current with requirements for certifications and changes in regulation.</li> <li>b. Develop a public outreach program to educate identified target populations about regulations using a multi-media format.</li> </ul>	
4. By 2018, maintain the annual process for measuring and tracking customer satisfaction with environmental health services.	<ul style="list-style-type: none"> <li>a. Continue the use of the current customer satisfaction survey using Survey Monkey that can be emailed to groups of clients to measure customer satisfaction.</li> <li>b. Continue the use of a hard copy customer satisfaction survey for clients who request services at permit offices or for those without access to the Internet.</li> <li>c. Compile survey results into a comprehensive report for annual distribution.</li> <li>d. Use data as needed to revise service delivery procedures.</li> </ul>	

**GOAL: Engage local, regional, state and national decision makers to ensure full understanding of the opportunities and threats facing public health in the changing healthcare environment.**

Objective	Strategies	Accomplishments
1. Using data, clearly identify emerging issues in healthcare that may impact the delivery of public health services over the next three years.	Under development	
2. Identify decision-makers whose actions may impact the delivery of public health services over the next three years.	Under development	
3. Identify the most appropriate channels of communication for reaching decision-makers.	Under development	
4. Engage decision-makers in regular encounters about specific public health issues and needs, providing data and other information to underscore the importance of the issue/need.	Under development	