

Northampton County Health Department

Strategic Plan 2018-2019



Mission

The central purpose and role of the Northampton County Health Department is defined as:

“Promote, provide, and protect the health and safety of the citizens of Northampton County.”

Vision

“A culturally sensitive health organization providing quality services yielding improved health outcomes.”

This document reflects the areas of focus of the Northampton County Health Department during 2018-2019.

The Northampton County Health Department is committed to carrying out the following action plan to improve the health of Northampton County residents.

The Leadership Team of the Northampton County Health Department envisions an agency that strives to meet the following guiding principles.

- Health Department acquires and maintains Local Health Department Accreditation Status defined in policies and protocols maintained by all programs.
- Service deliverables and expansion are driven by community need.
- Improved efficiency is attained in all divisions.
- Health Department recruits, develops and retains a well-qualified, diverse workforce.
- Quality of services is assured through implementation of the quality assurance plan.
- Residents experience improved health outcomes and quality of life.
- Health Department is accountable to the public in fiscal responsibility and service delivery.
- Efforts are conducted through improved internal collaboration and communication.
- Expanded service availability is provided through on-going support by the BOH and County Commissioners.
- Funding is available to support and improve our programs.
- Best practices, as recognized by the public health community are utilized in service provision.
- Department is capable of providing a comprehensive response to Public Health emergencies.

The Northampton County Health Department Management staff identified following key strengths, weaknesses, threats and opportunities for Northampton County Health Department.

Strengths	Weakness	Threats
<ul style="list-style-type: none"> • Long-term employees • Knowledge of staff • Dedicated staff • Fiscally responsible • Confident clinics • Positive reviews in client satisfaction surveys • Technologically current 	<ul style="list-style-type: none"> • Budgetary constraints • Difficulty getting positions filled • Language barrier • Lack of behavioral/mental health resources 	<ul style="list-style-type: none"> • Federally Qualified Health Center and other competition • Cut in funding • Medicaid transformation • Decrease in population • Aging in population

Strategic Goals

The following goals were identified in the Healthy Carolinians action plans in response to the Northampton County Health Department's Community Health Assessment and by Northampton County Health Department's Program Supervisors.

<u>Goal 1</u>	Conduct the 2018 Community Health Assessment.
<u>Goal 2</u>	Continue to increase implementations created by the Partnership to Improve Community Health (PICH).
<u>Goal 3</u>	Continue to work with Healthy Communities.
<u>Goal 4</u>	Develop and maintain a qualified public health workforce.
<u>Goal 5</u>	Improve the following Home Health Process Quality Measure: Improvement in pain interfering with activity.
<u>Goal 6</u>	Improve and enhance the Animal Shelter and Environmental Health programs.
<u>Goal 7</u>	Continue to improve Case Management.
<u>Goal 8</u>	Improve the quality of perinatal care given to health department patients.
<u>Goal 9</u>	Maintain the water certification.
<u>Goal 10</u>	Continue to improve the Nurse Family Partnership Program.
<u>Goal 11</u>	Improve the Preparedness of the Health Department and County.
<u>Goal 12</u>	Increase WIC caseload through outreach.

Goal 13

Improve and enhance the
Administrative and clerical
services of the Health Department.

Community Health Assessment 2014

The Northampton County Health Department in collaboration with members from a variety of service agencies such as Northampton County Parks and Recreation, Northampton County Manager's Office, Northampton County Cooperative Extension, Northampton Chamber of Commerce, Northampton County Department of Social Services, Northampton County Human Resources, Eastern Carolina Behavioral Health, Northampton County Schools, Northampton County Office on Aging, Rural Health Group of North Carolina, Halifax Regional Medical Center, Choanoke Area Development Association, Northampton County Public Works Department, and community members all helped to identify health priorities for Northampton County. Focus Groups, key informant interviews, a community survey and analysis of secondary data were all used in defining the 2014 Health Priorities. A full copy of the community health assessment can be found on the departments' webpage at www.northamptonhd.com.

Priorities identified in the 2014 Community Health Assessment are:

- 1) Cancer (Breast/Prostate)
- 2) Drug/Substance Abuse (Tobacco)
- 3) Physical Activity/ Nutrition

Cancer (Breast/Prostate)- As of July 1, 2014 The United States Census estimates North Carolina's Population is 318,857,056 and Northampton's Population is 20,463. The African American Population for the state is 13.2% and for Northampton County the African American Population is 58.4%. The Female population for North Carolina is 50.8% and for Northampton the population is 51.8.

Source: United State Census Quick Facts

From 2009 -2013 the mortality rate for Breast Cancer in Northampton County is 3% higher than the rate of breast cancer for the state.

