



SCOTLAND COUNTY
HEALTH
DEPARTMENT

STRATEGIC PLAN
FY 2018-2021

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, 2018 through June 30, 2021) 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
Competent/experienced/trained staff Continuous quality improvement Evidenced based practices/services Community focused Location (Next to DSS/EMS) Addition of FNP certified in Pediatrics Addition of a Physician	Funding/revenue constraints Community respect/support Electronic Medical Records-CureMD	Primary Care capability & need – Affordable Care Act Collaboration with community to build partnerships Employee Health Clinic Primary Care Clinic Expanded Maternal Health –High Risk Expanding Pharmacy LARCs Insertion Lab Drawing Site Increased marketing for public health services provided	Stigma of public health department Social and economic factors Legislative changes/politics Competition for services offered Staff Turnover

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 2016.

The leading causes of death in Scotland County include:

1. Heart Disease
2. Cancer (all types)
3. Cerebrovascular Disease (stroke)
4. Diabetes-**Kathie will update**

Goals:

1. Improve our clinic flow
2. Decrease infant mortality rate
3. Increase the opportunities to help Reduce the number of persons who are at risk for being overweight/obese, increase access to mental health services.
4. Increase servicesStrengthen Scotland County's Public Health Emergency Preparedness and Response Capabilities
5. Reaccreditation

Strategic Planning Goal 1

Goal 1:	<i>Improve Scotland County Health Department clinic flow</i>
Objectives:	<ul style="list-style-type: none">▪ <i>Improve customer service</i>▪ <i>Maximize staff productivity</i>▪ <i>Decrease patient wait times</i>▪ <i>Increase number of patients served</i>▪ <i>Improve computer combatibility with CURE Md</i>
Lead Persons:	<ul style="list-style-type: none">▪ <i>Tina Clark (Director of Nursing)</i>▪ <i>Alisa Freeman (Nursing Supervisor)</i>▪ <i>Kelley Richardson, Public Health Educator</i>▪
Potential Partners:	<ul style="list-style-type: none">▪ <i>Cure MD</i>▪ <i>QI partners</i>
Activities:	<ul style="list-style-type: none">▪ <i>Staff training and development</i>▪ <i>Training and utilization of Cure MD</i>▪ <i>Radio spots/newspaper articles</i>▪ <i>Assessment of cycle time reports</i>▪ <i>Additional PHN</i>▪
Timeframe:	<i>June 30, 2021</i>
Desired Outcomes:	<ul style="list-style-type: none">▪ <i>Provider will serve 10patients/day</i>▪ <i>General clinic will serve 18 patients/day</i>▪ <i>Expanded Role Nurses will serve 10 patients/day</i>▪ <i>MD will see 10 patients per 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>Provide 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> ▪ <i>LARCs Insertion and removal</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Tina Clark (Director of Nursing)</i> ▪ <i>Carlotta Rivers (Maternal Health Coordinator)</i> ▪ <i>Tabitha Copeland WHNP</i> ▪ <i>Alisa Freeman (Nursing Supervisor)</i> ▪ <i>Kelley Richardson Health Educator</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> ▪ <i>Community Action Team</i> ▪ <i>Laurinburg housing authority</i> ▪ <i>Safe kids-mid Carolinas coalition</i> ▪ <i>Scotland County School Health Advisory Council</i>
Activities:	<ul style="list-style-type: none"> ▪ <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 30, 2021</i>
Desired Outcomes:	<i>Decrease infant mortality by 3%</i>

Strategic Planning Goal 3

Goal 3:	<i>Support and enhance efforts to decrease overweight and obesity, increase access to mental health services 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> ▪ <i>Increase access to mental health services</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Kathie Cox (Health Educator)</i> ▪ <i>Kristen Patterson (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> ▪ <i>Active Healthy Living Partnership</i> ▪ <i>Laurinburg Housing authority</i> ▪ <i>Scotland County School System</i> ▪ <i>WIC</i> ▪ <i>Child Health</i> ▪ <i>EastPointe</i>
Activities:	<ul style="list-style-type: none"> ▪ <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, substance abuse, mental health</i> ▪ <i>Evaluate grant and funding opportunities to support physical activity and healthy nutrition</i> ▪ <i>Kiosk Kick-off and promotion-eastpointe</i> ▪ <i>Kathie will send me more</i>
Timeframe:	<i>June 30, 2021</i>
Desired Outcomes:	<i>Decrease overweight and obesity in the community. Increase access to mental health services, increase substance abuse awareness and services</i>

