



**PUBLIC INFORMATION**

**ITEM NO. 27**

**DATE OF MEETING:** June 6, 2016

**REQUESTED BY:** Carolyn Moser, Health and Human Services Director

**SHORT TITLE:** Presentation and Approve of the 2016-2020 Strategic Plan.

**BACKGROUND:** A hard copy of the 2015 State of the 2016-2020 Strategic Plan has been provided to the Board for review. This report is required as part of the reaccreditation process.

# PENDER COUNTY HEALTH AND HUMAN SERVICES



## STRATEGIC PLAN 2016-2020



## **Mission Statements**

The ***Pender County Health Department*** is dedicated to the purpose of disease prevention and health promotion for all Pender County residents.

The ***Pender County Department of Social Services*** serves to strengthen the quality of life for all citizens through supportive services and advocacy.

## **Pender County Health and Human Services Values**

**Integrity-** We are committed to treating all people honestly and fairly, with dignity and respect.

**Accountability-** We are committed to fiscal and program accountability and evaluating our performance in terms of benefit to the public.

**Excellence-** We strive for excellence in services to our customers and in leadership throughout the health and human services system.

**Responsive-** We are committed to a strong, professional, responsive health and human services system that meets the challenges and adapts to a rapidly changing environment.

**Teamwork-** We are committed to working collaboratively with others to enhance health and human services for our communities and our residents.



## **Principles of the Ethical Practice of Public Health**

- 1. Public health should address the fundamental causes of disease and requirements for health, aiming to prevent adverse health outcomes.**
- 2. Public health should achieve community health in a way that respects the rights of individuals in the community.**
- 3. Public health policies, programs, and priorities should be developed and evaluated, ensuring an opportunity for input from community members.**
- 4. Public health should advocate and work for the empowerment of disenfranchised community members, helping to ensure that the basic resources and conditions necessary for health are accessible to all.**
- 5. Public health should seek the information needed to implement effective policies and programs that protect and promote health.**
- 6. Public health institutions should provide communities with the information they have that is needed for decisions on policies and programs.**
- 7. Public health programs and policies should incorporate a variety of approaches that anticipate and respect diverse values, beliefs, and cultures in the community.**
- 8. Public health programs and policies should be implemented in a manner that most enhances the physical and social environment.**
- 9. Public health institutions should protect the confidentiality of information that can bring harm to an individual or community if made public.**
- 10. Public health institutions should ensure the professional competence of their employees.**
- 11. Public health institutions and their employees should engage in collaborations and affiliations in ways that build the public's trust and the institution's effectiveness.**

*(The Pender County Health Department has adopted the "Principles of the Ethical Practice of Public Health" listed above as defined by the 2002 Public Health Leadership Society)*

## **Pender County Health and Human Services Strategic Plan 2016-2020**

The Pender County Board of Commissioners serves as the Pender County Board of Health which is the "...policy-making, rule-making, and adjudicatory body ..." for the local health department as defined by N.C. General Statute 130A-35. This responsibility supports public health's direct role with the community health assessment, community health improvement plans, and the department's strategic plan. Other requirements that support the development of these plans include:

- Statutory responsibility to protect and promote the public's health
- North Carolina accreditation standards for local health departments require strategic plans
- North Carolina mandated public health services
- Mission of disease prevention and health promotion for all Pender County residents
- Three public core functions (Assessment, Policy Development, and Assurance) and the ten Essential Public Health Services.

The Pender County Advisory Board of Health offers a variety of professional guidance and advocates for the health department and its programs. Recommendations from this board are shared with the Commissioners to assist in decision-making processes.

The Pender County Board of Commissioners also serves as the county's DSS Board. The DSS Board primarily focuses on the general direction, oversight, and supervision of the county social services department.

The objective of this document is to identify and set priorities to guide the work of all health and human services programs. Areas of emphasis are based on community needs along with an organizational assessment of DSS as determined within the following:

- 2014 Community Health Assessment
- 2015 SOTCH Report
- Health status indicators and statistical data for Pender County
- Public input and community surveys
- 2015 DSS Organizational Assessment
- Experience and expertise of the Pender County Board of Health, Advisory Board of Health, Pender County DSS Board, and Health and Human Services staff in identifying resources and needs.

They are not intended to exclude or discourage any existing or other program goals or interests. This plan will serve as a road map with evaluation, modification and intervention as the ongoing methodology of operation.

## Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

SWOT Analysis is a tool that identifies strengths, weaknesses, opportunities, and threats of an organization. Specifically, SWOT is a basic model that assesses what an organization can and cannot do, as well as potential opportunities and threats that impact what an organization can accomplish. The Strategic Planning Team identified the following SWOT that can impact delivery of health and human services to Pender County communities.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>◆ Local Government Support and funding</li> <li>◆ Strong community partnerships</li> <li>◆ Competent, well-trained, dedicated staff</li> <li>◆ On-going professional development for employees</li> <li>◆ Access to quality technological resources</li> <li>◆ Bilingual staff</li> <li>◆ Highly qualified, knowledgeable billing support staff</li> <li>◆ Inviting public health facilities</li> <li>◆ Annex location for services, Health, WIC, and DSS</li> <li>◆ Training site for numerous students and career tracks</li> <li>◆ Enhanced health education and outreach programs</li> <li>◆ Tele-health in school-based health centers</li> <li>◆ Comprehensive clinical and dental care</li> <li>◆ Electronic health record system</li> <li>◆ New partnerships and regional collaborations</li> <li>◆ Strong collaboration with emergency management to respond to public health preparedness concerns</li> <li>◆ Expanded Farmworker/Migrant Health Program serves as a regional leader</li> <li>◆ Upgraded Animal Shelter and Equine facility</li> <li>◆ Quality improvement initiatives</li> <li>◆ Responsible and proactive to emerging issues and trends</li> </ul>	<ul style="list-style-type: none"> <li>◆ Future Medicaid Reform uncertainties</li> <li>◆ Potential for cuts in Federal/State Public Health Programs</li> <li>◆ Ability to compensate professional staff at levels that attract highly qualified workers</li> <li>◆ Ability to recruit in some professional fields such as dental, nursing and nutrition</li> <li>◆ Availability of mental health resources and providers in the county</li> <li>◆ Limited primary care and chronic disease management services</li> <li>◆ Minimal collaboration with the public school system and public health initiatives</li> <li>◆ Economically diverse population</li> <li>◆ Challenges related to a rapidly growing population</li> <li>◆ Aging workforce</li> <li>◆ Aging DSS facility</li> <li>◆ Inadequate filing system for DSS programs</li> <li>◆ Lack of a document management system for archiving of inactive DSS files</li> <li>◆ Internal and external communication</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>◆ Emerging technologies to promote more efficient service delivery</li> <li>◆ Established relationship with media outlets</li> <li>◆ Regional partnerships with UNC-W and Southeastern AHEC</li> <li>◆ Leadership roles of staff in various professional organizations, regional, state and nationally</li> <li>◆ Consolidated Health and Human Services</li> <li>◆ Safety Net provider for uninsured and underinsured</li> <li>◆ Up-to-date electronic equipment and other tools for staff to perform more efficiently</li> </ul>	<ul style="list-style-type: none"> <li>◆ Lack of public transportation</li> <li>◆ Limited funding in chronic disease, health promotion and disease prevention services</li> <li>◆ Limited funding for school-based health centers</li> <li>◆ Tier 3 county ranking limits grant opportunities</li> <li>◆ Potential cuts to federal, state and local programs</li> <li>◆ Limited primary care providers in the county</li> <li>◆ Facility expansion restraints as population growth continues and service demands increase</li> </ul>

<b>Public Health Strategic Goals 2016-2020</b>	
<b>Goal #1</b>	Improve the health status and prevent premature death for all residents of Pender County
<b>Goal #2</b>	Expand access to primary care and chronic disease management for residents in Pender County
<b>Goal #3</b>	Ensure environmental health and safety through reduced exposure to unsafe food and lodging, unsafe water, and unsanitary environmental health conditions
<b>Goal #4</b>	Provide a coordinated public health preparedness response for all public health events or communicable disease outbreaks

<b>Social Services Strategic Goals 2016-2020</b>	
<b>Goal #1</b>	Utilize the 2015 Organizational Assessment as a blueprint to improve organizational effectiveness and efficiency.
<b>Goal #2</b>	Improve best practices, performance, and measureable outcomes of social services deliverables
<b>Goal #3</b>	Capitalize on opportunities to improve automation and the use of updated technology

<b>Health and Human Services Strategic Goals 2016-2020</b>	
<b>Goal #1</b>	Maintain a highly competent health and human services workforce that includes required and necessary training to meet job and/or licensure expectations
<b>Goal #2</b>	Maximize consolidated Health and Human Services efforts to improve comprehensive service delivery efforts to shared clients, thus avoiding duplication.
<b>Goal #3</b>	Increase community collaboration to address Mental Health and Substance Use issues in the community
<b>Goal #4</b>	Increase public awareness of Pender County Health and Human Services programs and services

# **Public Health Goals and Objectives 2016-2020**

- 1. Improve the health status and prevent premature death for all residents of Pender County.**
  - Reduce the percent of all women receiving late or no prenatal care by 2%;  
*Pender 31.5; NC 27.4*
  - Reduce the death rate due to suicide by 3%;  
*Pender 12.4; NC 15.8*
  - Reduce the death rate for diabetes by 2%;  
*Pender 24.7; NC 21.7*
  - Reduce the death rate for diabetes in African Americans by 5%;  
*Pender African Americans 47.2; Pender Whites 17.0*
  - Reduce the death rate for heart disease in African Americans by 5%;  
*Pender African Americans 190.0; Pender Whites 148.6*
  - Ensure all children served by the Pender County Health Department are properly immunized and entered in NCIR
  
