

# **GREENE COUNTY HEALTH DEPARTMENT**

## **STRATEGIC ACTION PLAN**

### **MISSION**

The mission of the Greene County Health Department is to Protect, Preserve and Enhance the public health of Greene County through a commitment to the principles of public health practice in our community

### **VISION**

Greene County Health Department is focused on the families and the community it serves. We will use our capacity to: articulate, clarify and define the value of public health; promote a safe and healthy environment; and provide or assure quality health care services by partnership within the community and throughout the region. Greene County Health Department strives to be progressive, efficient, creative and responsive. Our shared values and goals mean we are committed to making constant improvements, seeking higher standards in all the services provided to the people of Greene County. We will assure a Public Health System in Greene County with capacity to improve health status and thereby the quality of life of all citizens by providing: prevention, screening, treatment, referral and education services; access to medical resources not available in Greene County; environmental health services to ensure a safe community; the highest quality of services at their most efficient cost; programs that will promote good health practices by educating the public and keeping the environment clean, healthy, and safe; and a forum to strengthen stakeholders, grass roots organizations and other advocates committed to a healthier community.

## Greene County Board of Health

<u>Position</u>	<u>Persons currently in the position</u>	<u>Status</u>
(ILO) Physician	Gwenoese Smith	Member Since 3/04
Public Member	Lyn Lane	Member Since 6/03
Public Member	Ms. Laura O'Brien	Member Since 3/04
Public Member	Linda Dunn, Vice-Chair	Member Since 4/99
Commissioner	Denny Garner	Member Since 1/99
Public Member	Peggy Greene	Member Since 4/99
Pharmacist	Norman Lewis	Member Since 5/03
Registered Nurse	Vanessa Hardy	Member Since 7/03
Veterinarian	J. Ivey Smith, DVM, Chairman	Member 10/01 - 10/02 Interim HD 11/02-5/03 Reappointed 6/03
(ILO) Optometrist	Glenn Bunch	Member Since 6/07
Dentist	Dr. Win Knight	Member Since 6/07

## Greene County Board of Commissioners

Bennie Heath - Chairman  
Jack Edmondson – Vice Chairman  
Denny Garner  
James T. Shackelford  
Jerry Jones

## Healthy Greene Advisory

Chair- Shenile Ford, NC Cooperative Extension- Greene County  
Joy Brock- Greene County Health Department  
Don Davis- Town of Snow Hill  
Helen Hill- Student Health Services  
Cathy Howell- Greene County Health Care, Inc.  
Linda Sewall- Greene County Health Department  
Velvet Waters- Safe Kids, Lenoir Memorial Hospital

### **PREFACE**

The Strategic Action Plan is a document to guide the planning for Greene County Health Department over the next four years. Being an instrument of *change*, it is not representative of the entire scope of health department business; rather, it reflects areas of enhanced emphasis based upon documented need for change. It also includes specific plans for *action* to address each of the goals and objectives listed in the following pages. These actions or activities are measurable and will relate directly to the goals and objectives listed. While the goals and objectives will remain constant over the next planning cycle, the action points will be reviewed and modified as needed on an annual basis with the Greene County Board of Health with input from staff.

In as much as departmental accreditation and community assessments will take place on staggered four-year cycles, it was determined that the strategic plan should also represent a four-year time frame. This will allow the relationship of time cycles for each process to remain fixed relative to the others, for optimal continuity in assessment, planning, and evaluation. The time frames for each process are as follows:

Community Assessment:	2006, 2010, 2014
Strategic Plan:	2009, 2013, 2017
Accreditation:	FY 2010, FY 2014, FY 2018

The strategic plan represents Greene County Health Department's current health concerns based on documented data sources included in the Community Assessment of 2006.

During the months of October through December 2006, a community-wide survey was conducted in order to give residents an opportunity to express their opinion about the quality of life in Greene County. Greene County's self-administered survey included questions about a variety of Health Issues. Surveys were administered throughout the county in an effort to reach a wide variety of the population. Three hundred fifty surveys were printed and 292 surveys were completed and included in the final analysis. In addition to the surveys, community opinions were collected from a focus group of Hispanic residents.

