



2019 STRATEGIC PLAN

ON SLOW COUNTY HEALTH DEPARTMENT
CONSOLIDATED HUMAN SERVICES

Letter From Our Health Director

Dear Friends and Colleagues,

The Onslow County Health Department is proud to serve the residents of Onslow County, and provide quality and affordable preventative services to this community. In a rapidly changing health care environment, public health departments must keep pace with a professional staff that is both innovative and passionate. It is our responsibility to be transparent and work collaboratively with our partners, community leaders, and clients to promote good health. I am pleased to present our department's strategic plan that will serve as a road map of initiatives and goals for 2019-2021.

This Strategic Plan analyzes our agencies strengths, weakness, opportunities and threats, and identifies goals and action plans for the years to come. To achieve these goals and improve our agency, we must continue to evaluate our organization, improve our daily operations, and provide greater access to the services we offer our community.

I am proud of our staff and the care that they continue to provide this community. On behalf of all Onslow County Health Department employees, I would like to say thank you, for allowing us to continue to serve you. We look forward to advancing your health for years to come.

Sincerely,

Sheri Slater
Interim Health Director
Onslow County Health Department
Consolidated Human Services



VISION, MISSION & CORE VALUES

The Onslow County Health Department works to detect and prevent disease, prepare and respond to emergencies, protect the public from health threats and environmental hazards, evaluate programs, and provide various forms of health education and services. We are a dynamic organization committed to serving the people of Onslow County. Although public health programs assure the health of the entire population, Onslow County Health Department, also provides direct services to local individuals. At every level, Onslow County Health Department strives to be customer service oriented, easy to access, and responsive to a variety of needs. 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

Vision

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

Mission

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

Core Values

- **Relationship Based**: Our staff is respectful, 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 practice to 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 needs and 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.



OUR COMMUNITY



Onslow County is a coastal community with a diverse population of 197,683 people (Census 2018).

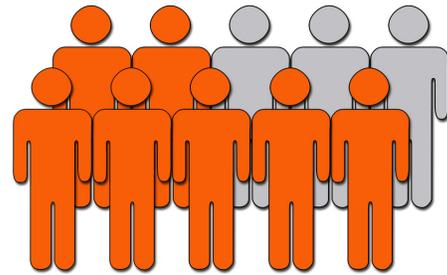
- 76.2 % White
- 15.9 % Black or African American
- 12.8 % Hispanic or Latino (Census)

The county is one of the most youthful in North Carolina:

- 8.8 % of the population is under 5
- 24.5 % is under 18
- 9.2 % is 65 or older
- The 20-24 age group has the largest population, followed by the 24-34 age group (Census, 2018).



Almost seven out of 10 residents are affiliated with the military.



90% of the population of Onslow County has health coverage

- 20.1 % on employee plans
- 12.8% on Medicaid
- 5.44% on Medicare
- 20.6% on non-group plans
- 31.1% on Military or VA plans

61.9k people employed in Onslow County

- Median Household Income \$48,162
- The largest industries are retail trade, health care and accommodation & food service



SWOT ANALYSIS

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Strengths

- Consolidated Human Services Agency centralizes Health Department and Social Services.
- Workforce is experienced, dedicated, & caring
- Services are specific to community needs.
- Supportive Board of Commissioners and Strong Community Partners.
- Willing to identify issues, make improvements, and be flexible in responses.
- Proactive and responsive to emerging issues and trends.
- Emergent of Resources through grants, additional state funding, and partnerships.

Weaknesses

- Communication and participation in internal and external community events.
- Changing expectations and managing demands of patients and clients.
- Staff Retention, frequency of turnover is high especially with clinic staff.
- Salaries are not always competitive with other healthcare entities throughout Eastern North Carolina.

Opportunities

- Growing market (youth and aging population).
- Utilization of High Performance Organization (HPO) model throughout the county.
- Utilization of Social Media Marketing to promote services.
- Emerging technologies, electronic medical records and patient portal.
- Innovation and expansion of health department programs and services such as Medicare Diabetes Prevention Program and Breast and Cervical Cancer Control Program.
- Potential for adaptation to legislative changes; advocacy for local ordinances.

Threats

- Community Perception of Health Department Services being low quality.
- Uncertainty of the future of Medicaid Transformation.
- State and Federal Funding.
- Emerging global diseases such as Measles.
- Expansion of duplicated services on military installations.

INTERNAL & EXTERNAL FACTORS

Internal Factors Affecting OCHD

- Electronic Medical Record updates, patient portal, staff training.
- Financial resources, maximize revenue, minimize expenses.
- Staff retention, salaries, benefits, competition with other employers, and workplace environment.
- Employee morale and internal communication.
- Staff training and local, regional, state opportunities.
- High Staff Turnover
- Positive Promotion of Health Department
- Services offered, the quantity, quality, diversity, and community image.

External Factors Affecting OCHD

- State and federal legislation.
- Political climate, local , state and federal.
- Increased expectation to serve with diminishing budgets and resources.
- Increased demand for healthcare providers to "fix it now and fix it for free."
- Impact of social media and information technology.
- Literacy levels in the county and the community's ability to understand personal health issues, disease management.
- Limited understanding of public health by community.
- Transportation and the lack of adequate services throughout the county and how it impacts clients access to services.
- Military Public Health Services duplicating services.