- 2. Expand access to primary care, chronic disease management and mental health services for residents in Pender County.**
  - Increase primary care services provided at the health department and the school-based clinics
  - Expand medical oversight to three school-based health centers
  - Expand the Diabetes Self-Management Program classes to a variety of community sites across the county
  - Continue to offer a strong health education, disease prevention program throughout the county, including Chronic Disease Self-Management, Work-Site wellness, etc
  - Maintain operational mobile and health department dental clinics
  - Expand the childbirth class offerings
  - Continue Migrant Farmworker medical and dental clinics
  - Implement Medical Nutrition Therapy for high risk clients
  - Maintain an Affordable Care Coordinator at the health department to assist with enrollment
  - Continue active participation with UNC-W in regional efforts to improve community health
  - Continue collaborative efforts with Coastal Care to address the shortage of mental health and substance use providers in the community

## **Public Health Goals and Objectives (cont) 2016-2020**

- 3. Ensure environmental health and safety through reduced exposure to unsafe food and lodging, unsafe water and unsanitary environmental health conditions.**
  - Utilize risk-based assessment for food safety in food handling establishments
  - Reduce the risk of food-borne illness and other communicable diseases by ensuring reasonable protection through education, leadership and resources
  - Permitting, inspecting and testing well water in accordance with state statutes and rules
  - Permitting and inspecting on-site wastewater treatment systems in accordance with state statutes and rules
  - Maintain cross-trained staff within environmental health program
  - Utilize social media to alert and educate communities on various topics related to food and water safety
  - Increase public awareness on the prevention of vector-borne illnesses
  - Increase participation in public health preparedness response and training
  
- 4. Provide a coordinated public health preparedness response for all public health events or communicable disease outbreaks**
  - Maintain the current NC EDSS reporting system that allows for timely reporting and intervention as required by NC Communicable Disease Laws, increase communicable disease reporting from outside medical facilities and ensure providers are familiar with the reporting system
  - Maintain a current All Hazard Plan and a Continuity of Operations Plan and a coordinated response to a bioterrorism event or communicable disease outbreak, to be positioned for the competent management of hazardous materials, a bioterrorism event, or a communicable disease outbreak
  - Continue regular EPI team meetings and expand participation
  - Utilize the NC Health Alert Network to learn of local outbreaks as well as to alert regional and state officials in the event of an outbreak

## **Social Services Goals and Objectives 2016-2020**

- 1. Utilize the 2015 Organizational Assessment as a blueprint to improve organizational effectiveness and efficiency.**
  - Utilize the assessment to guide decision making processes to address organizational structure, leadership and staffing, and service delivery
  - Conduct follow-up of organizational changes and their impact, assuring efficiency and effectiveness
  - Develop short-term and long-term goals in coordination with DSS staff for the implementation of organizational changes
  - Establish and promote collaborative efforts with regional and state DSS Program staff as well as with peers from other counties
  
- 2. Improve best practices, performance, and measureable outcomes of social services deliverables**
  - Department leadership to increase participation in regional and state-wide trainings to remain current on suggested best practices
  - Leadership to receive training about establishing objectives and implementing activities that will yield measureable outcomes that will assist with service delivery as well as staff performance levels
  
- 3. Capitalize on opportunities to improve automation and the use of updated technology**
  - Department leadership to increase participation in regional and state-wide trainings to understand and implement state automated programs that will improve service delivery and efficiencies
  - Increase participation in local efforts to utilize more current technology
  - Increase networking efforts with state and regional consultants to assure department staff are knowledgeable and have a clear understanding of how to apply new technology

## **Health and Human Services Strategic Goals 2016-2020**

- 1. Maintain a highly competent health and human services workforce that includes required and necessary training to meet job and/or licensure expectations**
  - Provide training opportunities for staff in the areas of confidentiality, safety in the workplace, customer service, cultural competency and legal training as required for staff, as well as continuing education to meet job and/or licensure expectations or requirements
  - Work closely with Human Resources to assure all new staff meet qualifications for the position hired along with evaluating current employee position classifications to assure appropriate education and training
  - Assure leadership receives on-going training on how to manage and supervise staff
  - Promote networking efforts with peer counties, regional and state consultants
  
- 2. Maximize consolidated Health and Human Services efforts to improve comprehensive service delivery efforts to shared clients and avoid duplication**
  - Educate all health and social services staff about the services each department offers
  - Identify opportunities to collaborate when providing outreach in the community
  - Establish a process to increase referrals between agencies
  
