

Northampton County Health Department

Strategic Plan 2019-2020



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 2019-2020.

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 	<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

<ul style="list-style-type: none">• Technologically current		
---	--	--

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>	Decrease Obesity and Overweight in Northampton County.
<u>Goal 2</u>	Decrease Heart Disease in Northampton County.
<u>Goal 3</u>	Develop and maintain a qualified public health workforce.
<u>Goal 4</u>	Continue to Improve the Home Health Program.
<u>Goal 5</u>	Improve and enhance the Environmental Health program.
<u>Goal 6</u>	Continue to improve Case Management.
<u>Goal 7</u>	Improve access to care by qualified nursing staff as evidenced by increasing the number of trained and rostered Enhanced/Expanded Role RN's and maintaining proficiency with current ERRN.
<u>Goal 8</u>	Increase access to preventative care for underserved and at-risk children as evidenced by increasing the number of trained and rostered Enhanced/Expanded Role RN's and maintaining proficiency with current ERRN.
<u>Goal 9</u>	Maintain water certification.
<u>Goal 10</u>	Improve the Preparedness of the Health Department and County.

<u>Goal 11</u>	Increase WIC caseload through outreach.
<u>Goal 12</u>	Improve and enhance the Administrative and clerical services of the Health Department.

Community Health Assessment 2019

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, Trillium 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 2019 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 2019 Community Health Assessment are:

- 1) Heart Disease
- 2) Overweight/ Obesity

Heart Disease- High Blood Pressure ranks 1st for health problems affecting Northampton's citizens. Some of the factors that contribute to high blood pressure are age, unhealthy life styles like tobacco use and alcohol consumption, poor diet, physical inactivity and stress.

Overweight/ Obesity- Overweight/obesity ranks 2nd as a health problem affecting Northampton's citizens. Overweight/obesity can be caused by physical inactivity, poor food choices due to the unavailability of healthy food options, medication, stress and age.

Source: Northampton County 2018 Community Opinion Survey

Department Work plan

Goal 1		Decrease Obesity and Overweight in Northampton County.	
Objective # 1		Educate the public on ways to reduce obesity.	
CHA Priority Addressed		Overweight/ Obesity	
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Provide education on Type II diabetes prevention and life style modification.	Virginia McClary		2019-2022
Provide education on behavior change for individual readiness.	Virginia McClary		2019-2022
Conduct Family Based Intervention for physical Activity.	Virginia McClary		2019-2022

Goal 2		Decrease Heart Disease in Northampton County.	
Objective # 1		Educate the public on ways to reduce risk factors of Heart Disease.	
CHA Priority Addressed		Heart Disease	
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Provide education on risk factors for Cardiovascular Disease.	Virginia McClary		2019-2029
Prevent the initiation of tobacco use among youth and young adults.	Virginia McClary		2019-2029
Promote the Quitline among adults and young adults.	Virginia McClary		2019-2029
Eliminate exposure to secondhand smoke.	Virginia McClary		2019-2029
Conduct educational sessions on high blood pressure and blood pressure self-management.	Virginia McClary		2019-2029

Goal 3		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		August 2019
Respiratory Fit Testing	Megan Vick		August 2019
Cultural Diversity/ Customer Satisfaction Training	Megan Vick		May 2020

Goal 4		Continue to Improve the Home Health Program.	
Objective # 1		Prepare for 2019 Accreditation Site Visit.	
Objective # 2		Prepare for 2020 PDGM/Medicaid Transformation.	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Prepare Home Health for 2019 Accreditation visit by Accreditation Commission for Health Care.	Susan Finney		November 2020
Prepare Home Health for new Medicare payment model, Patient Driven Group Model (PDGM).	Susan Finney		November 2020
Prepare Home Health for new Medicaid payment model.	Susan Finney		November 2020
Implement coding process through Fazzi and educate Home Health on its use.	Susan Finney		June 2020

Goal 5		Improve and enhance the Environmental Health Program.	
Objective #1		Recruit new Environmental Health staff.	
Objective #2		Improve EH Filing and Record Keeping.	
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	July 2020
Clean out outdated files and improve overall EH filing system.	Nancy Harrell		July 2020

Goal 6		Continue to improve Case Management.	
Objective # 1		Continue to meet program standards.	
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		June 2020

Goal 7		Improve access to care by qualified nursing staff as evidenced by increasing the number of trained and rostered Enhanced/Expanded Role RN's and maintaining proficiency with current ERRN.	
Objective # 1		Public Health Nurse will enroll and successfully complete Combined PAA/STD Course to obtain the skills needed to perform physical assessments and function under standing orders.	

