

Cleveland County Health Department
Strategic Plan 2012-2015

The Cleveland County Health Department is pleased to submit this Strategic Plan 2012-2015 for review by the Board of Health for Cleveland County as well as residents of the county. The Strategic Plan was developed using data from the 2011 Community Assessment as well as updated data from the North Carolina Division of Public Health and the State Center for Health Statistics. Members of the Cleveland County Health Department Management Team met in a planning retreat on October 10, 2012 and reviewed this information as well as the community health action plans developed to address the identified health priorities of substance abuse, unintended pregnancy and sexually-transmitted diseases and physical activity and nutrition. Participants reviewed the ten essential services of public health as defined in House Bill 438, data from the October 2012 Customer Satisfaction Survey for individual clinic areas as well as the Health Department as a whole, and outcomes from the 2008 Strategic Plan that were accomplished in calendar year 2012. Participants then completed a SWOT (strengths, weaknesses, opportunities and threats) analysis as well as a discussion focusing on two questions: "What internal issues are likely to affect our ability to provide public health services over the next three years?" and "What external factors are likely to affect our ability to provide public health services over the next three years?" A discussion followed to identify a goal to be accomplished in each unit; these ideas were reviewed and compiled into the goals and objectives included in this Strategic Plan.

As background information for your review, a listing of the ten essential services of public health as well as the results of the SWOT analysis/internal-external questions are included below.

Ten Essential Services of Public Health (Source: HB 438)

SECTION 4. G.S. 130A-1.1(b) reads as rewritten:

A local health department shall ensure that the following 10 essential public health services are available and accessible to the population in each county served by the local health department:

1. Monitoring health status to identify community health problems.
2. Diagnosing and investigating health hazards in the community.
3. Informing, educating and empowering people about health issues.
4. Mobilizing community partnerships to identify and solve health problems.
5. Developing policies and plans that support individual and community health efforts.
6. Enforcing laws and regulations that protect health and ensure safety.
7. Linking people to needed personal health care services and assuring the provision of health care when otherwise unavailable.
8. Assuring a competent public health workforce and personal health care workforce.
9. Evaluating effectiveness, accessibility and quality of person and population-based health services.
10. Conducting research.

The goals and objectives of this Strategic Plan were developed to address this approved service array.

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Workforce – experienced, dedicated and caring • County benefit program • Variety of services available • Our community partnerships • Facility – clean, attractive, pleasant work environment • Leadership – supportive Board of Health, Board of Commissioners • Community support • Good working relationships with other agencies and programs • Strong collaboration – major partner in Alliance for Health, community coalitions • Willing to identify issues, improve service delivery, be flexible in responses – part of Quality Improvement Initiative • Employee Health and Wellness Center and employee Pharmacy Program • Pro-active and responsive to emerging issues and trends 	<ul style="list-style-type: none"> • Lack of space for expansion and/or enhancement of services • Limited financial resources • Current economy in the county – more people seeking services • Hiring practices – time frame, personnel categories, competition from other healthcare entities • Changing attitudes of patients and clients – more demanding, more negative • Staff retention – hire, train, leave for greener pastures • Salaries – not competitive with other healthcare entities, not able to offer what may be proposed in grant applications re: automatic increases • Aging workforce – number of staff eligible for retirement • Need for consistent providers (physicians, dentists) in clinical areas to build patient-provider relationships
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Trained college students who need employment • Emerging technologies in health care practices • Electronic Medical Records – better for providers and for patients – efficiency and accuracy in records • Additional partnerships and collaborations such as CLECO's application for Federally Qualified Health Center status • Baby-friendly – wide range of services for pregnant women and infants • Potential for adaptation to legislative changes like the Affordable Care Act • Development of the Physician Assistant program at Gardner-Webb University to meet demand for services predicted in 2014 – goal to have 50% of graduates working in primary care 	<ul style="list-style-type: none"> • Lack of staff to implement new technologies, especially Electronic Medical Records • Potential for consolidation of agencies (health departments and departments of social services under H.B. 438) and/or regionalization of health departments • Potential demands created by Affordable Care Act – personnel, resources, facility to meet demands for care • Potential to abolish services (ex: family planning Title 10 services) due to political climate • Decreases in reimbursement rates for services delivered • Larger, high-risk populations to be served – more individuals presenting with untreated chronic conditions • Competition from private providers • Fewer funding opportunities – more competitive processes, more restrictions on use of funds • Potential to move Division of Public Health under the UNC Hospital System or UNC School of Public Health • County support for enhanced technology in personnel and dollars • Community perception of public health as serving only low-income population – stigma of using public health services.