- 3. Increase community collaboration to address Mental Health and Substance Use issues in the community**
  - Actively participate on inter-agency committees to increase community awareness of mental health and substance use concerns
  - Work collaboratively to identify resources and programs to increase community awareness
  - Work closely with the local management entity to identify gaps in services

## **Health and Human Services Strategic Goals 2016-2020**

### **4. Increase public awareness of Pender County Health and Human Services programs and services**

- Increase the use of social media to keep Pender County residents informed of current health and social issues, available services, and educational programs
- Increase opportunities to provide joint outreach events to promote available services
- Utilize a variety of media outlets to educate the public regarding current events and issues that impact the health and well-being of residents

## **2014 Pender County Health Department Community Health Assessment**

The 2014 Pender County Health Department's Community Health Assessment is the mechanism by which the county's health status is reviewed utilizing a community health opinion survey and available statistical data along with an understanding of economic factors and social influences within the county. Statistical data sets were researched from a variety of sources including, US Census, State Data Center, NC Employment Security Commission, NC Department of Commerce, Federal Statistics, Center for Disease Control, National Institutes of Health and numerous others.

The top three priorities identified in the 2014 Community Health Assessment were:

1. Mental Health and Substance Use
2. Diabetes
3. Increasing Access to Physical Activity

Community Health Action Plans were developed for the priorities. The following information will also be addressed as these plans evolve.

- ✚ According to the 2010 U.S. Census, the population for Pender County has grown 27.1% in the last 10 years. This growth is much greater than the population growth for the state as well as counties of similar size to Pender County. By the year 2020, the North Carolina Office of State Budget and Management estimates Pender County's rate of growth will be greater than 14%.
- ✚ According to the N.C. Division of Aging, the fastest growing population in the next 20 years will be those 65 years of age and older. In 2030, there will be more people in Pender County over the age of 65 years than those under the age of 17 years.
- ✚ In 2010, the three leading causes of death in Pender County were: Cancer, Diseases of the Heart, and Cerebrovascular Disease. For 2008-2012, these chronic diseases remain the leading causes of death.
- ✚ From 2008-2012, the Diabetes death rate was 23% higher than the state rate. The diabetes death rate for African Americans in Pender County is double the diabetes death rate for whites.
- ✚ The leading cause of death for residents ages 1-39 years was unintentional injuries, with the highest number of deaths from motor vehicle injuries.
- ✚ Access to care remains a problem in Pender County. In 2012, there were 3.3 primary care physicians per 10,000 population compared to the state ratio of 7.6 per 10,000 population.
- ✚ Poverty is a serious concern as it contributes to many barriers to health care and can negatively impact overall health status. From 2008-2012, child poverty and elder poverty rates were higher than the state rates.

## **2014 Pender County Health Department Community Health Assessment (cont)**

Pender County Health Department functions in accordance with the regulatory agencies, federal and state laws. The department is accountable to Pender County Government. With consolidation of Health and Human Services in 2013, the Pender County Board of Commissioners now functions as the Board of Health. There is an Advisory Board of Health that serves in the role of public health advocates and offers insight into many community health issues and concerns.

**Pender County Health and Human Services  
2016-2020 Strategic Action Plan**

<b>Goal 1-Health</b>	<b>Improve the health status and prevent premature death for all residents of Pender County.</b>		
<b>Objective #1</b>	Reduce the percent of all women receiving late or no prenatal care by 2%		
<b>Baseline Data</b>	2010-2014 <i>Pender 31.5; NC 27.4</i>		
<b>CHA Priority addressed</b>	<b>Access to Care Health Behavior Concerns</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Health Department Activities	Health Education Nursing Director Maternal Health Coordinator OBNP WIC Program On-Site Interpreters OBCM	E- Pender County Schools E-DSS E-CCNC E-Pender Adult Services transportation E-Migrant Farmworker Program	On-going
Family Planning Clinic	Health Education Family Planning Coordinator OBNP	E- DSS E-Pender County Schools E- Pender Adult Services transportation E-Migrant Farmworker Program	On-going
Promote early prenatal care through media and community education outreach	Health Education	E- Pender County Schools E-Local Newspapers E-DSS E- Migrant Farmworker Program E-WIC Program E-Social Media; agency website	On-going

<b>Goal 1-Health</b>	<b>Improve the health status and prevent premature death for all residents of Pender County.</b>		
<b>Objective #2</b>	Reduce the death rate due to suicide by 3%		
<b>Baseline Data</b>	2010-2014 <i>Pender 15.8; NC 12.4</i>		
<b>CHA Priority addressed</b>	<b>Mental Health and Substance Use Access to Care Health Behavior Concerns</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Health Department Community Education Outreach	Health Education	E- DSS E-Sheriff's Dept E- Emergency Services E-Local churches E-Pender Co. Schools E-Pender Memorial Hospital E-Pender County Govt E-School-based Health Center N- Coastal Horizons	On-going
Increase community awareness and education		E- DSS E-Pender Adult Services transportation E- Local Newspaper E-Local churches E-Pender Co. Schools E-School-based Health Center E-Pender Memorial Hospital E-Website N- Coastal Horizons	On-going
Collaborate with NC Injury and Violence Prevention Branch		N-Medical Examiner's Office	On-going

