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Strategic Plan  
2015

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Onslow County  
Health  
Department





Letter from the Health Director

Dear Friends and Colleagues,

I am pleased to present our updated strategic plan for 2015. The Onslow County Health Department continues to work on strengthening our capacity to serve the community through quality public health services in a time of significant challenges including fiscal constraints and a downsized workforce.

This specific Strategic Plan development was a process that engaged our staff in identifying "next steps" for the goals and objectives accomplished in our last strategic plan. The Department is committed to continuing the journey in institutionalizing quality improvement, improving workforce competency development and operating a cutting edge local health department while assuring sound use of fiscal resources.

We believe our staff is up to the challenge of carrying out this Strategic Plan and look forward to the coming years of hard work on our path to achievement!

Warm Regards,

A handwritten signature in blue ink that reads "Angela Lee". The signature is written in a cursive, flowing style.

Angela Lee, BA, MPH

Health Director

Onslow County Health Department

Consolidated Human Services

## Mission, Vision, Core Values

### Mission

Onslow County Consolidated Human Services delivers supportive social, economic, protective and health services that build better lives for individuals and families.

### Vision

The trusted provider of high quality, united services ensuring success for our community by building better lives.

### Our Core Values

**Relationship-Based:** Our Staff is respectful, caring and compassionate and grounded in an ethic of caring with a long-term commitment to our community.

**Prevention-Based:** Our programs focus on health promotion and disease prevention.

**Evidence-Based:** Our practice is science based and uses best practices that improve population health.

**Social Justice:** We are advocates for vulnerable populations and work to empower families to assure quality of life.

**Responsiveness:** We provide leadership on health related issues and concerns expressed by the community, by population data and by the Board of Commissioners. We strive to deliver services that address the health priorities of our community and that last over time.

**Collaboration and Partnerships:** We believe our work is maximized by partnering with others who share our vision and goals.



**Staff participates in an outreach. Outreaches continue to be a strategy for reaching the community with information about public health and the health department's programs.**

## **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 Onslow County Health Department during 2015 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 Commissioners 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 and sets priorities.

Onslow 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.

Onslow County Health Department is a dynamic organization committed to serving the people of Onslow County and the surrounding environment. Although public health programs assure the health of an entire population, Onslow County Health Department also provides direct services to individuals and collaborates with partner agencies. At every level, Onslow County Health Department strives to be customer service oriented, easy to access, and responsive to a variety of needs.

Every division of Onslow 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.

## Public Health Essential Services

Ten Essential Services of Public Health (Source: HB 438) SECTION 4. G.S. 130A-1.1(b) reads as rewritten:

A local health department shall ensure that the following 10 essential public health services are available and accessible to the population in each county served by the local health department:

1. Monitoring health status to identify community health problems.
2. Diagnosing and investigating health hazards in the community.
3. Informing, educating and empowering people about health issues.
4. Mobilizing community partnerships to identify and solve health problems.
5. Developing policies and plans that support individual and community health efforts.
6. Enforcing laws and regulations that protect health and ensure safety.
7. Linking people to needed personal health care services and assuring the provision of health care when otherwise unavailable.
8. Assuring a competent public health workforce and personal health care workforce.
9. Evaluating effectiveness, accessibility and quality of person and population-based health services.
10. Conducting research.

The goals and objectives of this Strategic Plan were developed to address this approved service array.

