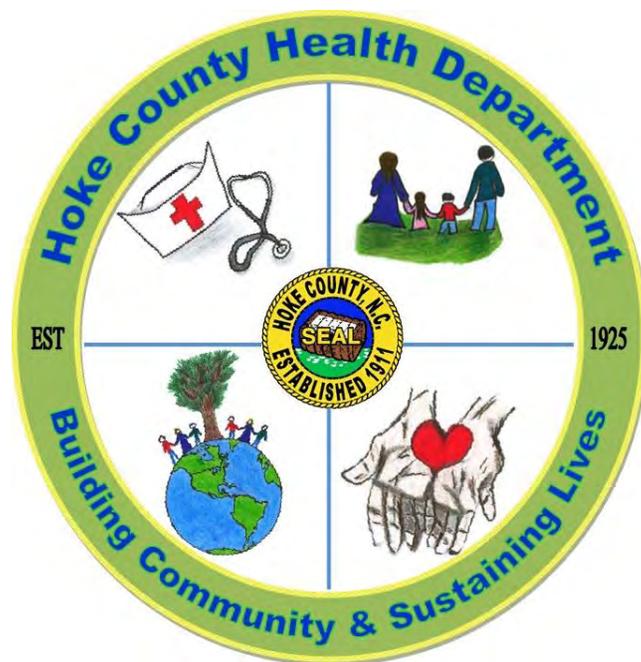


HOKE COUNTY HEALTH DEPARTMENT

STRATEGIC PLAN



2016-2019

Adopted by the Hoke County Board of Health

Mission Statement

The mission of the Hoke County Health Department is to provide public health services that promote, protect, and preserve the wellness of Hoke County citizens and the surrounding communities.

Vision

The vision of the Hoke County Health Department is to lead the way towards increasing awareness of community resources and preventive health services.

Core Values of the Hoke County Health Department

We believe in...

- *Embracing and respecting the cultural diversity of our community*
- *Fostering positive partnerships with other community agencies*
- *Being an innovative community resource for healthy lifestyle changes*
- *Delivering premier health care services to our patrons*
- *Minimizing health disparities and inequities by striving to be culturally proficient*
- *Creating a positive work environment that promotes professional development among all employees*
- *Providing educational programs to empower participants to strive for excellence in health*
- *Maintaining a "mission ready" department to preserve and protect the community from harmful biological and health threats*
- *Sustaining the public's trust by always presenting accurate information*

Introduction

The Management Team is pleased to unveil the Hoke County Health Department Strategic Plan 2016-2019. The Strategic Plan describes the actions needed in Hoke County to address the public health priorities. The Hoke County Health Department employees use the Strategic Plan as a guide to implement the policies needed toward achieving successful health outcomes.

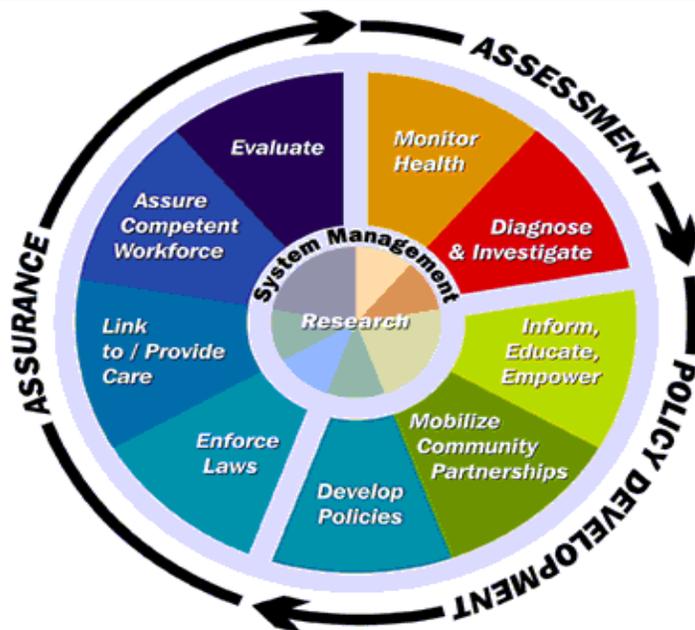
The Hoke County Board of Health is instrumental in the strategic planning process in the following ways:

- The Board of Health encourages public input and comments at every meeting.
- The Board of Health welcomes the Hoke County Health Department staff at meetings for presentations of current issues and programmatic reviews.
- The Board of Health is actively involved with fiscal management and needs of the public health services provided at the Hoke County Health Department.
- The Board of Health assists with the creation of the annual State of the County Health Reports, the Community Health Assessments, and the Action Plans.
- Lastly, the Board of Health provides guidance during the strategic planning process and approval of the final Strategic Plan document.

The Hoke County Health Department Strategic Plan 2016-2019 describes the local public health priorities, therefore it aligns with the Action Plans of the Community Health Assessment. The 3-year strategic plan is best for accountability. The Strategic Planning sessions were conducted throughout 2016 in various settings, such as the following: Management Team meetings, Family Planning Focus Forums, Staff meetings, Board of Health meetings, Public Health Advisory Council meetings, Diabetes Support Group meetings, survey collection at community events and Survey Monkey for County employees, elected officials, and members of Hoke County Departmental Boards. The Management team continued to be the “strategic planners” for the Hoke County Health Department; therefore, the following vital resources were utilized: NACCHO: Strategic Plan: A How-To-Guide and North Carolina Department of Public Health resources.

In order for the Hoke County Health Department to preserve its position as a strong advocate in community, the previous Strategic Plan was evaluated and an accomplishment section highlights the Strategic Plan 2013-2016 Summary for the Hoke County Health Department. The community partners view the Strategic Planning process as a vital way to evaluate and assure that the 10 Essential Public Health Services are being met at the Hoke County Health Department.

Public Health 10 Essential Services



Reference: <http://publichealth.nc.gov/mission.htm>

The Hoke County Health Department employees strive daily to improve and protect the public's health in Hoke County. The above wheel is visual of the core public health functions with the essential services under each core function that it defines.

Assessment

- Monitor health status to identify community health problems.
- Diagnose and investigate health problems and health hazards in the community.

Policy Development

- Inform, educate, and empower people about health issues.
- Mobilize community partnerships to identify and solve health problems.
- Develop policies and plans that support individual and community health efforts.

Assurance

- Enforce laws and regulations that protect health and ensure safety.
- Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
- Assure a competent public health and personal health care workforce.
- Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
- Research for new insights and innovative solutions to health problems.

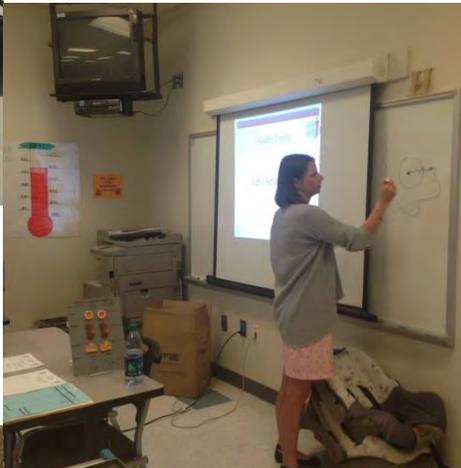
Research belongs to all three of the Core functions (**Assessment, Policy Development, and Assurance**).