Objective #2		Current ERRN will maintain proficiency and rostering per Agreement Addenda and program guidelines	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Public Health Nurse will enroll and successfully complete Combined PAA/STD Course.	Judi Northcott	Carolyn Williams (N)	Aug. 20, 2019 – Sept. 1, 2020 Course work and Exam to be completed by Mar. 27, 2020 Combined clinical practicum to be completed by Sept 1, 2020
ERRN's will obtain 10 approved hours of continuing education and perform STD assessment, testing and treatment for at least 50 patients.	Judi Northcott	Carolyn Williams (N) Helen Ford (N)	Helen - December 2019 – to be reported January 2020 Carolyn – start in 2020 prorated from training completion

Goal 8	Increase access to preventative care for underserved and at-risk children as evidenced by increasing the number of trained and rostered Enhanced/Expanded Role RN's and maintaining proficiency with current ERRN.
Objective # 1	Public Health Nurse will enroll and successfully complete Child Health Training Program to be able to perform comprehensive pediatric histories and EPSDT (Health Check) screenings using the American Academy of Pediatrics (AAP) Bright Futures evidence-based recommendations as the clinical framework.
Objective # 2	Provide a higher level of nursing services under standing orders in compliance with Medicaid billing guidelines and the North Carolina Nurse Practice Act.

Objective # 3		Current ERRN will maintain proficiency and rostering per Agreement Addenda and program guidelines	
CHA Priority Addressed		N/A	
Activities	Lead Person	Partners N=New; E=Existing	Time Frame
Public Health Nurse will enroll and successfully complete Child Health Training Program.	Judi Northcott	Kathy Vick (N)	TBA Applications are usually due in Jan. 2020 In-Person Session Week One: usually March 2020 In-Person Session Week Two: usually June 2020
ERRN's will obtain 10 approved hours of continuing education and perform Child Health assessment for at least 50 patients or 100 hours.	Judi Northcott	Dixie Harrell (N) Kathy Vick (N)	Dixie - December 2019 – to be reported January 2020 Kathy – start in 2020 prorated from training completion

Goal 9		Maintain the water certification.	
Objective # 1		Maintain the water certification. Sustain certification for Total Coliforms and E. Coli.	
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		June 2019-2020
Sustain my certification for analysis of potable water by	Tina Edwards		Date Issued 07/25/19 Expiration Date 07/25/2024

Chromogenic/Fluorogenic and HPC Methods.			
--	--	--	--

Goal 10		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
Develop and hold planning meetings in preparation for mandatory Full Scale Exercise.	Megan Vick		June 2020
Prepare MCM documentation and complete MCM ORR submission.	Megan Vick		June 2020
Fit test the farming community through Cooperative Extension.	Megan Vick		June 2020

Goal 11		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 provider's offices.	Sheila Person		Ongoing quarterly
Use of new birthday outreach cards produced by Nutrition Services Branch.	Catherine Faison		Monthly
Work to strengthen the collaboration between WIC	Sheila Person		Ongoing

and Smart Start/Head Start facilities to potentially increase active participation and/ enrollment of eligible clients thereby increasing WIC case load.			
Increase public awareness about WIC services about having posters made and placing them around Northampton County.	WIC staff		Begin September 2019

Goal 12		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
Have new front desk person cross trained in Billing.	Gloria Vaughan Loisteen Person		June 2020
Maintain appropriate financial leverage.	Cheryl Warren		June 2020

Updates from 2018-2019 Strategic Planning

Conduct the 2018 Community Health Assessment.

Distribute Community Health Assessment Opinion Surveys. *Goal Met*

- Surveys were made available in the community via distribution of hard copies in faith communities, local agencies, and organizations. Copies were also made available via survey monkey at northamptonhd.com. Articles were sent to local media with information on why a Community Health Assessment is important and how to access to survey.

Select Health Priorities. *Goal Met*

- Partnered with Northampton Healthy Carolinians Task Force to select the health priorities.
- Conducted power point presentation to provide education on how health priorities are selected.