<b>Goal 1-Health</b>	<b>Improve the health status and prevent premature death for all residents of Pender County.</b>		
<b>Objective #3</b>	Reduce the death rate for diabetes by 2%		
<b>Baseline Data</b>	2010-2014 <i>Pender 24.7; NC 21.7</i>		
<b>CHA Priority addressed</b>	<b>Diabetes Access to Care</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Provide diabetic education and Diabetes Self-Management courses	Certified Diabetes Health Educator Nursing WIC Program On-Site Interpreters	E- Pender Memorial Hospital E-Migrant Farmworkers Program E-Area Churches E-Local Health Care Providers E-Pender Adult Services transportation	On-going
Provide limited primary care services on sliding fee scale	Health Education FNP Health Director	E- DSS E- Pender Adult Services transportation E- Local Health Care Providers	On-going
Community education programs	Health Education	E- DSS- E –Local Newspaper E-Social Media E-Community Fairs and Events N-YMCA Diabetes Prevention Program	On-going

<b>Goal 1-Health</b>	<b>Improve the health status and prevent premature death for all residents of Pender County.</b>		
<b>Objective #4</b>	Reduce the death rate for diabetes in African Americans by 5%		
<b>Baseline Data</b>	2010-2014 <i>Pender County African Americans 47.2;</i> <i>Pender County Whites 17.0</i>		
<b>CHA Priority addressed</b>	<b>Diabetes Access to Care Health Behavior Concerns</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Provide diabetetic education and Diabetes Self-Management courses	Certified Diabetes Health Educator Nursing WIC Program On-Site Interpreters	E- Pender Memorial Hospital E-Pender Adult Services transportation E-Pender County School nurses E-Local Health Care Providers E-Local Churches	On-going
Provide limited primary care services on sliding fee scale	Health Education FNP Health Director	E- DSS E- Pender Adult Services transportation E- Local Health Care Providers	On-going
Community education programs	Health Education	E- DSS- E –Local Newspaper E- Community Groups and churches E-Pender County Schools	On-going

<b>Goal 1-Health</b>	<b>Improve the health status and prevent premature death for all residents of Pender County.</b>		
<b>Objective #5</b>	Reduce the death rate for heart disease in African Americans by 5%		
<b>Baseline Data</b>	2010-2014 <i>Pender County African Americans 190.0;</i> <i>Pender County Whites 148.6</i>		
<b>CHA Priority addressed</b>	<b>Access to Care</b> <b>Health Behavior Concerns</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b> <b>N=new;E=existing</b>	<b>Timeframe</b>
Provide preventive education at clinic visits	Health Education Nursing FNP	E- American Heart Assoc E-Pender Memorial Hospital E-Nutritionist	Ongoing
Encourage healthy lifestyles	Health Education Nursing FNP	E- Pender Memorial Hospital E-Pender County Government Human Resources, wellness program E-Agricultural Extension E-Local Newspaper E- Website E- Pender County Parks and Recreation E- Pender County Planning and Zoning E- Churches	Ongoing
Annual screening	Health Education BCCCP nurse Nursing FNP	E –Local Newspaper E-Online Newspaper E-Pender Adult services transportation	Ongoing
Preventive Community Education	Health Education Nursing	E- American Cancer Society E-Local Newspaper E- Website E-Pender Memorial Hospital	Ongoing

<b>Goal 1-Health</b>	<b>Improve the health status and prevent premature death for all residents of Pender County.</b>		
<b>Objective #6</b>	Ensure all children served by the Pender County Health Department are properly immunized and immunizations are entered in NCIR		
<b>Baseline Data</b>	2012-2013: Pender County average 70% Statewide county average 70%		
<b>CHA Priority addressed</b>	<b>Access to Care</b> <b>Diabetes</b> <b>Increasing Access to Physical Activity</b> <b>Health Behavior Concerns</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b> N=new; E=existing	<b>Timeframe</b>
Collaborate with local providers and school health nurses	Health Education Immunization Nurse FNP WIC	E- Local Newspaper E- Website E-School-Based Health Centers E-Local Health Care Providers E-Migrant Farmworker Program	On-going
Community Outreach, Health Fairs and Immunization clinics	Health Education Nursing	E- Pender Memorial Hospital E-Local Newspaper E- Website E-SHAC E- Local Health Care Providers E-Migrant Farmworker Program	On-going
Documentation in NCIR	Immunization Nurse Child Health Nurse School-Based Health Centers	E-NC Immunization Branch E-Local Health Care Providers E-School-Based Health Centers	On-going