Strategic Planning Goal 4

Goal 4:	<i>Increase Health Department clinical services</i>
Objectives:	<ul style="list-style-type: none">▪ <i>Opening Employee Wellness Clinic</i>▪ <i>Opening Primary Care Clinic</i>▪ <i>Walk in Lab services</i>▪ <i>Diabetes education</i>
Lead Persons:	<ul style="list-style-type: none">▪ <i>Kristen Patterson(Health Director)</i>▪ <i>Tim Martin (Fiscal Management Supervisor)</i>▪ <i>Alisa Freeman PHN Supervisor</i>▪ <i>Jennifer Taylor (EMR Superuser)</i>▪ <i>Tina Clark, DON</i>▪ <i>Erica Hall</i>▪ <i>Kathie Cox/PHN</i>
Potential Partners:	<ul style="list-style-type: none">▪ <i>County Administration</i>
Activities:	<ul style="list-style-type: none">• <i>Research Primary Care Clinic</i>• <i>Site Visits</i>• <i>Funding sources</i>• <i>Develop Policies and Procedures</i>• <i>Staff training</i>• <i>Develop and provide public service announcements</i>
Timeframe:	<i>July 2021</i>
Desired Outcomes:	<i>Increase clinical services to improve health outcomes</i>

Strategic Planning Goal 5

Goal 5: Preparedness and Response	<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>Kelley Richardson (Health Educator)</i> ▪ <i>David Hesselmeyer (Preparedness Coordinator)</i> ▪ <i>Kristen Patterson (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> ▪ <i>On Target Preparedness</i> ▪ <i>LEPC</i> ▪ <i>CRO (Central Regional Office)</i> ▪ <i>Laurinburg Fire Department</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Update shelter policies and procedures</i> ▪ <i>Provide staff/partner training and development</i> ▪ <i>Ensure Epidemiology team meets quarterly</i> ▪ <i>LEPC Exercise</i>
Timeframe:	<i>June 30th 2021</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>Kristen Patterson (Health Director)</i> ▪ <i>Senior Management Team</i> ▪ <i>Kelley Richardson Public Health Educator</i> ▪ <i>Accreditation Team</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Gay Welsh (Contract 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 2021</i>
Desired Outcomes:	<i>Reaccreditation for 4 additional years</i>

Strategic Direction - Goal 1

Goal 1: Clinic Flow Objectives and Activities	<i>FY- 2017-2018</i>	<i>FY- 2018-2019</i>	<i>FY 2019-2020</i>
<ul style="list-style-type: none"> ▪ <i>Improve customer service</i> 	Customer Service Training Customer Surveys Advertising Expanding Services-Labs 2 Go/LARCS Resuming MH Clinic		
<ul style="list-style-type: none"> ▪ <i>Maximize staff productivity</i> 	MD/WHNP on staff Expanding Late Clinic in WIC Nurse Positions are full		
<ul style="list-style-type: none"> ▪ <i>Decrease patient wait time</i> 	Triage/Discharge Changes Clinic Fully Staffed		
<ul style="list-style-type: none"> ▪ <i>Increase number of patients served</i> 	More Providers/tme slots Reopened MH Clinic LARCS		
<i>Improve computer compatibility with CureMd</i>	Implemented new technology		

Goal 2: Infant Mortality Objectives and Activities	<i>FY- 2017-2018</i>	<i>FY- 2018-2019</i>	<i>FY 2019-2020</i>
▪ <i>Provide Maternal Health Services for the Community</i>	Reopened clinic		
▪ <i>Provide Child Health services for the community</i>	In progress		
▪ <i>Address the high teen pregnancy rate in the community</i>	LARCS		
▪ <i>LARC's Insertion and Removal</i>	February 2018		
▪ <i>Provide Newborn/Postpartum Home visits</i>	In progress		
▪ <i>Provide education to school aged children and parents</i>	Kids in Foster Care Education		
▪ <i>Staff training and development</i>	January staff training		
▪ <i>Develop and provide Public Service Announcements</i>	In progress LARC's PR 2/2018		
▪ <i>Training/Education for staff and partners</i>	In Progress		

