



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.



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

## **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

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

## Strategic Planning Goal 2

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

### Strategic Planning Goal 3

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

## Strategic Planning Goal 4

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

## Strategic Planning Goal 5

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

## Strategic Planning Goal 6

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

## Strategic Direction - Goal 1

<b>Goal 1: Clinic Flow Objectives and Activities</b>	<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		
▪ <i>Implement electronic medical records</i>	Implemented Practice Management Jan. 14, 2015 And Clinical on March 25, 2015		
▪ <i>Improve customer service</i>	Increased number of patients seen through General Clinic		
▪ <i>Maximize staff productivity</i>	Renovation of front registration area.		
▪ <i>Decrease patient wait time</i>	In Progress		
▪ <i>Increase number of patients served</i>	In Progress		
▪ <i>Staff training and development</i>	Training on Cure MD (Electronic Medical Records)		
▪ <i>Open access scheduling</i>	June 2014		
▪ <i>Renovation of clinic area</i>	2 rooms renovated for Child Health Clinic		
▪ <i>Training and utilization of Cure MD</i>	See above		
▪ <i>Radio spots/newspaper articles</i>	Child Health, Maternity, Immunizations, Family Planning		
▪ <i>Scheduled Practice Management Team meetings</i>	Monthly meetings		

## Strategic Direction - Goal 2

<b>Goal 2: Infant Mortality Objectives and Activities</b>	<i>FY- 2014-2015</i>	<i>FY- 2015- 2016</i>	<i>FY 2016-2017</i>
<ul style="list-style-type: none"> <li>▪ <i>Assure Maternal Health services for the community</i></li> </ul>	Maternal Health Clinic re-opened in February 18, 2015		
<ul style="list-style-type: none"> <li>▪ <i>Provide Child Health services for the community</i></li> </ul>	Child Health Clinic opened on May 18, 2015		
<ul style="list-style-type: none"> <li>▪ <i>Address the high teen pregnancy rate in the community</i></li> </ul>	Meetings with Adolescent Wellness Council, education with parents of Head Start students May 14, 2015		
<ul style="list-style-type: none"> <li>▪ <i>Open Maternity and Child Health Clinics</i></li> </ul>	Goal Met		
<ul style="list-style-type: none"> <li>▪ <i>Provide Newborn/Postpartum Home visits</i></li> </ul>	In Progress		
<ul style="list-style-type: none"> <li>▪ <i>Provide education to school aged children and parents</i></li> </ul>	Kindergarten orientations on Immunizations and physical exams needed for school		
<ul style="list-style-type: none"> <li>▪ <i>Staff training and development</i></li> </ul>	Child Health ERN training completed by Maria Roberts and Pediatric training by Michealle Haynes		
<ul style="list-style-type: none"> <li>▪ <i>Develop and provide Public Service Announcements</i></li> </ul>	Safe-sleep billboard. Newspaper articles and radio spots		
<ul style="list-style-type: none"> <li>▪ <i>Training/Education for staff and partners</i></li> </ul>	On going		

## Strategic Direction - Goal 3

<b>Goal 3: Obesity Objectives and Activities</b>	<i>FY- 2014-2015</i>	<i>FY- 2015- 2016</i>	<i>FY 2016-2017</i>
<ul style="list-style-type: none"> <li>▪ <i>Promote healthy lifestyles through increased physical activity and healthy eating</i></li> </ul>	<p>Promoted healthy lifestyles through education, exhibits, media and programs such as “WOW”, and collaborations with hospital, cooperative extension, Partners in Ministry, school system, community clinic, Diabetes Support Group, rural churches etc.</p>		
<ul style="list-style-type: none"> <li>▪ <i>To improve health outcomes from risk factors associated with overweight and obesity</i></li> </ul>	<p>Community programs and education focusing on obesity were implemented.</p> <p>On going</p>		
<ul style="list-style-type: none"> <li>▪ <i>Create a community coalition/task force to address overweight and obesity</i></li> </ul>	<p>Created Community Coalition “Health Summit Core Work Group” to address overweight and obesity-September 2014</p>		
<ul style="list-style-type: none"> <li>▪ <i>Evaluate statistical data for health issues related to risk factors associated with overweight and obesity</i></li> </ul>	<p>Researched statistical data for risk factors associated with overweight and obesity to update SOTCH 2014 Report</p>		
<ul style="list-style-type: none"> <li>▪ <i>Provide education, training, technical assistance to key stakeholders regarding healthy eating and physical activity</i></li> </ul>	<p>Provided education, training and technical assistance for three rural churches in Scotland County in regards to healthy eating and physical activity-2014</p> <p>On going</p>		
<ul style="list-style-type: none"> <li>▪ <i>Evaluate grant and funding opportunities to support physical activity and healthy nutrition.</i></li> </ul>	<p>Grant funding opportunities evaluated through Centers for Healthy North Carolina for the CORE Work Group action plans</p>		

## Strategic Direction - Goal 4

<b>Goal 4: Info Tech Objectives and Activities</b>	<i>FY- 2014-2015</i>	<i>FY- 2015- 2016</i>	<i>FY 2016-2017</i>
▪ <i>Implement Electronic Medical Records</i>	Fully implemented March 25,2015		
▪ <i>Become more efficient in the use of technology</i>	On going training		
▪ <i>Reduce paper documents and move towards electronic versions</i>	Reduced paper charts by 50%.  All new medical records are Electronic		
▪ <i>Purchase Cure MD</i>	Purchased (date) Goal Met		
▪ <i>Installation of hardware and software</i>	Laptops, signature pads and label machines installed. Goal Met		
▪ <i>Train staff on utilization of hardware and software</i>	Training on Cure MD January - March 2015		
▪ <i>Provide access to all health department policies on County network</i>	In Progress- files located on server		

## Strategic Direction - Goal 5

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

## Strategic Direction - Goal 6

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

## **Next Steps**

The approved Scotland County Health Department Strategic Plan will be available on the county website - ([www.scotlandcounty.org/health.aspx](http://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

## **Contributors**

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