Based on findings from the community survey the top twelve health concerns for Greene County are as follows:

1. Alcohol Abuse/Drug Addiction
2. Diabetes
3. Obesity/Overweight
4. Cancer
5. HIV/AIDS
6. High Blood Pressure/Stroke
7. Heart Disease
8. Asthma
9. Teen Pregnancy
10. Mental Illness/Depression
11. Domestic Violence
12. Dementia/Alzheimer's

In January 2007, members from Healthy Greene, Greene County Board of Health and Greene County Board of Commissioners participated in rating the top 5 out of 12 Health Concerns using a prioritization worksheet. The worksheet asked that the 12 Health Concerns be ranked according to the following criteria:

1. Magnitude of the problem
2. Seriousness of the consequences
3. Feasibility of correcting the problem

Results of the workshop were calculated to come up with the top five Health Concerns, which are as follows:

1. Obesity/Overweight
2. Heart Disease
3. Diabetes
4. High Blood Pressure/Stroke
5. Cancer

The other Health concerns ranked as follows:

6. Alcohol Abuse/Drug Addiction
7. Teen Pregnancy
8. Mental Illness/Depression
9. HIV/AIDS
10. Domestic Violence
11. Asthma
12. Dementia/Alzheimer's

The FIVE LEADING causes of DEATH in Greene County From 2001-2005

Men

1. Cancer
2. Heart Disease
3. Stroke
4. Unintentional Motor Vehicle
5. Chronic Lower Respiratory Diseases

Women

1. Heart Disease
2. Cancer
3. Stroke
4. Diabetes
5. Chronic Lower Respiratory Diseases

**The above information was gathered from the North Carolina State Center for Health Statistics and used to determine the Goals for this Strategic Plan**

# **VALUES**

## **TRUSTWORTHINESS**

### Definition:

Trustworthy is being honest, fair, dependable, and worthy of confidence.

### Behaviors:

1. Respect privacy of customers and co-workers utilizing the most up to date confidentiality policies within the agency.
2. When you are wrong, admit it.
3. Be where you say you're going to be and do what you say you're going to do.
4. Walk the talk; practice what you preach.
5. Be truthful, yet compassionate.
6. Be impartial and fair to customers and each other.

## **CUSTOMER-CENTERED**

### Definition:

We ask our customers what they need and strive to respond to their needs.

### Behaviors:

1. Ask customers what they want rather than assuming you know.
2. Put customers' needs before your needs.
3. Respect customers' individual choices and lifestyles.
4. Reduce barriers to service. Provide services for customers when and where needed, when possible.
5. Work together as a multi-disciplinary team to serve the customer.
6. Don't say "no" to customers without offering explanations and/or options.
7. Continuously ask why you do what you do and be willing to change if needed.

8. Ask your customers how you are doing with regard to customer service.

## **TEAMWORK**

### Definition:

Working together, everyone achieves more.

### Behaviors:

1. Find solutions, not fault.
2. Don't assume others know what is going on; ask when you don't know.
3. Include others' input in decision making.
4. Respect team members' unique roles and work styles.
5. Share responsibility and workload; don't say, "It's not my job".
6. Do what you agree to do.
7. Stay with the task until it is done.
8. Be open to change.
9. Agree to disagree.

## **EFFECTIVE COMMUNICATION**

### Definition:

Ability to clearly disseminate and receive information in all interactions in a manner that treats the customer and co worker with respect and compassion.

### Behaviors:

1. Share thoughts, concerns, and expectations with each other.
2. Let people finish talking; don't interrupt.
3. Talk to others the way you'd like to be talked to.
4. Praise more than you criticize.
5. Get the facts; don't spread rumors.
6. Have good eye contact.
7. Deal with the facts; don't get personal or take it personal.
8. Share information with those who need to know it.

9. Ask for opinions and input from others.

## **PROFESSIONALISM**

### Definition:

We serve customers with competence, integrity, and a positive attitude.

### Behaviors:

1. Be a self starter; don't wait to be asked.
2. Be polite.
3. Be accountable for your behavior.
4. Don't push your beliefs on others.
5. Support and promote agency goals and objectives.
6. Demonstrate knowledge and skills in your area of expertise.
7. Maintain confidentiality.
8. Seek opportunities to learn more.

