

Caldwell County Health Department
Strategic Plan 2015-2017



Caldwell County

North Carolina

**Approved by the Caldwell County Board of Health
February 5, 2015**



Public Health
Prevent. Promote. Protect.

Caldwell County Health Department
Strategic Plan 2015-2017

Mission Statement

“To Promote, Protect and Improve the Health of Our Community”

Caldwell County Health Department Strategic Plan 2015-2017

This document reflects the focus areas of the Caldwell County Health Department during the next three-year period (2015-2017).

The Caldwell County Health Department is committed to following the Community Health Assessment Action Plan in an effort to fulfill our mission “to promote, protect and improve the health of our community.”

The Caldwell County Health Department Management Team, along with the Caldwell County Board of Health, strives to meet the following Guiding Principles:

- The Caldwell County Health Department will collaborate with partners to develop programs that meet the public health needs of the community, prevent disease, improve health and assure public safety.
- The Caldwell County Health Department will be the voice for the people served by its programs and will educate elected and appointed officials on the public health needs of the county in order to allocate appropriate resources to meet those needs.
- The Caldwell County Health Department will be trusted by the community as the leader in public health and the voice for public health needs.
- The Caldwell County Health Department will develop and strengthen partnerships that promote public health leadership and assures a quality, skilled workforce at the agency that is committed to lifelong careers in public health.
- The Caldwell County Health Department will lead the community in understanding the relationship between lifestyle and personal health in order to prevent chronic disease.

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A Strategic Planning session was held in November 2014 with both the agency’s Management Team and the Caldwell County Board of Health members in attendance. A SWOT Analysis was conducted at that time and the Management Team met in January 2015 to discuss the development of the Strategic Plan.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Dedicated, highly skilled staff • Interpersonal relationships • Good stewardship of limited resources • Programming • Well-known in the community • Strong leadership • Established relationships with hospital, medical providers, community organizations, DSS, schools • Community looks to the agency as the leader for solutions • Environmental Health (clean water, safe restaurants, pools, tattoo parlors) 	<ul style="list-style-type: none"> • Reactive vs. proactive • Communication • Lack of a succession plan • Recruitment and retention of qualified staff (“training ground”) • Public perception of who we serve (poor, illegal) • Marketing (webpage, social media) • Technology • Funding • Need to respond to outside forces (politics) • Shared information 	<ul style="list-style-type: none"> • Changes in program mandates • Funding • EMR-requires exchange of information • Social media • Technology to promote efficiency • Communication • Google • Student interns 	<ul style="list-style-type: none"> • Technology • Health reform/ACA • Aging workforce • Misinformed voice is the loudest • Image of public health • Competition • Pandemic • Lack of interoperability

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The Strategic Goals and Priorities of the Caldwell County Health Department were developed by the Management Team in January 2015.

Strategic Goals

<u>Goal 1</u> ^{*++}	To improve the health status and prevent premature death for residents of Caldwell County.
<u>Goal 2</u> [^]	To increase public awareness of health programs and services offered by the Caldwell County Health Department.
<u>Goal 3</u>	To improve the efficiency and effectiveness of Caldwell County Health Department operations.

* Address Community Health Assessment Priorities

++ Health Department Priority 1

^ Health Department Priority 2

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2014 Community Health Assessment

A copy of the Caldwell County Community Health Assessment is available on the county's webpage at www.caldwellcountync.org

In 2014, the Caldwell County Community Health Assessment Steering Committee collected primary data using survey and focus group data. The Steering Committee created an opinion survey and solicited responses via the Caldwell County website, county library, health department and court jury pool. Additional Caldwell County data was obtained via regional phone surveys. This methodology ensured the sample collection was representative of the county as a whole. A total of 675 interviews were completed. Six focus groups, consisting of adult, low-income/minority, business, teen and senior adult individuals, were conducted. The Advisory Committee used pre-tested survey questions and open-ended questions to gather information from Caldwell County residents on issues related to quality of life, community improvement, health information, personal health, access to care and emergency preparedness.

Secondary data was obtained from a variety of sources that included the North Carolina State Center for Health Statistics, U.S. Census Bureau, North Carolina Department of Labor and the North Carolina Department of Health and Human Services Division of Public Health.

Based on the data collected, the following health concerns were identified:

- Substance abuse/mental health
- Chronic disease
- Access to care
- Education/economy
- Teen health

Substance Use/Mental Health – Substance abuse was reported in the opinion survey as an unhealthy behavior having the largest impact on the community. Survey responses reveal that drug abuse is a health topic caretakers believe their child/children need more information about. 4.3% of survey respondents admit taking a prescription drug that was not prescribed to them. In 2011, 7.32% of traffic accidents in Caldwell County were due to alcohol use compared to 5.10% of traffic accidents in North Carolina. From 2007 to 2011, the suicide rate in Caldwell County was 17.3 per 100,000 residents, 30% higher than the state rate.

