



SCOTLAND COUNTY
HEALTH
DEPARTMENT

STRATEGIC PLAN
FY 2014 - 2017

Mission:

To promote quality health through education, disease prevention and control, preparedness and environmental protection.

Vision:

Healthy communities and healthy environments.

Values:

Our core values are **Integrity, Excellence, Collaboration, Innovation, and Respect**. Values reflect principles that our Department displays as we interact with co-workers, agency partners, the community, businesses, and the public.

Introduction

Purpose:

The Strategic Plan is necessary to guide the work of all public health programs and services. This documentation reflects the areas that are to be a focus of the Scotland County Health Department during the next three (3) year period (July 1, 2014 through June 30, 2017) given that funding and program requirements (agreements, grant, etc.) are sufficient:

Policy:

The health department shall develop a strategic plan that:

- Includes a review and analysis of factors influencing the health department's ability to improve the community's health (i.e., knowledge and expertise of Board of Health members and health department staff);
- Uses local health status data and information to set goals and objectives (i.e., community health assessment, state of the county health report, annual report);
- Uses community resources and input where applicable (i.e., perceptions of the public and partnering agencies as to what the department should be doing);
- States desired outcomes for each element, set priorities and;
- Uses community collaboration to coordinate resources to implement activities (i.e., Healthy Carolinians).

Scotland County Health Department works as an integral organization in partnerships to detect and prevent disease, prepare for and respond to emergencies, protect the public from health threats and environmental hazards, evaluate programs, collaborate with others, and educate our community about emerging and ongoing public health issues.

Scotland County Health Department is a dynamic organization committed to serving the people of Scotland County and the surrounding environment. Although public health programs assure the health of an entire population, Scotland County Health Department also provides direct services to individuals and collaborates with partner agencies. At every level, Scotland County Health Department strives to be customer service oriented, easy to access, and responsive to a variety of needs.

Every division of Scotland County Health Department is dedicated to working together. We are at our best when we are working efficiently and effectively as a team, listening carefully, communicating well, empowering others, and assuring the quality and accessibility of health services. Through identifying, understanding, and evaluating our strengths and limitations, we strive to continually improve services to the community.

SWOT Analysis

SWOT analysis is a tool that identifies the **strengths**, **weaknesses**, **opportunities** and **threats** of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist an organization in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.



Strengths	Weaknesses	Opportunities	Threats
<p>Competent/experienced/trained staff</p> <p>Continuous quality improvement/ practice management</p> <p>Evidenced based practices/services</p> <p>Community focused</p> <p>Location (Next to DSS/EMS)</p>	<p>Clinic processes- software/quality/ duplication</p> <p>Communication/ division among staff</p> <p>Limited advertising and outreach capabilities</p> <p>Funding/revenue constraints</p> <p>Community respect/support</p>	<p>Electronic Medical Records – CureMD</p> <p>Primary Care capability & need – Affordable Care Act</p> <p>Collaboration with community to build partnerships</p> <p>Child and Maternal Health Clinics to meet community needs</p> <p>Increased marketing for public health services provided</p>	<p>Stigma of public health department</p> <p>Social and economic factors</p> <p>Legislative changes/politics</p> <p>Provider coverage</p> <p>Competition for services offered</p>

Strategic Planning Goals:

Goals for the Strategic Plan address the needs of the community that have been identified through community needs assessment processes, relevant county and state databases that were reviewed and analyzed, as well as anecdotal data. This plan will be reviewed annually.

Scotland County's Community Health Assessment was completed in 2013.

The leading causes of death in Scotland County include:

1. Heart Disease
2. Cancer (all types)
3. Cerebrovascular Disease (stroke)
4. Diabetes
5. Unintentional Injuries

Goals:

1. Improve our clinic flow
2. Decrease infant mortality rate
3. Reduce the number of persons who are at risk for being overweight/obese.
4. Optimize information technology
5. Strengthen Scotland County's Public Health Emergency Preparedness and Response Capabilities
6. Reaccreditation