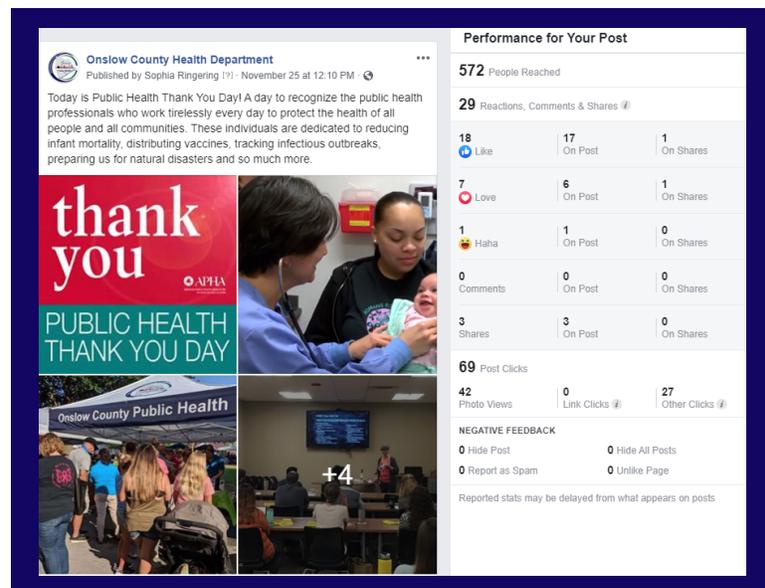
GOALS

Goal 1: Strategic and Effective Communication (Internal and External)

Objective: Communicate clearly and effectively to our workforce, partners and community.

Activities

- Utilize High Performance Organization (HPO) philosophy and functions to demonstrate performance, collaboration, and communication at ALL levels of the agency.
 - Include employees in training opportunities, meetings, planning of events and activities, as well as with agency goals and objectives.
- Develop marketing and communication plans that strategically reach the community through social media and traditional platforms.
 - Encourage staff to “like” and actively engage with the Onslow County Health Department social media pages.
 - Make improvements to internal monthly newsletter distribution and segments.
 - Create External Newsletter for partners and the community.
- Provide agency goals and division goals to ALL employees.
 - Include employees in the creation and implementation of planning yearly goals.



Goal 2: Integrate Consolidated Human Services Programs

Objective: Create a unified environment of staff, programs, services, and customers.

Activities

- Provide training opportunities to staff on programs and services offered by all CHS Departments.
- Prepare staff and the community through engagement and exercises.
- Develop procedures for referring patients/ clients.
- Cross promote services to employees and the community.
- Focus on one monthly program and/or service to help educate employees internally. Encourage teamwork and working groups with employees outside of your division or department.

GOALS

Goal 3: Strengthen Customer Service and Satisfaction

Objective: Provide diligent and friendly service that leaves the customer feeling satisfied.

Activities

- Share best practices with staff on customer service.
- Give staff latitude to handle customer complaints instantly.
- Ensure customers have easy access to comment on the services they receive.
- Maintain 3.5 (out of 4.0) customer satisfaction ratings on quarterly surveys.
- Encourage clients to also utilize digital and social media platforms, such as Google and Facebook to provide feedback on their service.
 - Look for ways to provide incentives to clients to provide feedback.



Goal 4: Innovative and technologically advanced agency.

Objective: Identify technological needs in order to utilize the current system to the fullest capacity.

Activities

- Explore the use of technology for communication both externally & internally.
 - Secured text messaging to clients.
 - Multi-translation to field cell phones for better information.
 - Tele-language line.
- Explore mobile applications for public use.
- Utilize technology and innovate ideas, processes, and techniques to improve efficiency, quality, and client needs.
- Provide staff with opportunities to communicate ideas and take initiative, while also providing a response to suggestions that were presented.



GOALS

Goal 5: Assure well- trained, and diverse workforce and work culture that is cooperative, inclusive, diverse, respectful, and culturally competent.

Objective: Develop a plan to enhance employees' knowledge and skills in leadership and health equity.

Activities

- Utilize High Performance Organization and the Health Equity Workgroup to provide leadership and cultural competency training to all staff .
 - Collaborate with employees on internal initiatives that promote this type of culture.
 - Incentive programs for staff to help motivate moral.
- Team building activities.
- Provide goals and plans to employees in a timely manner.

Goal 6: Community Collaboration, Partnership, and Engagement

Objective: Support a framework of decision making, evaluation, and empowerment, which engages stakeholders.

Activities

- Effectively utilize media.
 - Keep the website updated and drive traffic there.
 - Increase social media presence and explore other affordable platforms.
 - Offer more opportunities for interaction with the community.
- Educate partners about Public Health
- Utilize data from Community Health Needs Assessment to provide or adapt services that address risk factors, quality of life, mortality, morbidity, community assets, social health determinates, and health inequity.
- Review the analysis of factors influencing health department ability to improve the community's health.
- Utilize community input and collaborations



ACTION PLANS

Community Health Improvement Plan - Short Term (1-3 years)

Priority: Substance Abuse

Result 1: What result do you want?

- Increase of 4 percent, youth and adult participation in Onslow County Health Department (OCHD) and Community Health Needs Assessment (CHAT) team initiatives and activities focused on Substance Abuse.

Result 2: What result do you want?

- An increase of educational materials accessible to the community through social media and community partners. A decrease in opioid overdoses in Onslow County, along with a reduction in physician prescriptions of opioids for pain relief.

Community Health Improvement Plan - Long Term (3-5 years)

Priority: Chronic Disease

Result 1: What result do you want?

- Reduce Chronic Kidney Disease and Respiratory Disease both by 2% in Onslow County, which is comparable to the U.S. average. This will be achieved through regular education on social media and through partner collaboration with Onslow Memorial Hospital and Realo Discount Drugs, as well as awareness at special events, to include, Octoberfest, Senior Expo, etc.

Result 2: What result do you want?

- Reduce Diabetes in both Medicare population and General population by 3% which is comparable to the U.S. average. This will be achieved through regular education on social media, Diabetes Prevention Program and Diabetes Self-Management classes, nutrition education and exercise events.