Chronic Disease – Chronic disease morbidity was reported to be a community-wide issue that had the largest impact on the overall quality of life in Caldwell County by 9.91% of survey respondents. In 2011 and 2012, cancer (23.1%) and diseases of the heart (22.6%) were the leading causes of death. The 2007-2011 heart disease rate for Caldwell County was 196.9 per 100,000 residents compared to 179.3 for the State though this is an improvement over the 2002-2006 rates: 224.5 per 100,000 Caldwell County residents and 216.5 per 100,000 per North Carolina residents.

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Access to Care – 2009-2010 data from the North Carolina Department of Health and Human Services reveals 17.3% of non-elderly Caldwell County citizens are uninsured compared to 19.6% of North Carolina non-elderly residents. According to the 2012 Western North Carolina Community Health Assessment, 25.0% of survey respondents 18-64 years old living in Caldwell County reported they lack insurance and 12.0% reported they were unable to get needed medical care at some point in the past year. The Healthy People 2020 target for individuals who have visited a dentist in the past year is at least 49.0%. 44.9% of Caldwell County residents surveyed report they visited a dentist in the past year compared to 63.7% of those surveyed in Western North Carolina and 68.4% of all North Carolinians surveyed.

Education/Economy – Information from the 2007-2011 U.S. Department of Commerce reveals 16.9% of Caldwell County residents have a 9th to 12th grade education with no diploma and 7.8% have less than a 9th grade education. 15.52% of Community Health Assessment survey respondents believe that dropping out of school is a community-wide issue having the greatest effect on quality of life in Caldwell County. In the 2011-2012 school year, the dropout rate for Caldwell County was 1.92 per 1,000 students, an improvement over the 2010-2011 rate of 2.17. According to Spotlight on Poverty and Opportunity, 17.4% of Caldwell County residents were below poverty level in 2011, a 4% increase since 2009. 55.6% of individuals responding to the Community Health Assessment survey indicate that low income/poverty affects the quality of life in the county.

Teen Health – Having unsafe sex was reported as an unhealthy behavior having the largest impact on the community and survey responses reveal that sexual intercourse and sexually transmitted diseases are health topics caretakers believe their child/children need more information about. According to the Adolescent Pregnancy Prevention Campaign of NC, the 2013 teen pregnancy rate for Caldwell County was 43.2 per 1,000 females age 15-19 years old, 18.3% lower than the 2012 rate and 24.3% lower than 2011. The number of teen girls age 15-19 years old with repeat pregnancies, however, increased 44% from 18.2% in 2012 to 26.2% in 2013.

The Caldwell Community Health Assessment Steering Committee reviewed data collected from secondary sources as well as results from the CHA opinion survey to determine the top three health priorities for the next three years. Steering Committee members ranked the priorities from one to five based on the magnitude, seriousness of consequences and overall feasibility and selected the following:

- Chronic Disease
- Teen Health
- Substance Use/Mental Health

The Caldwell County Health Department will collaborate with a variety of community partners including Caldwell Council on Adolescent Health, Caldwell County Schools, Caldwell-UNC Health Care, Helping Hands Clinic, Smoky Mountain Center, medical providers, municipalities, civic groups and faith-based organizations in an effort to address the priorities identified in the 2014 Community Health Assessment.

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Goal 1	To improve the health status and prevent premature death for residents of Caldwell County.			
Objective #1	A. Decrease the percentage of deaths caused by heart disease by 2% B. Increase the number of opportunities for community members to receive education related to chronic disease prevention by 5 C. Increase the number of opportunities for community members to receive nutrition education by 5			
Baseline Data	22.6% of deaths in Caldwell County are caused by diseases of the heart Source: NC State Center for Health Statistics 44.97% of adults report their children need more information about nutrition Source: 2014 Community Health Assessment surveys			
CHA Priority Addressed	Chronic Disease Teen Health			
Activities	Lead Person(s)	Partners	Timeframe	Outcome or results
Provide education to community members (adults 65 and older) to self-manage chronic disease and improve their health status	Anna Martin, Health Education Supervisor, Caldwell County Health Department Kelsey Pfaff, CHES, Health Educator, Caldwell County Health Department	Senior Center, Quest 4 Life, Western Piedmont Area on Aging	Ongoing	Conduct 6 classes per session with pre- and post-tests; instructors are CDSMP certified and are trained in diabetes self-management
Collaborate with other agencies working to increase the percentage of individuals who have access to healthy foods	TruLife Coordinator	Caldwell County schools (TruLife), farmers' markets, Lenoir News Topic, Board of Education, Caldwell County Health Department, Caldwell Community College and Technical Institute	Ongoing	TruLife meets monthly to discuss healthy food options at school and in the community; recruit more participants for Corner Store project; recruit more schools to join TruLife
Provide community education to at risk individuals addressing a variety of health topics related to chronic disease	Anna Martin, Health Education Supervisor, Caldwell County Health Department Kelsey Pfaff, CHES, Health Educator, Caldwell County Health Department	Kwanzaa Inn, Lenoir Housing Authority, Shelter Home, Senior Center	Ongoing	Conduct classes and presentations upon request (examples: physical activity, women's health, portion control, heart health) with subsequent participant surveys