INTERNAL ISSUES POTENTIALLY AFFECTING CCHD	EXTERNAL FACTORS POTENTIALLY AFFECTING CCHD
<ul style="list-style-type: none"> • Transition to Electronic Medical Records and ICD-10 Diagnostic Codes • Technology – equipment, personnel, training issues • Financial resources – maximize revenue, minimize expenses, provide what is needed to do the work • Staff retention – salaries, benefits, competition with other providers, workplace environment, employee morale • Staff training – local, regional, state opportunities • Turnover in experienced staff – competition with other providers, retirements • Space – Where do we expand? How do we enhance service delivery? • Change in benefits for employees – Pharmacy formularies – insurance plans with higher deductibles, co-pays • Positive promotion of health department services – more positive community image 	<ul style="list-style-type: none"> • Legislation at all levels – local, state, and federal • Political climate at all levels – local, state and federal • Increased expectations to serve with diminishing budgets • Increase demand for health care providers to “fix it now and fix it free” • Impact of social media – networking, coverage of events and/or issues • Literacy levels in county – impact ability to understand personal health issues, disease management, public responses • Limited communication skills – public demands answers now with sometimes limited information – leads to dissatisfaction with services provided • Transportation services – how to get people to the services they need at the lowest cost • Regulations – new mandates to provide services, often unfunded • Competition from hospitals – seeking to expand into some prevention/early intervention programs as well as disease management • Changes in the North Carolina mental health system – questions about service delivery, funding sources, eligibility – impact on public health services

Cleveland County Health Department Vision Statement

Creating a healthy place to live today and tomorrow.

Recommended Revision:

Creating a healthy and safe community in which to live.

Retreat participants discussed at length the proposed revision to the Vision Statement, noting that vision statements are supposed to be big – with no limits, very broad, no time frames. Both “community” and “environment” were discussed as alternatives to “place” with community considered more inclusive. Safety was added as a component of public health which has as a goal the inclusion of safe environments in which to live, work, play and learn. Finally, the time frame of today and tomorrow was dropped, noting that creating healthy and safe communities is an on-going process responding to emerging health issues on a continuous basis.

Cleveland County Health Department Mission Statement

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

No changes were recommended for the Mission Statement at this time.

2012-2015 STRATEGIC PLAN GOALS AND OBJECTIVES

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

Substance Abuse:

1. By 2015 reduce the percentage of youth grades 9 – 12 who have used alcohol and illicit drugs by 10%.
2. By 2015 increase the number of community residents familiar with abuse of alcohol, prescription medications and over-the-counter medications by 15%.

Unintended Pregnancy and Sexually Transmitted Disease:

1. By 2015 decrease the teen pregnancy rate in Cleveland County to a rate equal to or lower than the rate for North Carolina as a whole.
2. By 2015 reduce the percentage of positive results for Chlamydia by 5% for individuals ages 15-24.

Physical Activity and Nutrition **:

1. By 2015 reduce the percentage of children and adolescents considered overweight or obese by 10% using a comprehensive community initiative.
2. By 2015 increase the percentage of adults in Cleveland County who are physically active and consume five or more servings of fruits and vegetables daily.

Detailed strategies and action steps to accomplish these objectives are included in the Community Health Action Plans attached as an addendum to this document. There are specific strategies to address health disparities and environmental and/or policy changes in these identified areas.

** Action area relates specifically to chronic diseases: cardiovascular disease, stroke and diabetes.

GOAL: By 2014, ensure that the Cleveland County Health Department has met all requirements for the development and implementation of Electronic Health Records and the use of the ICD-10 Diagnostic Manual.