<b>Goal 2-Health</b>	<b>Expand access to primary care, chronic disease management and mental health services for residents in Pender County.</b>		
<b>Objective #1</b>	Continue, maintain, enhance and explore opportunities to increase access to health care in the community.		
<b>Baseline Data</b>	In 2012, there were 3.3 primary care physicians per 10,000 population compared to the state ratio of 7.6 physicians per 10,000 population		
<b>CHA Priority addressed</b>	<b>Mental Health and Substance Use</b> <b>Access to Care</b> <b>Diabetes and Chronic Disease</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Collaborate with Southeastern Area Health Education Center; New Hanover Regional Medical Center (including Pender Memorial Hospital); and NC Office of Rural Health to promote recruitment of primary care physicians.	Health Director Director of Nursing	E- Seahec E-Rural Health Office	On-going
Expand: medical oversight for three school-based health centers; Diabetes Self-Management Program; childbirth class offerings; medical nutrition therapy; primary care and chronic disease management services at the health department	Director of Nursing Certified Diabetes Health Educator Health Education staff FNP staff Nutritionist	E- School-Based Health Centers E- Pender County Schools E-Website E-Local Newspapers E-Pender County Govt.	On-going
Maintain: mobile and health department dental services; Affordable Care Coordinator; health education outreach efforts	Director of Nursing Dental health staff	E- DSS E-Pender County Schools E-Website	On-going
Promote active participation with UNC-W regional community health efforts	Health Director	E- UNC-W E-Regional Health Depts E-Seahec	On-going
Increase collaborative efforts with Trillium to address the shortage of mental and substance use providers in Pender County	Health Director Director of Nursing	E- Pender Memorial Hospital E-Sheriff's Dept E-Emergency Services	On-going

<b>Goal 3-Health</b>	<b>Ensure Environmental Health and Safety through reduced exposure to unsafe foods, unsafe lodging, and unsanitary environmental conditions.</b>		
<b>Objective #1</b>	<b>Maintain current monitoring system of food, food handlers, and lodging facilities by meeting the required frequency of inspections established by the NC Environmental Health; maintain current sampling requirements on newly constructed drinking water wells to help assure a safe drinking water supply; enforce state mandated on-site waste water regulations and monitor sewage disposal systems; develop work force educational opportunities to allow the staff to become more involved with emerging environmental issues such as emergency response and technologies to help improve service.</b>		
<b>Baseline Data</b>	<b>Statistical reports indicating compliance with state mandated programs and specific program reviews from Regional Environmental Health Consultants.</b>		
<b>CHA Priority Addressed</b>	<b>Access to Care Chronic Disease</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Ongoing inspections within regulated facilities at required frequencies	Environmental Health Supervisor and Program Specialists	E-NCEH, NCDA	As prescribed by State Regulation
Promote Food Safety Training for food handlers and Day Care Providers (Serve Safe)	Environmental Health staff	E- NC Env. Health	On-going
Ongoing staff education, development and credentialing of staff	Environmental Health Supervisor and Program Specialists	E- SOP Workshops, NCPHA, RS Board, State Universities	Annual
Permitting and Monitoring of wells and septic tank systems	Environmental Health Specialists	E-NC Env. Health E-Division of Water Quality (DWQ),	Daily
Training for contractors on wells and septic systems/ Pool operators	Environmental Health Supervisor and Program Specialists	E- State Certification Boards	Yearly
Implement EHS quality improvement program	Health Director Environmental Health Supervisor	E- NC Env. Health	On-going
Childhood Lead Poisoning Investigations	Environmental Health Specialist	E- NC Env. Health , Building Inspections	As Needed
Public Information and Presentations regarding Environmental Health Program	Environmental Health Supervisor and staff	E- Local media E-Social media and website	On-going

<b>Goal 4-Health</b>	<b>Provide a coordinated response to a Public Health event or communicable disease outbreak</b>		
<b>Objective #1</b>	<b>Maintain the current NC EDSS reporting system that allows for timely reporting and intervention as required by NC Communicable Disease Laws, increase communicable disease reporting from outside medical facilities and ensure providers are familiar with the reporting system</b>		
<b>CHA Priority addressed</b>	<b>Access to Care Chronic Disease</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Keep Communicable Disease Tracking System current	Communicable Disease Nurse and TB Coordinator Director of Nursing	E- DHHS	On-going
Keep information available for community	Health Educator CD Nurse	E- Pender County Schools E-Emergency Services E-Website E-Local media	On-going
Adhere to formal surveillance program	CD Nurse Director of Nursing	E- DHHS E-Regional Consultants E-New Hanover Regional	On-going
Implement Online Reporting System	CD Nurse Director of Nursing	E- DHHS, E-NC EDSS	On-going
Education of medical providers through ongoing communication	TB Coordinator and CD Nurse Director of Nursing Health Educators	E- Local Health Care Providers E-Pender Memorial	On-going
Maintain an active Epidemiology Team	Director of Nursing CD Nurse	E-New Hanover Regional E-Pender Co. Schools E- DHHS State Consultants	On-going