Strategic Planning Goal 1

Goal 1:	<i>Improve Scotland County Health Department clinic flows</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>Implement practice management process</i> ▪ <i>Implement electronic medical records</i> ▪ <i>Improve customer service</i> ▪ <i>Maximize staff productivity</i> ▪ <i>Decrease patient wait times</i> ▪ <i>Increase number of patients served</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Tina Clark (Director of Nursing)</i> ▪ <i>Alisa Freeman (Nursing Supervisor)</i> ▪ <i>Maria Roberts (Quality Improvement Coordinator)</i> ▪ <i>Practice Management Team</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>State consultants</i> ▪ <i>Cure MD</i> ▪ <i>Local media/social media</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Staff training and development</i> ▪ <i>Open access scheduling</i> ▪ <i>Renovation of clinic area</i> ▪ <i>Training and utilization of Cure MD</i> ▪ <i>Radio spots/newspaper articles</i> ▪ <i>Scheduled Practice Management Team meetings</i>
Timeframe:	<i>June 30th 2015</i>
Desired Outcomes:	<ul style="list-style-type: none"> ▪ <i>Mid- level Provider will serve 20 patients/day</i> ▪ <i>General clinic will serve 18 patients/day</i> ▪ <i>Expanded Role Nurses will serve 10 patients/day</i>

Strategic Planning Goal 2

Goal 2:	<i>Decrease Scotland County's infant mortality rates</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>Assure Maternal Health services for the community</i> ▪ <i>Provide Child Health services for the community</i> ▪ <i>Address the high teen pregnancy rate in the community</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Tina Clark (Director of Nursing)</i> ▪ <i>Carlotta Rivers (Maternal & Child Health Coordinator)</i> ▪ <i>Maria Roberts (Child Health Enhanced Role Nurse)</i> ▪ <i>Michealle Haynes (Mid-level Provider)</i> ▪ <i>Alisa Freeman (Nursing Supervisor)</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Pregnancy Care Managers(PCM)</i> ▪ <i>Coordinated Care for Children (CC4C)</i> ▪ <i>Child Fatality Prevention Team (CFPT)</i> ▪ <i>Child Care Prevention Team (CCPT)</i> ▪ <i>Scotland Healthcare System</i> ▪ <i>Local Providers</i> ▪ <i>Adolescent Wellness Council</i> ▪ <i>Department of Social Services (DSS)</i> ▪ <i>Scotland County Schools</i> ▪ <i>Scotland County Partnership for Children & Families</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Open Maternity and Child Health Clinics</i> ▪ <i>Provide Newborn/Postpartum Home visits</i> ▪ <i>Provide education to school aged children and parents</i> ▪ <i>Develop and provide Public Service Announcements</i> ▪ <i>Training/Education for staff and partners</i>
Timeframe:	<i>June 30th 2017</i>
Desired Outcomes:	<i>Decrease infant mortality up to 3%</i>

Strategic Planning Goal 3

Goal 3:	<i>Support and enhance efforts to decrease overweight and obesity in our community</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>Promote healthy lifestyles through increased physical activity and healthy eating</i> ▪ <i>To improve health outcomes from risk factors associated with overweight and obesity</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Kathie Cox (Health Educator)</i> ▪ <i>Dave Jenkins (Health Director)</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Scotland Healthcare System and Hospital Foundation</i> ▪ <i>Parks and Recreation Department</i> ▪ <i>Cooperative Extension</i> ▪ <i>Faith Community</i> ▪ <i>Business and Industries</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Create a community coalition/task force to address overweight and obesity</i> ▪ <i>Evaluate statistical data for health issues related to risk factors associated with overweight and obesity</i> ▪ <i>Provide education, training, technical assistance to key stakeholders regarding healthy eating and physical activity</i> ▪ <i>Evaluate grant and funding opportunities to support physical activity and healthy nutrition</i>
Timeframe:	<i>June 30th 2017</i>
Desired Outcomes:	<i>Decrease overweight and obesity in the community</i>