Strategic Plan 2013-2016 Summary

The Hoke County Health Department Strategic Plan 2013-2016 was the first strategic plan for the agency. The guidance provided was invaluable to the employees and to the community partners in order to ensure that the public health priorities were addressed in Hoke County. From the annual evaluations of the Strategic Plan, the Management Team found the following accomplishments:

- The Hoke County Health Department purchased the Patagonia EHR solutions and Practice Management Software in 2014 to improve the clinical and billing operations.
- The Hoke County Health Department has 2 Enhanced Role Registered Nurses, one in Child Health and one in Communicable Disease.
- Became the Lead County and fiscal manager for the Active Routes to School (ARTS) Program in 2013 for Region VI counties. The Region VI counties include the following: *Cumberland, Hoke, Scotland, Richmond, Anson, Montgomery, Randolph, Moore, Lee, and Harnett.*
- Active participant with the Maternal and Child Health Initiative Grant Funding in 2016 for reducing infant mortality, promote breastfeeding, and reduce secondhand smoking among parents of children less than 5 years of age. This funding is for the following counties: *Cumberland, Hoke, Montgomery, and Richmond.*
- To offer Family Planning services to the teenagers, the Health Department has extended hours until 7:00 PM on the first and third Mondays.
- The Hoke County Health Department received additional funds with the Maternal Child Health Initiative Grant to purchase Long Acting Reversible Contraceptives (LARCs) for young women.
- In 2013, the Hoke County Health Department was awarded the Breast Cervical Cancer Control Program (BCCCP) funds from the Department of Public Health. The BCCCP has been successful for uninsured and underinsured women in Hoke County who are being screened for breast and cervical cancer.
- The Diabetes Self-Management Program has successful in helping many participants make lifestyle changes. In 2014, Diabetes Prevention Program (DPP) was introduced for people with pre-diabetes diagnosis.
- Many community partners and leaders worked together to initiate the community gardens and the farmers market. This was a collaborative effort with Hawkeye Indian Cultural Center.
- The Hoke County Collaborative was started in 2012 and continued to actively seek momentum to decrease the rate of adulthood obesity in Hoke County. In 2014, there were motivational interviewing training sessions with dinner sponsored by AHEC for local providers in Hoke County.

- The Hoke County Health Department continues to provide tobacco cessation awareness education and on policy development.
- The Hoke County Health Department employees started recycling ink cartridges and paper products as part of the going green plan.
- Since 2013, the Hoke County Health Department employees regularly participate in a variety of trainings: webinars, conference calls, meetings, conferences, and networking sessions to assist with the enhancing daily operations of the clinic.
- The Hoke County Health Department has a strong fiscal accountability of billing and revenue generation; however the turnover of providers has created a decline in the amount of funds.
- The Quality Improvement Team has evolved from the usual medical record audit review team to analyzing clinic work flow studies, review customer satisfaction surveys, and service count evaluations.



SWOT Analysis

Strategic Planning sessions were conducted during various meetings held throughout 2016 with the agency's Management Team, Health Department employees, the Hoke County Board of Health members, the Public Health Advisory Council, and community partners. A SWOT Analysis was conducted in the fall of 2016 from the surveys distributed via mail and Survey Monkey. As summarized below the SWOT Analysis is a tool that identifies the strengths, weaknesses, opportunities, and threats of an organization. The SWOT Analysis tool assists an organization in accomplishing its objectives and determines what obstacles must be overcome to achieve to desired outcomes.

	Helpful	Harmful
Internal <small>Attributes of the organization</small>	Strengths	Weaknesses
External <small>Attributes of the environment</small>	Opportunities	Threats