<p>1. Meet basic technology requirements for the implementation of Electronic Medical Records and ICD-10 use.</p>	<ol style="list-style-type: none"> a. Ensure that hardware and software are in place to implement and use the selected system. b. Ensure that adequate funding is in place to maintain the level of technology required for successful implementation. c. Ensure that staff members have training opportunities for basic computer use and implementation of the selected Electronic Medical Record system.
<p>2. Meet implementation requirements for the implementation of Electronic Medical Records and ICD-10 use.</p>	<ol style="list-style-type: none"> a. Ensure adequate staff to implement and maintain the selected EMR system. b. Ensure adequate funding to implement and maintain the selected EMR system. c. Ensure comprehensive training for staff members to ensure successful implementation of the selected EMR system. d. Ensure continuing support/technical assistance for implementation of the selected EMR system.
<p>3. Employ a Medical Records Manager to provide continuous oversight for the Electronic Medical Records system.</p>	<ol style="list-style-type: none"> a. Develop job description and secure funding for the position. b. Recruit and hire for position.

GOAL: The Cleveland County Health Department will assure a competent public health workforce continues to be in place to serve residents of the county.

<p>1. By 2014, develop and maintain staffing plans for all services provided by the Cleveland County Health Department.</p>	<ul style="list-style-type: none"> a. Annually assess staffing needs for all clinical and administrative areas of the Cleveland County Health Department. b. Request a salary study to assess the impact of position reclassifications and/or merit increases on recruitment and retention. c. Develop and implement an agency-wide recruitment strategy to make the Cleveland County Health Department competitive in recruiting qualified and diverse staff. d. Develop and implement an agency-wide retention policy to ensure that qualified staff are in place for all service areas on an on-going basis. e. Develop and implement succession planning strategies in all clinical and administrative areas of the Cleveland County Health Department to ensure smooth transitions in leadership.
<p>2. By 2015, ensure that consistent providers are in place for service provision in specialized clinical areas.</p>	<ul style="list-style-type: none"> a. Annually assess the need for and placement of providers in specialized clinical areas. b. Annually assess the risks/benefits of contract vs. employed staff in specialized clinical areas to determine most cost-efficient provision of services. c. Annually review provider contracts and amend as necessary to ensure consistent service provision.
<p>3. By 2014, ensure positive employee relations among all levels of Cleveland County Health Department employees.</p>	<ul style="list-style-type: none"> a. Conduct an annual Employee Satisfaction Survey to measure changes in employee morale. b. Establish an Employee Relations Committee composed of representatives from all units to review survey results and make recommendations to the Cleveland County Health Department Management Team for Action. c. Establish departmental awards to encourage employees to suggest improvements in productivity, training, employee performance using incentives such as flex time, time off, designated parking places, etc. as rewards.
<p>4. By 2015, improve workplace safety to ensure employee and patient perception of a safe and secure environment.</p>	<ul style="list-style-type: none"> a. Continue annual reviews to determine the effectiveness of the Cleveland County Health Department Safety and Security Plan, amending the plan as needed. b. By 2015, employ an on-site security officer to enhance employee and patient perceptions of safety on-site.

GOAL: Employees of the Cleveland County Health Department will participate in an array of training opportunities to expand their knowledge base and enhance their interactions with patients and the public at large.

<p>1. By 2014, provide comprehensive opportunities for training for all employees.</p>	<p>a. Ensure a comprehensive and consistent orientation program for all new employees of the Cleveland County Health Department.</p> <p>b. Evaluate and implement cross-training of employees in clinical areas where supervisors identify the need for cross-training.</p> <p>c. Provide agency-wide training for all staff annually or as administrators indicate in areas such as basic supervision skills, customer service, patient management, succession planning and other topics as indicated during annual reviews.</p>
<p>2. By 2015, provide opportunities for continuing education programming for staff of the Cleveland County Health Department.</p>	<p>a. Engage community resources to develop and implement on-site continuing education programming to maintain required staff certifications.</p> <p>b. Collaborate with branches and sections of the North Carolina Division of Public Health to provide distance learning opportunities for employees of the Cleveland County Health Department.</p>

GOAL: Promote responsible animal ownership by residents of Cleveland County.

<p>1. By 2014, partner with local animal-rights organizations to provide and/or subsidize local spay/neuter services for animals in Cleveland County.</p>	<p>a. Establish low-income individuals who own animals as priority customers for a local spay-neuter program.</p> <p>b. Generate revenue to support a local spay/neuter program through active enforcement of animal control ordinances.</p>
<p>2. By 2015, increase by 3% the number of animals vaccinated against rabies in Cleveland County.</p>	<p>a. Continue the provision of free rabies vaccination clinics held throughout Cleveland County.</p> <p>b. Continue educational programming to engage county residents about the importance of rabies vaccinations.</p>
<p>3. By 2015, increase by 3% annually the number of animals adopted in Cleveland County.</p>	<p>a. Partner with local animal-rights organizations and statewide rescue organizations as well as the local fostering community to place animals for adoption.</p> <p>b. Continue special events to promote the off-site adoption of animals.</p>
<p>4. By 2015, increase community awareness about the impact of animal cruelty incidents in Cleveland County.</p>	<p>a. Develop and implement a community awareness campaign about animal cruelty ordinances and regulations.</p> <p>b. Maintain enforcement of local and state animal cruelty ordinances and laws.</p> <p>c. Collaborate with local law enforcement agencies to identify, charge and convict individuals who engage in animal cruelty.</p>