## 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.



**SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Workforce – experienced, dedicated and caring</li> <li>• County benefit program</li> <li>• Variety of services available</li> <li>• Community partnerships</li> <li>• Facility – clean, attractive, pleasant work environment</li> <li>• Leadership – supportive Board of Commissioners</li> <li>• Community support</li> <li>• Good working relationships with other agencies and programs</li> <li>• Strong collaboration</li> <li>• Willing to identify issues, improve service delivery, be flexible in responses</li> <li>• Quality Improvement Initiative</li> <li>• Employee Health and Wellness Center</li> <li>• Pro-active and responsive to emerging issues and trends</li> <li>• Consolidation of agencies (health departments, departments of social services and senior services under H.B. 438) regionalization of health departments</li> </ul>	<ul style="list-style-type: none"> <li>• Limited financial resources</li> <li>• Current economy in the county – more people seeking services</li> <li>• Hiring practices – time frame, personnel categories, competition from other healthcare entities</li> <li>• Changing attitudes of patients and clients – more demanding</li> <li>• Staff retention</li> <li>• Salaries – not competitive with other healthcare entities,</li> <li>• Aging workforce – number of staff eligible for retirement</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Emerging technologies in health care practices                             <ul style="list-style-type: none"> <li>• Electronic Medical Records – better for providers and for patients – efficiency and accuracy in records</li> <li>• Baby-friendly – wide range of services for pregnant women and infants</li> <li>• Potential for adaptation to legislative changes like the Affordable Care Act</li> <li>• Construction of a new Health Department</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Fewer funding opportunities – more competitive processes, more restrictions on use of funds</li> <li>• Community perception of public health as serving only low-income population – stigma of using public health services.</li> </ul>

INTERNAL ISSUES POTENTIALLY AFFECTING OCHD	EXTERNAL FACTORS POTENTIALLY AFFECTING OCHD
<ul style="list-style-type: none"> <li>• Transition to Electronic Medical Records and ICD-10 Diagnostic Codes</li> <li>• Technology – equipment, personnel, training issues</li> <li>• Financial resources – maximize revenue, minimize expenses,</li> <li>• Staff retention – salaries, benefits, competition with other providers, workplace environment,</li> <li>• Employee morale</li> <li>• Staff training – local, regional, state opportunities</li> <li>• Turnover in experienced staff – competition with other providers, retirements</li> <li>• Positive promotion of health department</li> <li>• Services – more positive community image</li> </ul>	<ul style="list-style-type: none"> <li>• Legislation at all levels – local, state, and federal</li> <li>• Political climate at all levels – local, state and federal</li> <li>• Increased expectations to serve with diminishing budgets</li> <li>• Increase demand for health care providers to “fix it now and fix it free”</li> <li>• Impact of social media – networking,</li> <li>• Literacy levels in county – impact ability to understand personal health issues, disease management, public responses</li> <li>• Limited information – leads to dissatisfaction with services provided</li> <li>• Transportation services – how to get people to the services they need at the lowest cost</li> </ul>

**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 is reviewed annually.

The last Community Health Assessment was completed in 2012. The Onslow County Health Department is currently developing a Community Health Assessment with the Onslow Memorial Hospital for the scheduled 2016 Community Health Assessment. Until that assessment is completed and new Goals and Action Plans are established the current action plans will be worked on in 2015, the last year for the 2012 Community Health Assessment.

The subsequent outcome of the Community Health Assessment process is a collaborative community effort using a series of meetings with community partners to set priorities and

make recommendations for the developed and implementation of various interventions associated with each action plan.

The two health priorities in Onslow County that were designated in the 2012 Community Health Assessment are:

Adult overweight/obesity

The overall desired outcome for this community health action plan for Adult Overweight/ obesity is to reduce the rate of obesity and overweight (BMI >25) among adults in Onslow County by 2% (from 61.3% to 59.3%) over the next three years. To accomplish this outcome, the Health Department implemented three goals which will be further detailed in the plan.

Tobacco use

The desired outcome for the community health action plan for Tobacco Use is to reduce the number of Onslow County residents who use tobacco products by 2% over the next three years. Approximately 27%, or 1 in 4, Onslow County residents use tobacco, which is significantly higher than the state's percentage of tobacco users at 22%. To accomplish this outcome, the Health Department implemented three goals which will be further detailed in the plan.

The areas of priority in this document are intended to focus on community needs. These are not intended to exclude or discourage any existing or other program goals or interests. The Health Director and Management staff will continue to identify emerging issues that affect the community's health status. The Health Department will pursue new initiatives based on other changes in the county that affect health concerns and intervene with appropriate practice. This plan will serve as a road map with modification, intervention, and evaluation as the ongoing methodology of operation. Onslow County Health Department (OCHD) strives to meet the essential function of public health, which is the foundation of the Strategic Plan.