Strategic Planning Goal 4

Goal 4:	<i>Optimize information technology within Scotland County Health Department</i>
Objectives:	<ul style="list-style-type: none">▪ <i>Implement Electronic Medical Records</i>▪ <i>Become more efficient in the use of technology</i>▪ <i>Reduce paper documents and move towards electronic versions</i>
Lead Persons:	<ul style="list-style-type: none">▪ <i>Dave Jenkins (Health Director)</i>▪ <i>Tim Martin (Fiscal Management Supervisor)</i>▪ <i>Alisa Freeman (EMR Superuser)</i>▪ <i>Jennifer Taylor (EMR Superuser)</i>
Potential Partners:	<ul style="list-style-type: none">▪ <i>County Administration</i>▪ <i>County Information Technology Department</i>▪ <i>Cure MD</i>
Activities:	<ul style="list-style-type: none">▪ <i>Purchase Cure MD</i>▪ <i>Installation of hardware and software</i>▪ <i>Train staff on utilization of hardware and software</i>▪ <i>Provide access to all health department policies on County network</i>
Timeframe:	<i>June 30th 2015</i>
Desired Outcomes:	<i>Improve clinic flows/customer service/data analysis</i>

Strategic Planning Goal 5

Goal 5:	<i>Ensure public health is prepared for Emergency Response in a disaster or communicable disease outbreak</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>Strengthen Scotland County's Public Health Emergency Preparedness and Response capabilities</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Tina Clark (Preparedness & Response Supervisor)</i> ▪ <i>David Hesselmeyer (Preparedness Coordinator)</i> ▪ <i>Dave Jenkins (Health Director)</i> ▪ <i>EPI Team</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Emergency Management</i> ▪ <i>Scotland Healthcare System</i> ▪ <i>Red Cross</i> ▪ <i>Scotland County School System</i> ▪ <i>Department of Social Services</i> ▪ <i>Law Enforcement</i> ▪ <i>County Administration</i> ▪ <i>City Administration</i> ▪ <i>NC Office of Preparedness and Response</i> ▪ <i>NC Office of Emergency Management</i> ▪ <i>Local Business and Industry</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Prepare and implement Open Point of Dispensing exercise</i> ▪ <i>Develop Local Emergency Planning Committee (LEPC)</i> ▪ <i>Update shelter policies and procedures</i> ▪ <i>Provide staff/partner training and development</i> ▪ <i>Ensure Epidemiology team meets quarterly</i>
Timeframe:	<i>June 30th 2016</i>
Desired Outcomes:	<i>Trained and competent staff in emergency preparedness</i>

Strategic Planning Goal 6

Goal 6:	<i>Scotland County Health Department Reaccreditation</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>To ensure Scotland County Health Department is able to perform minimal services to protect the health and safety of our residents and surrounding communities</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Dave Jenkins (Health Director)</i> ▪ <i>Senior Management Team</i> ▪ <i>Maria Roberts (Agency Accreditation Coordinator)</i> ▪ <i>Accreditation Team</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Gay Welsh (State Consultant)</i> ▪ <i>Area Agency Accreditation Coordinators</i> ▪ <i>Department of Health and Human Services/Division of Public Health</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Set timeframes for annual activities to be completed</i> ▪ <i>Review activities/benchmark on timely basis</i> ▪ <i>Develop or update policies and procedures as needed to meet benchmarks</i> ▪ <i>Electronic Submission of Health Department Self-Assessment Instrument (HDSAI)</i>
Timeframe:	<i>June 30th 2016</i>
Desired Outcomes:	<i>Reaccreditation for 4 additional years</i>

Strategic Direction - Goal 1

Goal 1: Clinic Flow Objectives and Activities	<i>FY- 2014-2015</i>	<i>FY- 2015- 2016</i>	<i>FY 2016-2017</i>
▪ <i>Implement practice management process</i>	Implemented open access scheduling in June 2014	Ongoing-quarterly meetings.	Ongoing-quarterly meetings.
▪ <i>Implement electronic medical records</i>	Implemented Practice Management Jan. 14, 2015 And Clinical on March 25, 2015	Goal met	Goal met
▪ <i>Improve customer service</i>	Increased number of patients seen through General Clinic	Work in progress	Work in progress- Customer Service Training for all staff Sept-Oct 2016
▪ <i>Maximize staff productivity</i>	Renovation of front registration area.	Renovated exam rooms, restructured, organizational chart-ongoing	Ongoing
▪ <i>Decrease patient wait time</i>	In Progress	In progress	Ongoing
▪ <i>Increase number of patients served</i>	In Progress	In progress	In progress
▪ <i>Staff training and development</i>	Training on Cure MD (Electronic Medical Records)	Updated Family Training/annual requirements	Ongoing
▪ <i>Open access scheduling</i>	June 2014	Goal met	Goal Met
▪ <i>Renovation of clinic area</i>	2 rooms renovated for Child Health Clinic	Patient rooms renovated –tv’s mounted, new scales, ADA Compliant exam table, oto/opt scope added to STD and Child Health exam rooms	Goal Met
▪ <i>Training and utilization of Cure MD</i>	See above	Ongoing	Ongoing
▪ <i>Radio spots/newspaper articles</i>	Child Health, Maternity, Immunizations, Family Planning	Ongoing in all clinical areas.	LARCS, Infant Mortality, SIDS,
▪ <i>Scheduled Practice Management Team meetings</i>	Monthly meetings	Quarterly	Completed