GOAL: Raise awareness of the solid waste management program in Cleveland County, including disposal and recycling options.

<p>1. By 2015, develop and implement a comprehensive community awareness campaign about solid waste management in Cleveland County focusing on recycling, litter prevention and special events.</p>	<ul style="list-style-type: none"> a. Revitalize recycling programs in the county, instituting programs in county-owned buildings and supporting recycling programs in Shelby and Kings Mountain. b. Develop and implement learning opportunities in schools to encourage recycling both on- and off-site. c. Develop and implement learning opportunities in litter prevention for schools through materials and classroom activities. d. Revitalize the campaign encouraging litter prevention at drive-through restaurant sites. e. Maintain special events such as the Hazardous Household Waste Disposal Day to engage community members in proper disposal techniques.
<p>2. By 2015, increase community awareness of proper disposal practices for solid waste in Cleveland County.</p>	<ul style="list-style-type: none"> a. Reduce incidents of illegal dumping in the county by 10% using baseline figures from 2012 (to be established). b. Increase enforcement of local ordinances and state laws affecting solid waste management practices.

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

<p>1. By 2015, complete a seamless transition to compliance with the new North Carolina Food Code among food establishments in Cleveland County.</p>	<ul style="list-style-type: none"> a. Establish a community awareness campaign to educate both the public and food establishments about the impact of changes in the food code. b. Maintain comprehensive inspection requirements to bring food establishments into compliance with food code standards. c. Institute legal action when required to bring food establishments into compliance with food code standards.
<p>2. By 2015, institute an annual assessment of fees established for environmental health services to ensure delivery of services in a changing environment.</p>	<ul style="list-style-type: none"> a. Develop fee assessment instrument. b. Gather data. c. Make recommendations if necessary about changes in fee structure.
<p>3. By 2015, ensure compliance with existing regulations regarding environmental health issues such as water, sewer, lead levels, clandestine drug labs, tattoos, etc.</p>	<ul style="list-style-type: none"> a. Continue provision of continuing education opportunities to ensure that staff members are current with requirements for certifications and changes in regulations. b. Develop marketing materials for target areas to increase community awareness about existing and/or changing regulations.

GOAL: Clearly define the culture of service at the Cleveland County Health Department and secure support from staff, patients, and the public at large.

<p>1. By 2015, ensure that services are provided in a patient-centered model at the Cleveland County Health Department.</p>	<ul style="list-style-type: none"> a. Define a patient-centered service model for the Cleveland County Health Department. b. Train staff in the implementation of the patient-centered service model. c. Measure the impact of the patient-centered service model on community perception through employee, customer and community satisfaction surveys.
<p>2. By 2015, ensure that Quality Improvement practices are accepted and supported by staff and patients as an integral factor in service delivery.</p>	<ul style="list-style-type: none"> a. Transition Quality Improvement practices from projects affecting a single service unit to implementation in all units on a consistent basis. b. Measure the impact of Quality Improvement practices through employee, community and customer satisfaction surveys.
<p>3. By 2015, ensure smooth transitions of integration of services among units.</p>	<ul style="list-style-type: none"> a. Identify opportunities for integration of services among units (ex: health education support in Family Planning Clinic). b. Identify and cross-train staff for integration of services. c. Measure impact of service integration through employee, customer and community satisfaction surveys.
<p>4. By 2015, increase positive public perception of services delivered by the Cleveland County Health Department.</p>	<ul style="list-style-type: none"> a. Assess current marketing program – materials, delivery mechanism, costs, etc. b. Develop and implement a multi-level community marketing program using a variety of media, including social media and web-based systems, to increase positive perception of Health Department services. c. Measure impact of a revised marketing strategy through employee, customer and community satisfaction surveys.