To determine the current conditions under which the Department operates, a wide-range approach was undertaken that included several activities to gather information. An environmental scan identified and analyzed the department's strengths, weaknesses, opportunities and threats. The planning team reviewed existing guidance documents, along with the OCHD Mission and Vision statements, to understand the Department's past planning history and direction. The Mission and Vision statements were adopted unchanged for this plan. In addition, staff analyzed current Onslow County planning trends that impact human service delivery. All of this information together describes the current picture of "Where do we want to be?"

Action Plans Goals and Objectives:

In alignment with the Mission and Vision statements, six goals statements were developed and adopted by the OCHD based on the priority health concerns listed in the 2012 Community Health Assessment. The Health Department and its partners

will continue to work on these goals in 2015 (the last reporting period for the 2012 CHA) and into the future as needed. The Goals and Interventions are:

**Goal-** Decrease tobacco use among low-income pregnant women receiving prenatal care through the Onslow County Health Department.

**Goal- Increase** awareness and utilization of healthy food resources among low-income county residents in Onslow County.

**Goal-** Facilitate “Tackle Tobacco” public information campaign to educate high school students and their families on Onslow County Schools’ smoking policy.

**Goal-** Partner with Onslow Senior Services regarding Chronic Disease Education.

**Goal –** Expand the existing local government tobacco free policy to include grounds surrounding county buildings and develop new workplace tobacco free policies within all areas of the county.

**Goal -** Develop a comprehensive county government policy on breastfeeding that is in compliance with the NCGS 14-190.9 (HB 1143) and that encourages and supports breastfeeding among local county government employees.

Outcome objectives, with measurable target indicators, were developed to attain these broad goals. The critical success factors and barriers for these objectives were identified and assessed. With these in mind, specific strategies were designed to achieve the objective outcomes. Individual plans are tied to the strategies in this plan.

**Asset Mapping Goal** Increase awareness and utilization of healthy food choices for low-income residents by partnering with groups like the Farmer’s Market, food pantries, soup kitchens, WIC, etc. One tool will be the use of a printed and website based resource map(s) depicting the locations and contact information of county-wide healthy food resources.

In 2015 a majority of objectives for this intervention were accomplished regarding Asset Mapping. The examples of the maps are provided and 5,000 copies were distributed to the various organizations and

Tobacco Use and Low-Income Pregnant woman		Goal 1	Progress
objective 1	Conduct baseline “Smoking History Survey” to determine the number of low-income pregnant women receiving prenatal care through the Health Department that are currently smoking, recently quit, or live with a smoker.		<i>Completed</i>
objective 2	Identify patients who smoke, recently quit, or live with a smoker through utilization of chart stickers.		<i>Ongoing</i>
objective 3	Develop an agency policy on smoking cessation counseling that offers extended or augmented interventions that exceeds minimal advice to quit and is provided throughout the course of pregnancy.		Ongoing
objective 4	Train agency staff on the 5 A counseling method, agency policy, targeted messaging, and documentation tools.		Ongoing
objective 5	Provide extended and targeted 5A counseling, specific for discipline to all pregnant women who are smoking, who have recently quit smoking, or who live with a smoker.		Ongoing
objective 6	<b>Marketing:</b> Create billboards; educational literature and brochures, clinic posters, agency website; Google application that can be downloaded to a smart phone; individualized counseling.		Completed

Asset Mapping		Goal 2	Date/Progress
objective 1	Create a resource database that can be utilized for future projects and as a community asset.		Completed (Updated Annually)
objective 2	Build partnerships in the community to create a healthcare coalition.		Completed
objective 3	Partners will assist with resource data collection and analysis and distribution and education of clients.		Completed
objective 4	Contract with IT specialists to create electronic, web based format of asset map with scroll over “hot buttons” that include detailed info on the food resource.		Ongoing
objective 5	Promote utilization and distribution of Asset Map		Completed