2016 SWOT Analysis-Hoke County Health Department

	Helpful	Harmful
Internal Origin (attributes of organization)	<p>Strengths:</p> <ul style="list-style-type: none"> ● Current technology use—Patagonia EHR solutions and Practice Management ● Two Enhanced Role Registered Nurses ● Cross promotion of health programs with other agencies ● Neutral Partner in Community Collaborations ● Primary Care Services ● Baby Think It Over/Choosing the Best Journey ● Childbirth Classes ● Diabetes Self-Management Education Program (DERP); Diabetes Prevention Program (DPP); Diabetes Support Group; Annual Diabetes Health Symposium; ● Eat Smart Move More Weigh Less Program-"It's All About You" Wellness Program ● Child Passenger Safety Seat Program ● Active Routes to Schools (ARTS); Pedestrian & Bicycle Safety Programs ● First Aid & CPR Classes ● Health Coaching Services 	<p>Weaknesses:</p> <ul style="list-style-type: none"> ● Challenges to recruit providers to work at the agency. ● Cultural Competency: Limited activities offered to Hispanics and Attendance among Native American Cultures ● Lack of diverse Community Champions to represent success of programs ● No importance placed on Public Health messages until imminent danger. ● Public perception of who we serve (poor, illegal, STD) ● No specific Cardiovascular Health Program ● No organized Social Media marketing campaign ● Underdeveloped agency website ● Limited clinicians to work after-hours clinic ● Limited hours of operation ● Staff time requirements needed with programmatic reporting instead of working patients. ● Technology security issues to be addressed.
External Origin (attributes to the environment)	<p>Opportunities:</p> <ul style="list-style-type: none"> ● Collaboration with two hospital systems ● Community/Agency partnerships ● Engaging in tobacco free environment policies ● Collaborating with Region 6 f or Tobacco interventions among 10 counties ● MCH Initiative Grant Funding (4 counties) ● Seek grant funding for other programs ● Seek Spanish Interpreter for health education classes & programs ● Utilize Social Media marketing for programs & services of the Health Department ● Endorse policy change that effects environment ● Continue to engage community partners ● Strengthen relations with policy makers ● Focus on wellness for the employee & incorporate a wellness program for Hoke County Employees ● Be an active participant ant community events ● Develop new programs that aligns with the needs of community ● Communicate public health news & alerts through all media outlets 	<p>Threats:</p> <ul style="list-style-type: none"> ● Loss of Title X funding and other funding reductions at the State and Federal level ● Improper use of technology by operators and hackers ● Lack of participation of Collaborative partners ● Employees having to work harder with less staff, reduction of program funds, and less resources ● Lack of public transportation ● Limited local media outlets ● IT Security risks: HIPAA breaches ● Uncertain political climate

Strategic Goals

The strategic plan goals of the Hoke County Health Department were cultivated by the Management Team in October 2016.

<u>Goal 1</u> ★☾	To enhance health programs that address emerging issues affecting Hoke County Citizens.
<u>Goal 2</u>	To promote a safe and healthy environment for Hoke County Citizens.
<u>Goal 3</u> ☼	To strengthen the Hoke County Health Department daily operations.

★ Address Community Health Assessment Priorities

☼ Health Department Priority 1

☾ Health Department Priority 2

Executive Summary-Hoke County 2015 CHA

Dropout count for Hoke County Schools (2013-2014) was 53 compared to 50 in 2012-2013 and 78 in 2011-2012 (*NC Public Schools Drop Out Rates*).

The average per capita income for residents in Hoke County is \$18,761.00 (2013 inflation adjusted dollars) with 22.9% of the population living in poverty (2009 - 2013). Since 2011, the poverty level has increased 2% (*2014 Hoke County Quick Facts - US Census Bureau*). In 2013 according to the Kid Count Data Center, 31.9% of children under 18 were below the poverty level which is a 3.1% increase since 2011. According to the American Community Survey Estimates (2010-2014), 16.6% of people 65 years and older are below the poverty level compared to 18.3% for 2009-2013. The unemployment rate as of August 2015 is 8.5 was 2.4% higher than the state rate of 6.1%. The unemployment rate was 9.6% in September 2011, which shows a 1.1% decrease since the 2011 Assessment (*NC Department of Commerce Labor & Economics Division-2014 Preliminary Data*).

According to the NC State Center for Health Statistics, the **ten leading causes of deaths** in Hoke County are Heart Disease; Cancer-All Sites: Trachea, Bronchus, & Lung Cancer; Chronic Lower Respiratory Diseases; Cerebrovascular Disease; Alzheimer's Disease; Diabetes; Other Unintentional Injuries; Kidney Disease; and Cancer-Prostate. In 2011, the ten leading causes of death are Heart Disease, Cancer, Motor Vehicle Injuries, Chronic Lower Respiratory Diseases, Kidney Disease, Other Unintentional Injuries, Diabetes, Septicemia and Alzheimer's disease (*see Figures 2- 4, Appendix A, pages 39&40*).