Source North Carolina Cancer Registry, 1/2015

The July 1, 2014 The United States Census estimates North Carolina's Population is 318,857,056 and Northampton's Population is 20,463. The African American Population for the state is 13.2% and for Northampton County the African American Population is 58.4%. The male population for North Carolina is 49.2% and for Northampton the male population is 48.2

Source: United State Census Quick Facts

From 2009 -2013 the mortality rate for Prostate Cancer in Northampton is 16.9% higher than for the state for the same time period.

Source: North Carolina Cancer Registry, 1/2015

Drug/Substance Abuse (Tobacco)- The rate of current smokers in Eastern North Carolina is .7% higher than the rate for North Carolina

Source: 2013 State Center for Health Statistics – 2013 BRFSS Tobacco Use Survey Results.

Physical Activity/Nutrition- In Eastern North Carolina 3.2% of residents have a body mass index (BMI) greater than the state.

Source: 2013 BRFSS Survey Results: Eastern North Carolina

Department Work plan

Goal 1		Conduct the 2018 Community Health Assessment.	
Objective #1		Distribute Community Health Assessment Opinion Surveys.	
Objective #2		Select Health Priorities.	
Objective #3		Develop Community Health Improvement Plans (CHIPs) that focus on health priorities.	
CHA Priority Addressed			
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Distribute surveys via electronically and hard copies.	Virginia McClary		October 1, 2018- December 1, 2018
Collaborate with Healthy Carolinians and Northampton Community to select priorities. Priorities will be based on magnitude of problem, seriousness of consequence of problem, and feasibility of correcting the problem.	Virginia McClary	Healthy Carolinians (E)	March 4, 2019
Write and submit CHA Document.	Virginia McClary		March 4, 2019
Use evidence based interventions to address selected health priorities and develop Community Health Improvement Plans (CHIPs).	Virginia McClary		November 2019

Goal 2		Continue to increase implementations created by the Partnership to Improve Community Health (PICH).	
Objective # 1		Continue to work with the Partnership to Improve Community Health (PICH) and Health Communities in tobacco free efforts.	
CHA Priority Addressed		Tobacco	
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Increase implementation of Tobacco free policies in Municipalities in Northampton County.	Virginia McClary		November 2019

Goal 3		Continue to work with Healthy Communities.	
Objective # 1		Increase the number of organizations that provide education interventions that address cancer risk factors (i.e. poor nutrition, lack of physical activity, tobacco and alcohol use, UV exposure, etc.)	
CHA Priority Addressed		Cancer	
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Participate in the Annual Cancer: Let's Control It event	Virginia McClary		July 2019
Continue providing education in community and participating in community events	Virginia McClary		July 2019

Goal 4		Develop and maintain a qualified public health workforce.	
Objective # 1		Educate and train staff annually.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Safety Training	Megan Vick		November 2019
Respiratory Fit Testing	Megan Vick		November 2019
Cultural Diversity/ Customer Satisfaction Training	Megan Vick		June 2019

Goal 5		Improve the following Home Health Process Quality Measure: Improvement in pain interfering with activity.	
Objective # 1		Improve Outcome percentage on pain interfering with activity to 80%.	
Baseline Data		Based on 12 month time period 6/2018-5/2019 from the Casper Reporting System-Current Agency Rate=76.4%	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Improve assessment strategies for clinicians by: - staff education on pain scoring from OASIS guidance manual -staff education on factors affecting the correct scoring of pain interfering with activity	Susan Finney		Run Casper process report for most recent 12 month time period available (it should be 7/2018-6/2019)
Educate clinicians on assessing pain when the patient is using current pain management interventions (both medical and nonmedical)	Susan Finney		Run Casper process report for most recent 12 month time period available (it should be 7/2018-6/2019)

Goal 6		Improve and enhance the Animal Shelter and Environmental Health programs.	
Objective #1		Recruit new Environmental Health staff.	
Objective #2		Train new shelter attendant staff.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Continue to recruit and hire new full time or contract EH personnel.	John White	Cheryl Warren Andy Smith	November 2019
Train the new shelter attendant in all job duties.	John White	Anthony Finney (N)	December 2018

Goal 7		Continue to improve Case Management.	
Objective # 1		Make contact with patients more frequently.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
CM to be embedded in PMH at least 3 days a week for making contact with patients about concerns and problems.	Carol Lee		October 2019