Tobacco		Goals 3	Progress
objective 1	Meet with area high school principals to elicit their participation in the “Tackle Tobacco” initiative.		Completed
objective 2	Purchase vinyl banners, foam footballs, and t-shirts imprinted with anti-tobacco messaging and school policy prohibiting tobacco use on school grounds.		Completed

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<b>objective 3</b>	Develop scripted announcements educating fans of tobacco free school policy for airing during football games	Completed
<b>objective 4</b>	Distribute banners, footballs, t-shirts, and announcement scripts to area high schools.	Completed
<b>objective 5</b>	Marketing: Vinyl banners, imprinted foam footballs and t-shirts, public announcements during games.	Completed

Chronic Disease Education	Goal 4	Progress
<b>objective 1</b>	Partner with Onslow County Senior Services regarding “Living Healthy with Chronic Diseases / Diabetes,” evidenced based Chronic Disease Self-Management (CDSM) Programs.	Completed
<b>objective 2</b>	Increase communication among county agencies to allow for more community class participation in the program	Completed
<b>objective 3</b>	Provide support to Onslow County Senior Services as needed	Completed

Tobacco Free Policy County	Goals 5	Progress
objective 1	Contact major employers in the county to determine their existing policies on tobacco use and their interest in adopting new or enhanced tobacco free policies.	Objective concluded due to lack of public response
objective 2	Educate local government authorities and area business leaders on the benefits of tobacco free policies.	Completed
objective 3	Draft sample tobacco free policies for private worksites for their consideration in adopting.	Completed

objective 1	<b>OCHD: Development of a comprehensive county government policy on breastfeeding that is in compliance with the NCGS 14-190.9 (HB 1143) and that encourages and supports breastfeeding among local county governmental employees.</b>	Ongoing
objective 2	OCHD: Provide education to county administrative staff and County Commissioners on legal requirements for employers regarding breastfeeding.	Ongoing
objective 3	OCHD: Provide draft county policy on breastfeeding for consideration of adoption by County Commissioners.	Ongoing

<b>objective 4</b>	O.C. HR: Review proposed county policy on Breastfeeding.	<b>Completed</b>
<b>objective 5</b>	O.C. HR: Present county policy on Breastfeeding to County Commissioners for adoption	<b>Ongoing</b>
<b>objective 6</b>	O.C. HR: Educate department heads on breastfeeding policy and ensure consistent application of the policy.	<b>Ongoing</b>

<b>Worksite Wellness</b>	<b>Goal 4 Deleted</b>	
<b>objective 1</b>	Conduct Baseline Assessment of Existing employee wellness programs provided by major employers in Onslow County.	
<b>objective 2</b>	Survey major employers in the county to determine their current participation and/or future interest in developing a worksite wellness program for their organization.	
<b>objective 3</b>	In collaboration with community partners, expand Eat Smart, Move More, Weigh Less class to at least one new Onslow County business / employer.	
<b>objective 4</b>	Compile Worksite Wellness Programs offered in the county into a comprehensive database that can be used to target employers for future worksite wellness offerings.	
<b>objective 5</b>	Contact organizations in the county to offer Eat Smart, Move More, Weigh Less classes to their employees through either on-line or instructor led classes (15 classes per series).	
<b>objective 6</b>	Market the Intervention	

**Goal (Deleted)** - Encourage and assist major employers in Onslow County to start worksite wellness programs.

## Next Steps

The approved Onslow County Health Department Strategic Plan will be available on the county website to seek community input. Paper copies of the Strategic Plan will be available at the Onslow County Health Department. This information will be communicated via social media and the website.

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

## Contributors

**Angela Lee**, Health Director

**Francine Reeves**, Personal and Family Health Programs Director

**Trina McGee**, Administrative Officer

**Pamela Brown**, Community Relations Officer

**Michael Puglisi**, WIC Director

**Walter Doyle**, Environmental Health Director

*Our many thanks to the Quality Assurance Team who provided valuable input to the planning process.*

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