Correspondingly on examination of the CHA primary data collected in 2007, 2011 and 2015, there were many notable variations in growth as well as need for improvement. Collection of survey data was obtained using a combination of face-to-face community forums, individual interviews, and website. Out of approximately *1,200 distributed surveys*, population samples of *690 surveys* were collected within Hoke County via health department awareness programs, email, and local community events (*i.e. The Business Expo, National Night Out, Diabetes Health Fair, and various community health promotion opportunities, etc.*).

In the 2015 primary data analyses of the assessment tool, the self-reported top townships most identified were as follows: Raeford city, Antioch, McLaughlin, and Blue Springs (*see Figure: 32, Appendix C, page 75*). The ethnic groups identified most were African American, Caucasian, Native American, Hispanic/Latino, and Asian/Pacific Islander. Based on a comparison of the 2007 and 2011 health assessment, there was an increase in the Caucasian and the Hispanic/Latino participation in the 2015 assessment process; but a decrease in the number of African American participation. In addition, the Native American participation stayed the same since the 2011 assessment. Overall, the African American Population continues to have the largest participation represented (*see Figure: 1, Appendix C, page 62*). The average age of subjects participating in the assessment was between the ages of 26-39. Based on data review from 2007 and 2011 CHA; in 2015, there has been a trend increase of participants between the ages of 40-54 (*see Figure 2, Appendix C, page 62*). Similarly, the analyses revealed that there has been an increase in male participation and a decrease in female subjects compared with the 2011 report (*see Figure 5, Appendix C, page 63*). In the same way, more participants reported

Executive Summary-Hoke County 2015 CHA

that they were not married (*see Figure: 28, Appendix C, page 73*).

The level of income shared by participants have shown that there has been a slight increase in the *less than \$14,999 income level* between 2011-2015 assessment and a 14% decline in income levels *50,000 and over* (*see Figure 3 Appendix C, page 62*). On the other hand in the levels of education, there has been a 6% gain in the *less than high school* in 2015 compared with 2011. The 2015 data also has shown an increase in the levels of *high school diploma/GED* and *college degree or higher* and a *decrease in no college or other* category (*see Figure 4, Appendix C, page 63*).

The top ten community health problems identified in 2015 from the Community Health Opinion Surveys were as follows: *Diabetes, Cancer, Teenage Pregnancy (ranked-27th out of 100 counties), High Blood Pressure, Sexually Transmitted Diseases (STDs), Aging Problems, Dental Problems, Heart Disease/Stroke, HIV/AIDS, and Child Abuse/Neglect*. Compared with 2007 and 2011, Diabetes continues to be the number one chronic health issue. Yet there were changes in the top ten in 2015, the data indicated there have been a shift towards; *Aging Problems and Child Abuse/Neglect* are among the most commonly reported health problems confronting residence (*see Figure: 6, Appendix C, page 63*). Correspondingly, in comparison between the Spanish speaking only and English population, the data has shown that *Diabetes and Cancer* are within the top three commonly reported health problems in the 2015 assessment (*see Figure: 8, Appendix C, page 64*). The comparison with our peer counties: Alexander, Jackson, and McDowell, there were various differences in the top ten commonly reported health issues (*see Figure: 7, Appendix C, page 64*). Hoke County's teens were asked to record the top three common health problems that they felt have affected adolescents'; the list is as follows: *Teen Pregnancy, Sexually Transmitted Diseases, and Marijuana Use*. Equally, teen subjects also reported additional concerns affecting youth; such as: *Alcohol Uses/Binge Drinking, School Violence, Teen Suicide, Tobacco Uses, Tattoos/Body Piercings, HIV/AIDS, and Obesity* (*see Figure: 11, Appendix C, page 66*).