## **GOALS and OBJECTIVES**

### Goal 1. Greene County Health Department Will Become Accredited

Objective 1. The Greene County Health Department staff will complete all of requirements necessary to obtain Accreditation through the North Carolina Public Health Accreditation Board by December 2009

Objective 2. The Greene County Board of Health complete all requirements necessary to obtain accreditation through the North Carolina Public Health Accreditation Board by December 2009

Contact: *management team*

### Goal 2. Reduce Incidence of Obesity

OBJECTIVE 1. Collaborate with the Greene County School systems to increase physical activity in the schools and community.

#### **Activities**

1. Expand child health clinic to include a teen health component. The enhanced services will include well and sick care for teens; age

- appropriate guidance with emphasis on; nutrition; physical exercise; immunizations; tobacco; drug; gang and suicide prevention; and promotion of readiness for college education
2. Hold a meeting with County leaders to discuss increased access to workout (gym) facilities for all adults by December 2009.
  3. Hold a meeting with County Commissioners and all other available county leaders in developing FREE walking, biking and exercise trails throughout the county by December 2009
  4. Provide wellness information packets to Health Department Clients
  5. Provide Scholarships for at risk children to Tae Kwon Do classes.
  6. Child Health has folder and resources for exercise in County
- Contact: *management team*

OBJECTIVE 2. Increase educational programs in the community on how to decrease the fat in your diet.

**Activities**

1. Develop educational programs to be given once a quarter throughout the County on the Health Dangers of Obesity
  2. Hold a farmers market in the Health Department parking lot during the summer.
  3. Coordinate with Food Lion to provide healthy snack tasting once a month on Saturdays
- Contact: *management team*

### **Goal 3. Reduce Incidence of Heart Disease**

OBJECTIVE 1. Work with County Commissioners and all other county leaders in developing FREE walking, biking and exercise trails throughout the county

**Activities**

1. Hold a meeting with County Commissioners and all other available county leaders in developing FREE walking, biking and exercise trails throughout the county by December 2009
  2. Provide Information packets to Health Department Clients
- Contact: *management team*

OBJECTIVE 2. Ensure that the County Schools System is teaching ways for children to develop healthy habits that will maintain healthy heart activities and lifestyles for a lifetime.

**Activities**

1. Hold a meeting with Greene County School System representatives to discuss the possibility of implementing curriculum targeting healthy lifestyle habits before December 2009
2. Provide information packets to Health Department Clients  
Contact: *management team*

OBJECTIVE 3. Increase educational programs in the community on how to decrease the fat in your diets.

**Activities**

1. Develop educational programs to be given once a quarter throughout the County on the Health Dangers of Obesity
2. Develop educational programs on Heart Disease awareness that can be taught by lay persons at churches and other places where the community gathers by December 2009.
3. Provide free cholesterol screenings once a quarter  
Contact: *management team*

**Goal 4. Reduce Incidence of Diabetes**

OBJECTIVE 1. Develop educational programs to be given throughout the County on the Health Dangers of Obesity.

**Activity**

1. Hold at least one educational program on obesity each quarter  
Contact: *management team*

OBJECTIVE 2. Hold special free clinics in the county that will screen for diabetes.

**Activities**

1. Participate in two free screening clinics in the county each year.
2. Screen at risk patients who visit any Health Department clinics. No missed opportunities  
Contact: *management team*

OBJECTIVE 3. Collaborate with all health care providers in the County and surrounding counties in developing methodology for target specific diabetic screenings and educational materials

**Activity**

1. Conduct an information gathering meeting with all available health care providers in developing target specific diabetes screening and educational materials before December 2009  
Contact: *management team*

## **Goal 5. Reduce Incidence of High Blood Pressure and Stroke**

### **OBJECTIVE 1**

Collaborate with health care professionals in the county to determine the most effective way to provide educational opportunities to reduce the incidence of High Blood Pressure and Stroke.

#### **Activities**

1. Hold biannual screenings to detect hypertension.
2. Distribute educational materials to persons identified as at risk for hypertension at the biannual screenings.

Contact: *management team*

### **OBJECTIVE 2**

Work with County Commissioners and all other county leaders in developing FREE walking, biking and exercise trails throughout the county.