Strategic Direction - Goal 2

Strategic Direction - Goal 3

Goal 3: Obesity Objectives and Activities	<i>FY- 2017-2018</i>	<i>FY- 2018-2019</i>	<i>FY 2019-2020</i>
<ul style="list-style-type: none"> ▪ <i>Promote healthy lifestyles through increased physical activity and healthy eating</i> 	Walking 4 Wellness programs-Eat Healthy/be Active Program Wagram/Scotland place Diabetes Support group-monthly PSA's, Articles, Churches, Red Table Cloth Initiative Outreach/Incentives		
<ul style="list-style-type: none"> ▪ <i>To improve health outcomes from risk factors associated with overweight and obesity</i> 	In progress WIC		
<ul style="list-style-type: none"> ▪ <i>Create a community coalition/task force to address overweight and obesity</i> 	Active Healthy Living Partnership		
<ul style="list-style-type: none"> ▪ <i>Evaluate statistical data for health issues related to risk factors associated with overweight and obesity</i> 	SOTCH 2017 Developed Community Action Plans		
<ul style="list-style-type: none"> ▪ <i>Provide education, training, technical assistance to key stakeholders regarding healthy eating and physical activity</i> 	Provide education to SMH, Community Outreach/Events AHLP meetings		
<ul style="list-style-type: none"> ▪ <i>Evaluate grant and funding opportunities to support physical</i> 	On going Healthy Communities Grant		

Strategic Direction - Goal 4

Goal 4: Increase Health Department Clinical Services	<i>FY- 2017-2018</i>	<i>FY- 2018-2019</i>	<i>FY 2019-2020</i>
▪ <i>Employee Health Clinic</i>	In Progress		
▪ <i>Primary Care Clinic</i>	Research shows not feasible for HD		
▪ <i>Walk In Lab Services</i>	Labs 2 Go implemented 9/2017		
▪ <i>Diabetes Education</i>	Education with Diabetes Classes at SMH MDPP Minority Diabetes Prevention Program		

Strategic Direction - Goal 5

Goal 5: Preparedness Objectives and Activities	<i>FY- 2017-2018</i>	<i>FY- 2018-2019</i>	<i>FY 2019-2020</i>
<ul style="list-style-type: none"> ▪ <i>Strengthen Scotland County's Public Health Emergency Preparedness and Response Capabilities</i> 	Ongoing		
<ul style="list-style-type: none"> ▪ <i>Prepare and implement Open Point of Dispensing Exercise</i> 	Ongoing		
<ul style="list-style-type: none"> ▪ <i>Develop Local Emergency Planning Committee(LEPC)</i> 	Completed		
<ul style="list-style-type: none"> ▪ <i>Update shelter policies and procedures</i> 	Ongoing		
<ul style="list-style-type: none"> ▪ <i>Provide staff/partner training and development</i> 	Upcoming		
<ul style="list-style-type: none"> ▪ <i>Ensure Epidemiology team meets quarterly</i> 	Ongoing		

Strategic Direction - Goal 6

Goal 6: Reaccreditation Objectives and Activities	<i>FY- 2017-2018</i>	<i>FY- 2018-2019</i>	<i>FY 2019-2020</i>
<ul style="list-style-type: none"> ▪ <i>Set timeframes for annual activities to be completed</i> 	Ongoing		
<ul style="list-style-type: none"> ▪ <i>Review activities/benchmark on timely basis</i> 	Quarterly Meetings with staff and consultant		
<ul style="list-style-type: none"> ▪ <i>Develop or update policies and procedures as needed to meet benchmarks</i> 	Ongoing		
<ul style="list-style-type: none"> ▪ <i>Electronic Submission of Health Department Self-Assessment Instrument (HDSAI)</i> 	Not applicable		

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

February 9, 2018

Contributors

Kristen Patterson, MHA
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

Kelley Richardson, MPH, CHES
Accreditation Coordinator

Carlotta Rivers, RN, BSN
Maternal Health Coordinator

Deborah Rogers,
Management Support

Betsey Ellerbe, BA
Social Work Supervisor

Felicia Faison, BS
WIC Director

Brian Lowry, REHS
Environmental Health Coordinator

Erica Hall, MLT (ASCP),
Lab Manager

What are our strengths?
Competent experienced, trained staff
Evidence-based practices

Community focus
Diverse staff
Improved community partnerships
Permanent health director
Location-DSS-EMS-Transportation

What are our weaknesses?

Limited number of staff
One provider
Training time for new staff
Funding revenues
Non-competitive salaries
Limited billing options
Lack of funding for advanced education for staff
Transportation
No-show rates

Opportunities

Primary care capabilities
Employee wellness clinic
New providers (MD) and DFNP
New business and industry opportunities
Improving outreach activities
New community partnerships

Threats

Stigma attached to HD
Perception of Competition for the same clients
County economic status
Legislative changes and politics
Provider and staff Coverage