Because of the high number of deaths due to chronic disease, and the needs indicated by community members through the health opinion surveys, Hoke County has decided to focus on Heart Disease, Diabetes, and Hypertension, as well as build Cancer prevention awareness, STD prevention awareness, and teen pregnancy prevention programs. Likewise, the public needs to be educated on the benefits of participating in regular physical activity as well as eating a healthy diet and the importance of maintaining healthy glucose levels needs to be strongly encouraged to people with diabetes in order to prevent complications from the disease. Not only do we feel the need to educate the public, action must also be taken to actually help people make positive lifestyles changes which do not occur overnight. Efforts will be made to continue making physical activity and nutrition education more available. Also, physical activity initiatives and walking trails will continue to be established in the county.



Adopted (11/14/2016)

HCHD Strategic Plan

Helene Edwards, MS, RD, LDN
Health Director

Goal 1	To enhance health programs that address emerging issues affecting Hoke County Citizens
Objective #1	By June 30, 2019, decrease number of teen pregnancies among females ages 15-19 by 5%.
Baseline Data	The 2014 Teen pregnancy rate (15-19 year old girls) in Hoke County was 41.8 per 1,000 (or 65 teen pregnancies in the county). County ranking 27. For more data information: Hoke County 2015 CHA .
CHA Priority Addressed	STDs/Untended Pregnancy

Activities	Lead Person	Partners	Timeframe	Evaluation
To enhance the Baby Think It Over Program which is currently being used in the Child Development and Parenting Classes at Hoke County High School and in the Community.	Hoke County Health Department (HCHD) Health Education Staff	Hoke County Schools Hoke County Civic League Youth	July 1, 2016 – June 30, 2019 (Ongoing)	1. Annual review of teen pregnancy data. 2. Number of participants attending classes. Expected Outcome: Promote Abstinence among teens. Reduce the number of teen pregnancy.
After Hours Clinic- Family Planning/STD Services (Teen Time)	HCHD Clinical Staff HCHD Health Education Staff	Hoke County Schools Private Medical Providers	July 1, 2016 – June 30, 2019 (Ongoing)	1. Monthly review of encounter forms 2. Number of teens receiving Family Planning (FP) Services and methods of birth controls selected.
Collaborative with local Pediatric Practices.	HCHD Family Planning Coordinator	HCHD Health Education Staff HCHD PA, FNP Pediatric-MD	July 1, 2016 – June 30, 2019 (Ongoing)	1. Number of FP referrals
Develop Media Campaign	Health Education Staff	FirstHealth Community Health Services, Hoke County Schools, Agency/Community Organizations	May 1, 2016- June 30, 2019 (Ongoing)	1. Assess media campaign through surveys. 2. Review data for SOTCH Report.
Social Media for Teens	Health Education Staff	Hoke County IT Department	July 1, 2016 – June 30, 2019 (Ongoing)	1. Assess use of social media site for future use.
FP/STD Prevention Class in English and Spanish	Health Education Staff	Hoke County Schools Agency/Community Organizations	July 1, 2016 – June 30, 2019 (Ongoing)	1. Assess the participants attending classes.

Goal 1	To enhance health programs that address emerging issues affecting Hoke County Citizens
Objective #2	To decrease the Sexually Transmitted Disease (STD) rates among males and females, ages 15-44 by 5%.
Baseline Data	The 2014 STD rate and cases for Hoke County was the following: Primary, Secondary, Early Latent Syphilis-3 cases, rate 5.8%; Gonorrhea-92 cases, rate 178.3; Chlamydia-265 cases, rate 513.5; HIV cases living as of 12/31/2014-147; AIDS cases living as of 12/31/2014-63. For more data information: Hoke County 2015 CHA
CHA Priority Addressed	STDs/Untended Pregnancy