<b>Goal 4-Health</b>	<b>Provide a coordinated response to a Public Health event or communicable disease outbreak</b>		
<b>Objective #2</b>	<b>Maintain a current All Hazard Plan and a coordinated response to a bioterrorism event or communicable disease outbreak and to be positioned for the competent management of hazardous materials, a bioterrorism event or a communicable disease outbreak</b>		
<b>Baseline Data</b>	<b>Since 9/11, Public Health involvement in bioterrorism events and communicable disease outbreaks has become more formalized through funding and training of public health staff. Various plans have been developed to coordinate how we address such issues as well as training and hiring staff. Mandated trainings such as NIMS has become a requirement of public health staff along with annual exercises to ensure public staff knowledge and experience in dealing with communicable disease outbreaks and bioterrorism. Further, committees have been developed within the health department that also includes community partners to ensure a coordinated response to such events.</b>		
<b>CHA Priority addressed</b>	<b>Access to Care</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Contract with Preparedness Coordinator	Health Director/ Preparedness Coordinator/Nursing Director	E- Emergency Management Services (EMS) E- Hospital	On-going
Coordination with other agencies	Health Director/Preparedness Coordinator	E- Law Enforcement E-School System E-Private Industries	On-going
Education of staff and community plans	Health Director/Preparedness Coordinator/Nursing Director	E- Emergency Management N- Law Enforcement, School System	On-going
Maintain current contact List for the health department to be used in emergency responses	Health Director/Preparedness Coordinator/Nursing Director	E- Local Medical Providers E- Law Enforcement	On-going
Participate in Bioterrorism exercises that includes Strategic National Stockpile (SNS)	Health Dept staff Epidemiology Response Team	E- NC Public Health Preparedness;Emergency Management, Law Enforcement, School System	On-going

<b>Goal 1-DSS</b>		<b>Improve organizational effectiveness and efficiency</b>		
<b>Objective #1</b>	Utilize the 2015 DSS Organizational Assessment as a blueprint to improve organizational effectiveness and efficiency			
<b>Baseline Data</b>	<b>Organizational Assessment Findings</b>			
	<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
	Utilize the assessment to guide decision-making processes to address organizational structure, leadership and staffing, and service delivery	HHS Director DSS Program Managers and supervisors Human Resources	E- Pender Co. Govt. N-DSS Regional Consultants N-Peer DSS and HHS Directors	On-going
	Evaluate organizational changes and their impact on the department	HHS Director DSS Program Managers and supervisors Human Resources County Manager	E- Pender Co. Govt. N-DSS Regional Consultants	On-going
	Establish short-term and long-term goals, in collaboration with DSS leadership, to implement organizational and program changes	HHS Director DSS Program Managers and supervisors	E- Pender Co. Govt. N-DSS Regional Consultants	On-going
	Promote professional relationships between DSS staff and State/Regional consultants as well as regional peers	HHS Director	N-DSS State and Regional Consultants N-Regional DSS peers	On-going

<b>Goal 2-DSS</b>	<b>Improve best practices, performance and measureable outcomes of social services deliverables</b>		
<b>Objective #1</b>	Utilize the 2015 DSS Organizational Assessment as a blueprint		
<b>Baseline Data</b>	<b>Organizational Assessment Findings</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Increase participation in regional and state-wide professional trainings and continuing education to obtain knowledge of best practices for the department	HHS Director DSS Program Managers and supervisors DSS staff	E- Pender Co. Govt. N-DSS Regional Consultants N-Peer DSS and HHS Directors	On-going
Identify training opportunities for leadership staff to develop knowledge about establishing objectives and activities that yield measureable outcomes to help improve service delivery	HHS Director DSS Program Managers and supervisors	N-DSS Regional Consultants N-Peer DSS and HHS Directors	On-going

<b>Goal 3-DSS</b>	<b>Capitalize on opportunities to improve automation and the use of updated technology</b>		
<b>Objective #1</b>	Utilize the 2015 DSS Organizational Assessment as a blueprint		
<b>Baseline Data</b>	<b>Organizational Assessment Findings</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Increase staff participation in regional and state-wide trainings to understand and implement state automated programs that will increase efficiency and improve customer service	HHS Director DSS Program Managers and supervisors	E- Pender Co. Govt. N-DSS Regional Consultants	On-going
Increase internal training to utilize current technology for service delivery	HHS Director DSS Program Managers and supervisors	N-DSS Regional Consultants E-Pender Co. IT	On-going
Promote networking opportunities with state and regional consultants as well as regional peers to enhance knowledge of new technology that is currently available for service delivery	HHS Director DSS Program Managers and supervisors	E- Pender Co. Govt.	On-going