Goal 8		Improve the quality of perinatal care given to health department patients.	
Objective # 1		Reintroduce Newborn Home Visiting program for Maternity Clinic Patients.	
Objective #2		Reintroduce Postpartum Home Visiting program for Maternity Clinic patients.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
A public health nurse will make a home visit to families for newborn care and assessment to deliver health, social support, and/or educational services directly to families in their homes.	Judi Northcott	Dixie Harrell (N) Valerie Pearce (N)	October 1, 2018
Develop or update policies to ensure a home visit for newborn care and assessment follows the curriculum requirements outlined on the Newborn Home Visit form.	Judi Northcott		October 1, 2018
A public nurse will make a home visit for postnatal assessment and follow-up care is to deliver health, social support, and/or educational services directly to families in their homes.	Judi Northcott	Valerie Pearce Dixie Harrell	October 1, 2018
Develop and maintain a local policy for the home visit for postnatal assessment to assure follow-up care will follow the curriculum requirements outlined on the Postpartum Home Visit Assessment form.	Judi Northcott		October 1, 2018

Goal 9		Maintain the water certification.	
Objective # 1		Maintain the water certification.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Pass proficiency test twice a year to maintain water certification.	Tina Edwards		October 2019

Goal 10		Continue to improve the Nurse Family Partnership Program.	
Objective # 1		Staff will attain and maintain a full caseload.	
Objective # 2		Assist Nurse Home Visitors in achieving and maintaining caseloads	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Recruit and hire qualified nurse home visitors to achieve funded staffing level requirements.	Andy Cheryl Judith Blair	N= Becky Gillespie, nurse recruiter for NFP	On-going. Have hired 4 nurses and are in process of recruiting 2 more nurses to fill open positions. On-going until positions are filled.
Train and assist nurse home visitors in achieving and maintaining a full caseload	Andy Cheryl Judith Blair	E= Marie James, NFP state supervisor, Mandy Bouttamy, MIECHV supervisor	On-going as the newly hired nurse are in the process of orientation and training. December 2019
Continue with Onboarding Orientation process of new nurses.	Andy Cheryl Judith Blair	E= Marie James, Mandy Bouttamy	This is a year-long process. Ongoing until December of 2019.

Goal 11		Improve the Preparedness of the Health Department and County.	
Objective # 1		Provide shelter training for staff through PHP&R.	
Objective # 2		Maintain a good score on the MCM plan.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Provide POD and LRS training for staff.	Megan Vick		November 2019
Prepare MCM documentation and Receive a passing score on the MCM review	Megan Vick		June 2019
Fit test the farming community through Cooperative Extension.	Megan Vick		June 2019

Goal 12		Increase WIC Caseload.	
Objective # 1		Increase WIC Caseload by continued outreach and potential expansion.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Continued replenishing of brochures holders in Northampton/ Halifax private providers offices	Sheila Person		Ongoing quarterly
Use of new birthday outreach cards produced by Nutrition Services Branch	Catherine Faison		Monthly
Form a collaboration between WIC and Smart Start/Head Start Facilities to potentially increase active participation and/ enrollment of eligible clients thereby increasing WIC case load.	Sheila Person	Facility Staff Members	2018-June 2019

Goal 13		Improve and enhance the Administrative and clerical services of the Health Department.	
Objective # 1		Enhance the Administrative and Clerical Departments.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Cross train Processing Assistants to back-up each other on all clinics.	Cheryl Warren	Pat Burke Latonia Leary	January 2019
Upgrade clinic computers	Cheryl Warren	Angela Holley Bill Blanchard	October 2018
Cross train Adm. Asst. in Board of Health Procedures	Cheryl Warren	Angela Holley	December 2018
Cross train Processing Assistant as back up for Accounts Payable	Cheryl Warren	Lana Flythe Latonia Leary	January 2019
Continue cross training of Adm. Asst. in budget and personnel records to include FMLA (new).	Cheryl Warren	Angela Holley	Ongoing
Have previous patient charts (those who do not come here anymore) boxed and sent to ABC Storage	Anne Brown	ABC Storage	Ongoing

Updates from 2017-2018 Strategic Planning

Tobacco

Decrease tobacco use in public/multi-unit housing.

Reach out to multi-unit housing properties in Northampton County regarding the tobacco policy. *Goal Met*

- Participated in the town of Woodland's Heritage Day event and provided information on healthy living, tobacco, cancer, etc.
- Conducted education and presentation for the public housing in Woodland on healthy lifestyles with focus on tobacco use and second hand smoke. Provided signage, literature, and quit line information to assist with policy for a tobacco free facility.

Offer education on effects of tobacco use and the effects of second hand smoke. *Goal Met*

- Participated in the Great American smoke out in November and led the Kick Butts event in March at Conway Middle School (8th Grade girls).

Cancer

Increase the number of organizations that provide education interventions that address cancer risk factors (i.e. poor nutrition, physical inactivity, cancer screenings, tobacco use and avoiding UV exposure.