Strategic Direction - Goal 2

Goal 2: Infant Mortality Objectives and Activities	<i>FY- 2014-2015</i>	<i>FY- 2015- 2016</i>	<i>FY 2016-2017</i>
<ul style="list-style-type: none"> ▪ <i>Assure Maternal Health services for the community</i> 	Maternal Health Clinic re-opened in February 18, 2015	Goal Met averaging 30 patients in care-ongoing	GOAL MET
<ul style="list-style-type: none"> ▪ <i>Provide Child Health services for the community</i> 	Child Health Clinic opened on May 18, 2015	Ongoing –averaging 75 patients per year	ONGOING
<ul style="list-style-type: none"> ▪ <i>Address the high teen pregnancy rate in the community</i> 	Meetings with Adolescent Wellness Council, education with parents of Head Start students May 14, 2015	Infant Mortality Grant, purchase of LARCS, Infant Mortality Community Action Team.	Applied for APPP Grant through NC Teen Pregnancy Prevention Grant- UNABLE TO OBTAIN
<ul style="list-style-type: none"> ▪ <i>Open Maternity and Child Health Clinics</i> 	Goal Met	Goal met	Goal met
<ul style="list-style-type: none"> ▪ <i>Provide Newborn/Postpartum Home visits</i> 	In Progress	In Progress	Planning in Progress
<ul style="list-style-type: none"> ▪ <i>Provide education to school aged children and parents</i> 	Kindergarten orientations on Immunizations and physical exams needed for school	Springhill Middle School, Daycares, Kindergarten Orientations	Ongoing
<ul style="list-style-type: none"> ▪ <i>Staff training and development</i> 	Child Health ERN training completed by Maria Roberts and Pediatric training by Michealle Haynes	Michealle Hayes attended LARC training, Clinical staff attended LARC training, Clinical staff attended breast feeding training	Providers-LARC's training
<ul style="list-style-type: none"> ▪ <i>Develop and provide Public Service Announcements</i> 	Safe-sleep billboard. Newspaper articles and radio spots	Immunizations billboard, Safe Sleep, Public Service Announcements, Ongoing	LARC, BREASTFEEDING, Heatstroke, children in cars. Family Planning /Maternity Billboards
<ul style="list-style-type: none"> ▪ <i>Training/Education for staff and partners</i> 	Ongoing	Ongoing	Community action team/CFPT meetings

Strategic Direction - Goal 3

Strategic Direction - Goal 4

Goal 4: Info Tech
Objectives and Activities

FY 2014-2015

FY 2015-2016

FY 2016-2017

<ul style="list-style-type: none"> ▪ <i>Become more efficient in the use of technology</i> 	On going training	On going	Ongoing
<ul style="list-style-type: none"> ▪ <i>Reduce paper documents and move towards electronic versions</i> 	<p>Reduced paper charts by 50%.</p> <p>All new medical records are Electronic</p>	On going- 75% completed	Ongoing 85% complete
<ul style="list-style-type: none"> ▪ <i>Purchase Cure MD</i> 	<p>Purchased 7/22/2014</p> <p>Goal Met</p>	Goal Met	Complete
<ul style="list-style-type: none"> ▪ <i>Installation of hardware and software</i> 	<p>Laptops, signature pads and label machines installed.</p> <p>Goal Met</p>	Goal Met	Complete
<ul style="list-style-type: none"> ▪ <i>Train staff on utilization of hardware and software</i> 	<p>Training on Cure MD January - March 2015</p>	<p>Clinical/Fiscal Management/Management Support trained on NC Health Information Exchange and Scotland County Care Connect</p>	<p>CureND adhoc report training</p>
<ul style="list-style-type: none"> ▪ <i>Provide access to all health department policies on County network</i> 	<p>In Progress- files located on server</p>	<p>Administrative policies, HIPAA policies on Network, ongoing</p>	<p>Ongoing updates</p>