<b>Goal 1-HHS</b>	<b>Maintain a highly competent health and human services workforce that includes required and necessary training to meet job and/or licensure expectations</b>		
<b>Objective #1</b>	To assure a highly competent and professional staff		
<b>Baseline Data</b>	<b>Human Resource Data</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Identify training opportunities for staff in the areas of confidentiality, safety at the worksite, customer service, cultural competency and legal training as well as continuing education to meet job/licensure expectations	HHS Director DSS Program Managers and supervisors	E- Pender Co. Govt. E-Human Resources E-NC DHHS	On-going
Work closely with Human Resources to assure all new staff meet qualifications for the position hired as well as assessing current employee position classifications to verify appropriately held education and training	HHS Director DSS Program Managers and supervisors HR Director	E- Pender Co. Govt.	On-going
Assure department leadership receives continuing education on how to manage and supervise staff	HHS Director DSS Program Managers and supervisors	E- Pender Co. Govt. E-Human Resources E-NC DHHS	On-going
Promote networking opportunities with peer counties, regional and state consultants	HHS Director DSS Program Managers and supervisors	E- Pender Co. Govt. E-Human Resources	On-going

<b>Goal 2-HHS</b>	<b>Maximize consolidated Health and Human Services efforts to improve comprehensive service delivery efforts to shared clients, thus avoiding duplication</b>		
<b>Objective #1</b>	Identify and reduce duplication of service delivery where applicable		
<b>Baseline Data</b>	<b>Current listing of all programs and services</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Educate staff in health and DSS as to services provided in an effort to identify ways to coordinate service provision	HHS Director Health supervisors DSS Program Managers and supervisors	E- Pender Co. Govt. E-NC DHHS	On-going
Establish a process to improve inter-departmental client referral process	HHS Director Health supervisors DSS Program Managers and supervisors	E- Pender Co. Govt. E-NC DHHS E-Regional consolidated agency peers	On-going

<b>Goal 3-HHS</b>	<b>Increase community collaboration to address Mental Health and Substance Use Issues</b>		
<b>Objective #1</b>	To promote relationship building between departments and other community agencies in addressing current or future community issues and concerns		
<b>Baseline Data</b>	<b>Health data</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Actively participate on inter-agency committees to increase community awareness of mental health and substance use concerns	HHS Director Health and DSS supervisors and staff	E- Pender Co. Govt. E-Coastal Horizons E-JCPC program	On-going
Work collaboratively to identify resources and programs to increase community awareness	HHS Director Health supervisors DSS Program Managers and supervisors	E- Pender Co. Govt. E-NC DHHS E-Regional peers E-Community organizations E-Pender Co. Schools	On-going
Work closely with the local management entity to identify gaps in services for mental health and substance use	HHS Director Health supervisors DSS Program Managers and supervisors Coastal Horizons	E-NC DHHS E-NC Mental Health state programs E-Pender Co. Schools	On-going

<b>Goal 4-HHS</b>	<b>Increase public awareness of Pender County Health and Human Services programs and services</b>		
<b>Objective #1</b>	<b>To keep Pender County residents informed of available services and educational programs.</b>		
<b>Baseline Data</b>	Current listing of available services		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners N=new; E=existing</b>	<b>Timeframe</b>
Increase the use of social media to keep Pender County residents informed of current health and social issues, available services, eligibility guidelines, and educational programs	Health and Human Services staff Health educators Social workers	E- Local Media, E-County and department Websites E-Facebook	On-going
Increase opportunities to jointly attend community outreach events to promote services	Health and Human Services staff	E- Local Media, E-County and department Websites E-Facebook E-Pender Co. IT	On-going
Utilize a variety of media outlets to educate the public regarding current events, community concerns, and potential natural disasters or communicable disease outbreaks	Health and Human Services staff	E- Local Media, E-County and department Websites E-Facebook E-Pender Co. IT E-Pender Co. Emergency Services E-Pender Co. Sheriff's Dept	On-going

## **Measurement and Strategic Plan Timeframes**

Measurement is a critical aspect for proposed objectives and strategies in any plan. Details are typically incorporated that specify what will be accomplished within a given timeframe. Many of the strategies in this plan will be on-going processes. Review of the plan on a regular basis will allow the department to refine objectives, strategies and timeframes.

The 2016-2020 Strategic Plan is based on the 2015 Community Health Assessment priorities. It has been developed to address the most pressing needs to benefit the community at large and hold the consolidated agency accountable.

Community engagement with these efforts is needed and strongly encouraged. If you are interested in local health and human services initiatives, please contact: Carolyn Moser, HHS Director- [cmoser@pendercountync.gov](mailto:cmoser@pendercountync.gov)

This plan will be posted on the Pender County Health Department's and the Pender County Department of Social Services' websites:  
[www.pendercountync.gov](http://www.pendercountync.gov)