Provide education on risk factors at every opportunity during outreach. *Goal Met*

- Provided breast health information at events in Garysburg and Seaboard.
- Participated in the annual Breast Cancer Conference at Halifax Regional Medical Center.
- All parents and staff at five child care centers received a bag with information on healthy living including breast cancer awareness and screening.
- Participated in the Annual Student Resource Fair at Roanoke Chowan Community College and provided information on various health topics including breast health and healthy living.
- Conducted a presentation at Severn Community Center on healthy living and risk factors for cancer.
- Conducted a presentation for 8th grade girls at Conway Middle School on risk factors for cancer and on breast self-exam.
- Displayed literature on breast health including breast self-exam and screening and a model on what breast lumps feel like during breast cancer awareness month.
- Displayed models on prostate cancer during prostate cancer awareness month and men's health month in the faith communities.

- Presented on prostate health at public housing events.
- Conducted a presentation and displayed risk factors for cancer, diabetes, and healthy lifestyles at the Senior Center.
- Displayed literature and model display of prostate cancer during prostate awareness and men's health month in the health department lobby.

Have a chronic disease/cancer awareness event in Northampton County. *Goal Met*

- Hosted the first annual Cancer-Let's Control It event on April 13th at the J.W. Faison Auditorium.

Develop and maintain a qualified public health workforce.

Educate and train staff annually. *Goal met*

- Safety Training completed August 2018.
- Respiratory Fit Training completed August 2018.
- Cultural Diversity/ Customer Service Training completed May 2018.

Improve Home Health process

Improve Outcome percentage on pain interfering with activity to 80%.

*Goal was 80%, **Goal met***

Environmental Health

Continual cross training/ succession planning for Environmental Health Staff. *Goal Ongoing due to EH staff leaving.*

Maintain better computer access and associated record keeping at shelter office. *Goal Ongoing*

- The Shelter is in the process of modifying their Record Keeping, and has greatly expanded its' use of Social media and Networking to place any and all Adoptable animals possible.

Case Management

Concentrate more on patients that have an impact score of 300 or above by making contact with them at least every other week for concerns or problems that may arise. *Goal met*

Clerical

Improve and enhance clerical efficiency. *Goal met*

- Set up additional confidential area for Billing in order to comply with HIPAA guidelines. Purchasing Accountant's old office was turned into an extra Billing office when needed.
- Cross train some administrative staff for back-up on some clerical duties. Administrative Assistant and Processing Assistant IV have been trained on death certificates. Administrative Officer has been trained on the phone bill and Administrative Assistant has been trained on mail distribution.

Lab

Maintain CLIA certification *Goal met*

- Work on and complete the process for getting on the NCSLPH CLIA certificate. Northampton County Lab is now under the NCSLPH.

Maintain water certification. *Goal met*

Nurse Family Partnership

Staff will attain and maintain a full caseload. *Goal met.*

- Nurses on staff achieved caseload by absorbing remaining caseloads of resigned staff members.

Search for qualified leadership to fill NFP Supervisor position. *Goal met.*

- Recruit, hire and train qualified PHN Supervisor for leadership. *Goal met.*
- Recruit, hire and train qualified nurses to achieve and maintain funded staffing levels. *Partially met but still ongoing.* (Three qualified nurses have been hired but two more are needed to be fully met).

Clinical Services

Implement Long Acting Reversible Contraception in OB and FP clinic. *Goal Ongoing. To include IUD insertion beginning 9/20/2018.*

Obtain Meaningful Use with Cure MD including utilizing the system as an EHR, e-prescribe, lab, and patient portal. *Goal Ongoing, e-prescribe and patient portal will be explored at a later date.*

Complete Nursing Competency policy and develop tools for clinical nursing staff. *Goal met December 31, 2016.*

Begin a process for evaluations using new Nursing Competency policy. *Goal partially met in January 2017 with policy. Clinical Nursing Supervisor will seek guidance to complete goal by December 2017.*

Revise Audit policy to include coding audit. *Goal met September 2017*

Bioterrorism

Provide shelter training for staff through PHP&R. *Goal ongoing.* PC has been trained and materials have been made through On Target Preparedness for Region and PC will conduct further training with staff.

Maintain a good score on the MCM plan. *Goal obsolete because no score was given this year.*

WIC

Increase WIC Caseload by continued outreach and potential expansion. *Goal partially met and ongoing.*

Continued replenishing of brochures holders in Northampton/ Halifax private provider's offices. *Goal met*

Use of new birthday outreach cards produced by Nutrition Services Branch. *Goal met.*

Explore the possibility of providing WIC services in Smart Start facilities in Northampton county. *Goal not met.*

Administrative

Cross train Administrative Assistant in budget and personnel records. *Goal partially met and ongoing.*