Strategic Direction - Goal 5

Goal 5: Preparedness Objectives and Activities	<i>FY- 2014-2015</i>	<i>FY- 2015- 2016</i>	<i>FY 2016-2017</i>
<ul style="list-style-type: none"> ▪ <i>Strengthen Scotland County's Public Health Emergency Preparedness and Response Capabilities</i> 	LEPC began meeting at EOC quarterly. Ongoing EPI Team meetings quarterly	Ongoing	Ongoing
<ul style="list-style-type: none"> ▪ <i>Prepare and implement Open Point of Dispensing Exercise</i> 	Planning meetings were held in preparation of exercise in October 26, 2015	Full Scale Exercise completed on October 26, 2015	Completed
<ul style="list-style-type: none"> ▪ <i>Develop Local Emergency Planning Committee(LEPC)</i> 	April 2015	Goal Met 10/2015	Completed
<ul style="list-style-type: none"> ▪ <i>Update shelter policies and procedures</i> 	Meeting with community partners to develop a MO. (Red Cross, SMH, Schools, EMS)	Ongoing	Ongoing
<ul style="list-style-type: none"> ▪ <i>Provide staff/partner training and development</i> 	MGT-319 training	Respiratory Training/Trained EMS on Respiratory/FIT Testing	Tabletop exercise/family asst centers 2/2017 SMT ICS training/Everbridge Training 1-2017
<ul style="list-style-type: none"> ▪ <i>Ensure Epidemiology team meets quarterly</i> 	Continues to meet Quarterly	Continues to meet quarterly	Continues to meet quarterly

Strategic Direction - Goal 6

Goal 6: Reaccreditation Objectives and Activities	<i>FY- 2014-2015</i>	<i>FY- 2015- 2016</i>	<i>FY 2016-2017</i>
<ul style="list-style-type: none"> ▪ <i>To ensure Scotland County Health Department is able to perform minimal services to protect the health and safety of our residents and surrounding communities</i> 	Development of Accreditation Team for 2012-2016	Goal Completed	Completed
<ul style="list-style-type: none"> ▪ <i>Set timeframes for annual activities to be completed</i> 	Timeframes were set on September 1, 2014.	Ongoing	Completed
<ul style="list-style-type: none"> ▪ <i>Review activities/benchmark on timely basis</i> 	Accreditation team held and continues to hold monthly meetings	Weekly Accreditation meetings began March 2015	Completed
<ul style="list-style-type: none"> ▪ <i>Develop or update policies and procedures as needed to meet benchmarks</i> 	Polices and Procedures updated as needed based on recommendations of state consultant. Ongoing	Ongoing	Completed
<ul style="list-style-type: none"> ▪ <i>Electronic Submission of Health Department Self-Assessment Instrument (HDSAI)</i> 	In progress.	Submission date is October 30, 2015	Completed

Next Steps

The approved Scotland County Health Department Strategic Plan will be available on the county website - (www.scotlandcounty.org/health.aspx) to seek community input. Paper copies of the Strategic Plan will be available at the Scotland County Health Department. This information will be communicated via the local media.

The Scotland County Health Department Strategic Plan will be reviewed annually by agency staff and the Scotland County Board of Health in an effort to address the changing needs of the community.

Reviews

6 month review- 01/13/15; 10/16/2015; 11/01/2016;
2/3/2017; 3/28/2017

Contributors

*G. David Jenkins, MPA, REHS
Health Director*

*Tina Clark, RN, ERRN
Director of Nursing*

*Tim Martin, AA
Fiscal Manager*

*Kathie Cox, BS, CHES, RHEd
Health Educator II*

*Alisa Freeman, RN, BSN
Nurse Supervisor*

*Maria Roberts, RN, BSN, ERRN
Agency Accreditation Coordinator*