#### **Activity**

1. Hold a collaborative meeting with all county leaders to discuss free walking and exercise trails throughout Greene County before December 31, 2009

Contact: *management team*

## **Goal 6. Reduce Incidence of Cancer**

OBJECTIVE 1. Ensure that access to cancer screenings is available to the citizens of Greene County.

#### **Activities**

1. Become a preferred provider for insurance plans in addition to Blue Cross Blue Shield and CAPE Network before December 31, 2009
2. Provide skin cancer screening annually
3. Hold a cancer awareness fair annually

Contact: *management team*

OBJECTIVE 2. Collaborate with the Greene County Schools to ensure that the Greene County Schools System is teaching ways for children to develop healthy habits that will maintain healthy activities and lifestyles for a lifetime.

#### **Activity**

1. Hold a meeting with Greene County School officials by September 2009

Contact: *management team*

OBJECTIVE 3. Eliminate tobacco use in all public places.

### **Activities**

1. Draft and present Public Health Law to the Greene County Board of Health by July 2010
2. Develop educational programs that target the serious health effects of second hand smoke by June 2009.
3. Offer 5 step Program in Child Health for anyone smoking in the home.
4. Collaborate to conduct at least one American Lung Association “Freedom from Smoking” programs annually in Greene County.  
Contact: *management team*

OBJECTIVE 4. Promote Strategies to decrease the impact of second hand smoke on young children.

### **Activity**

1. Develop educational programs that target the serious health effects of second hand smoke by June 2009  
Contact: *management team*

## **GOAL 7: Identify community health problems and hazards**

### **OBJECTIVE 1**

Assess and report community health status on a regular basis utilizing an updated Community Health Assessment.

### **Activities**

1. Complete a Community Health Assessment (CHA) every four years (most recently completed in 2005).
2. Prepare an interim State of the County Health (SOTCH) report each year between full assessments.
3. Disseminate results of the Community Health Assessment and SOTCH reports to ten community agencies and partners.  
Contact: *management team*

### **OBJECTIVE 2**

Strengthen health communications with community health partners and the public utilizing current Community Health Assessment for planning and decision-making in public health.

### **Activities**

1. Increase the number of community partners receiving GCHD health alerts.
2. Encourage the public to report health risks and hazards through media-based activities.

3. Promote Health Department Services and enhance our image so that citizens realize that we are not just a provider of last resort but are an important part of the local Health Care Community

*Contact: management team*

## **GOAL 8: Reduce risk and exposure to unsafe food supplies and unsanitary environments in all food, lodging and public school establishments in the county.**

### **OBJECTIVE 1**

Enhance environmental health services beyond State requirements for food and lodging, and investigations for reducing food poisoning and food borne diseases with dissemination of information to public, media, and communities.

#### **Activities**

1. Review and evaluate educational materials and handouts used for public media and community dissemination.
2. Enhance Epi-Team by providing additional advance training on investigation, enhanced surveillance and prevention techniques to protect the public from communicable diseases.

*Contacts: management team*

## **Goal 9: Reduce exposure to disease from contaminated private water supplies and malfunctioning wastewater systems.**

### **Objective 1**

Further reduce risk of disease from contaminated private water supplies and with malfunctioning onsite systems for wastewater.

#### **Activity**

1. Develop media communications and public information disseminated to communities in the county for increased awareness of prevention of diseases.

*Contacts: management team*

**The Management Team that oversees and acts as contact persons are as follows:**

Linda Sewall, Health Director  
Betty Shingleton, Administrative Assistant  
Davin Madden, EH Coordinator  
Chris Miller, Physician Extender II, PHN Supervisor  
Deborah Williams, Nutritionist II, WIC Director  
Joy Brock, Human Services Planner II/ Health Educator  
Sheila Alexander, Social Worker II  
Sandra Smith, Assistant Health Director / Financial Officer

**Conclusion:**

In order to solicit community input to the Strategic Plan, the plan will be made available on the Greene County Health Department Website and announced in the local newspaper.

Copies of the Strategic Plan will be available at the health department.

Recognizing that a strategic plan provides a sense of direction, also recognizing the need to remain flexible to changing needs and requirements, the plan will be reviewed and updated annually by the health department staff and the Board of Health.