Develop Community Health Improvement Plans (CHIPs) that focus on health priorities. *Goal Met*

- Northampton County Health Department submitted the 2019 Community Health Assessment on February 28, 2019.
- Health Priorities:
 - 1st Overweight/Obesity
 - 2nd Heart Disease
- Highlights from the CHA were presented in faith communities and to community organizations. Highlights included leading causes of death in Northampton county as indicated by The North Carolina State Center for Health Statistics. Highlights for the Community Health opinion survey included responses to questions in the areas of Community Health Problems, Demographic Profile, Access to Care/Family Health, Emergency Preparedness, General Health, Personal Health Quality of life and Community Improvement
- The Community Guide is the tool being utilized to develop objectives to address the health priorities.

Tobacco

Continue to work with the Partnership to Improve Community Health (PICH) and Healthy Communities in tobacco free efforts. *Goal Met*

- Conducted power point (Woodland) on tobacco and how it affects the body. Included in presentation was the North Carolina Tobacco Control Branch Tool kit for Local Government Implementation of a Tobacco Policy.
- Provided education and literature on e- cigarettes to School Health Advisory Committee (SHAC). Also extended invitations to guidance counselors in Northampton County Schools to attend trainings on e- cigs use and youth.

Cancer

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.) *Goal Met*

- Conducted presentations on the six cancers with the most burden in North Carolina. (Breast, Cervical, Colorectal, Lung, Prostate and Melanoma Skin). The presentation included information on the importance of physical activity and nutrition, tobacco and alcohol use, uv exposure, timely exams and screenings, as well as family medical history.

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 April 2019.

Improve Home Health process

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

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

Environmental Health

Recruit new Environmental Health staff. *Goal Ongoing*

- This has become a critical need and has the potential to become a “continuity of operations” issue.

Train new shelter attendant staff. *Goal Ongoing*

- Shelter/ Animal control operations have been reorganized in association with the Sheriff’s Department. Shelter attendant mostly trained but needs updates on chain of

command and specific policy expectations for the position. Further re-organization is possible.

Case Management

Make contact with patients more frequently. CM to be embedded in PMH at least 3 days a week for making contact with patients about concerns and problems. *Goal met*

- CM was present in PMH at least 3 days a week and even more so at times depending on number of assessments or re-assessments being done.
- That goal was met by program standards in which data is shared with case managers reflecting what you have done to meet the required standards.

Lab

Maintain the water certification. *Goal met*

- Passed proficiency test twice a year to maintain water certification.

Clinical Services

Improve the quality of perinatal care given to health department patients.

Reintroduce Newborn Home Visiting program for Maternity Clinic Patients.

Reintroduce Postpartum Home Visiting program for Maternity Clinic patients.

- 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. *Goal Ongoing*
- 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. *Developed. Now maintaining*
- 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. *Goal Ongoing*
- Develop and maintain a local policy for the home visit for postnatal assessment to assure follow-up care will follow the curriculum. *Implemented*

Bioterrorism

Provide POD and LRS training for staff. *Goal met. POD training completed in July 2018 and LRS training completed in April 2019.*

Prepare MCM documentation and Receive a passing score on the MCM review. *Goal met but no score was tied to the review this year.*

Fit test the farming community through Cooperative Extension. *Goal met. 85 farmers were successfully fit tested between February and May 2019.*

WIC

Increase WIC Caseload by continued outreach and potential expansion. *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*

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.

Ongoing. This goal continues with existing partners, but can be expanded to include CADA staff members being present at designated WIC clinic satellite sites and Health Department.

Administrative and Clerical

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

Cross train Processing Assistants to back-up each other on all clinics. *Goal met*

Upgrade clinic computers. *Goal met*

Cross train Adm. Asst. in Board of Health Procedures. *Goal met*

Cross train Processing Assistant as back up for Accounts Payable. *Ongoing*

Continue cross training of Adm. Asst. in budget and personnel records. *Ongoing –December 2019*

Have remaining patient charts (those who do not come here anymore) boxed and sent to ABC Storage. *Ongoing- December 2019*

***NOTE* Nurse Family Partnership is being phased out and the program will no longer be a Health Department program as of 12/31/2019.**