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Goal 1	To improve the health status and prevent premature death for residents of Caldwell County.			
Objective #2	A. Decrease the suicide rate in Caldwell County by 1.3 B. Increase the number of opportunities for individuals to receive education related to substance use/abuse by 5			
Baseline Data	17.3 per 100,000 Caldwell County residents died by suicide (2007-2011) Source: NC State Center for Health Statistics 43.39% of adults report their children need more information about drug abuse Source: 2014 Community Health Assessment surveys 42.33% of adults report their children need more information about bullying Source: 2014 Community Health Assessment surveys			
CHA Priority Addressed	Substance Use/Mental Health Teen Health			
Activities	Lead Person	Partners	Timeframe	Outcome or results
Collaborate with other agencies working to decrease the number of individuals abusing prescription drugs	Smoky Mountain Center Law enforcement	Caldwell County Health Department, Smoky Mountain Center, Caldwell County Sheriff's Office, Lenoir Police Department, Project Lazarus, pharmacies, Caldwell County schools, medical providers, faith community, local media, Helping Hands	Ongoing	Establish local Project Lazarus coalition; Operation Medicine Drop; media campaign
Collaborate with other agencies working to prevent substance use among teens	Caldwell County schools	Caldwell County Health Department, Caldwell County schools, Project Lazarus, TruLife, Project ASSIST	Ongoing	Establish local Project Lazarus coalition; media campaign; school presentations (middle school students); provide education to at-risk youth

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Goal 2	To increase public awareness of health programs and services offered by the Caldwell County Health Department.			
Objective #1	A. Increase public’s knowledge of health department programs and services. B. Provide optimal customer service to individuals utilizing health department programs and services.			
Baseline Data	No baseline data available.			
CHA Priority Addressed				
Activities	Lead Person	Partners	Timeframe	Outcome or results
Update agency webpage, promoting public health programs and services	LouAnne Kincaid, County of Caldwell PIO	County of Caldwell	July 2015	Agency updates are submitted to county PIO or agency contacts
Solicit consumer feedback on all programs and services provided by the Caldwell County Health Department	Management Team	NA	Ongoing	“Bright Ideas” program launched 11/1/12 (suggestion box installed in the health department lobby); Customer Satisfaction surveys distributed to consumers by program; WIC webpage includes opportunity for consumer feedback; agency survey and quarterly results available on county website
Provide optimal customer service in all program areas	Caldwell County Customer Service Design Team	County of Caldwell	Ongoing	“Excellence in Customer Service” training to all staff
Host and/or participate in health promotion events	Management Team	Caldwell-UNC Health Care, Susan G. Komen local affiliate, Helping Hands Clinic; Caldwell County Emergency Management	Ongoing	Susan G. Komen grant application and fund raising events; participation in community health fairs (Fire & Life Safety Fair, Career Day, school Safety Fair, churches); radon event
Public Health programming on local television station	Anna Martin, Health Promotion Supervisor	County of Caldwell	Ongoing	Provide monthly public health program(s) for local broadcast
Promote public health programs and services	Management Team	County of Caldwell, Lenoir News Topic, WJRI radio, DHHS DPH	Ongoing	Annual WIC ad; public health news releases; present public health education topic(s) at televised Board of Health meetings; use of social media; use billboards in high traffic areas to promote public health programs and services

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Goal 3	To improve the efficiency of Caldwell County Health Department operations.			
Objective #1	Establish and maintain a Quality Improvement (QI) culture			
Baseline Data	No baseline data available.			
CHA Priority Addressed				
Activities	Lead Person	Partners	Timeframe	Outcome or results
Participate in Practice Management (PM)	Jami Bentley, Administrative Officer	NA	Ongoing	Evaluate clinic scheduling to maximize volume, efficiency and revenue; develop policies and procedures for income verification; evaluate clinic practices to assure effectiveness of PM
Participate in QI training	Brittany Dobbins, MPH, Assistant Health Director	NCCPHQ (NC Center for Public Health Quality)	Ongoing	Participate in QI training as available and applicable
QI training for all public health staff	Brittany Dobbins, MPH, Assistant Health Director	NA	February 2015	Agency-wide QI training
Develop potential QI projects	QI team	NA	Ongoing	Development of proposed QI projects

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Next Steps

The approved Caldwell County Health Department Strategic Plan will be available on the county webpage (www.caldwellcountync.org) to solicit community input. Paper copies of the Plan will be available at the Health Department. This information will be communicated via the local media.

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