Activities	Lead Person	Partners	Timeframe	Evaluation
After Hours Clinic STD Services	HCHD Clinical Staff HCHD Health Education Staff	Private Medical Providers	July1, 2016 –June 30, 2019 (Ongoing)	1. Monthly review of encounter forms 2. Number of patients receiving STD Services
Provide awareness of STD rates in Hoke County	Communicable Disease Coordinator Health Director	Private Medical Providers	July1, 2016 –June 30, 2019 (Ongoing)	1. HCHD Communicable Disease statistics reported in Triple H newsletter. 2. HCHD Communicable Disease statistics will be placed on county website: www.hokecounty.org
FP/STD Prevention Class in English and Spanish	Health Education Staff	Hoke County Schools Agency/Community Organizations Private MD	July1, 2016 –June 30, 2019 (Ongoing)	1. Assess the participants attending classes.
Develop Media Campaign	Health Education Staff	FirstHealth Community Health Services, Hoke County Schools, Agency/Community Organizations Faith Community	May 1, 2016-June 30, 2019 (Ongoing)	1. Assess media campaign through surveys. 2. Review data for SOTCH Report.

Goal 1	To enhance health programs that address emerging issues affecting Hoke County Citizens
Objective #3	By June 2019, reduce the rate of heart disease related deaths in Hoke County by 5%. A decrease in 5% will reduce our rate of heart disease related deaths to 31 per 100,000.
Baseline Data	Age-adjusted mortality rates for heart disease and stroke related deaths according to latest available statistics for 2014-Heart Disease show 56 deaths (108.5. per 100,000 death rate); Cerebrovascular Disease-14 deaths (27.1 per 100,000). For more data information: Hoke County 2015 CHA
CHA Priority Addressed	Chronic Disease (Diabetes, Colorectal Cancer, Cardiovascular Disease & Obesity)

Activities	Lead Person	Partners	Timeframe	Evaluation
Implement a Hoke County Government Employee Wellness Program to include Screenings/Referral/Awareness/Education	Health Education Staff HCHD Primary Care Clinic	Hoke County Human Resource Director Hoke County Manager FirstHealth Community Health Services Hoke County Cooperative Extension	July 1, 2017-June 30, 2019	1. Assess the County Employees participating in Wellness Programs offered. 2. Report employee participation to County Manager and Department Directors.
Promote ADA Diabetes Self-Management Program	Health Education Staff	Hoke County Human Resource Director Hoke County Manager FirstHealth Community Health Services Hoke County Cooperative Extension Faith Community Private MD HCHD PA and FNP	July 1, 2016-June 30, 2019 (Ongoing)	1. Assess the number of program participants. 2. Review program evaluation for effectiveness. Expected outcomes: 1. Participants will make at least one healthy lifestyle change (i.e. eating fresh fruits and vegetables, less fats, exercising at least 3-5 times weekly for at least 30 min 2. Participants will show a decrease in weight, BMI, BP, Cholesterol and Blood Glucose –A1c

Objective #3 (continued)

Activities	Lead Person	Partners	Timeframe	Evaluation
Collaborate with NC Cooperative Extension to implement the Faithful Families Program	Health Education Staff and Family Consumer Science Agent Family	Faith Community Hoke County Parks and Recreation Department	January 1, 2017- June 30, 2019 (Ongoing)	<ol style="list-style-type: none"> 1. Assess the number of program participants. 2. Review program evaluation for effectiveness. <p>Expected outcomes:</p> <ol style="list-style-type: none"> 1. Participants will make at least one healthy lifestyle change (i.e. eating fresh fruits and vegetables, less fats, exercising at least 3-5 times weekly for at least 30 min 2. Participants will show a decrease in weight, BMI, BP, Cholesterol and Blood Glucose –A1c and Quit /Reduce # of Cigarettes Smoked
Collaborative with Hoke County Parks and Recreation Department to promote physical activity	Health Education Staff	Hoke County Parks and Recreation Staff	July 1, 2016-June 30 2019	<ol style="list-style-type: none"> 1. Participants will maintain a normal reading for hypertension, diabetes, and weight loss. 2. Participant will track mile/steps walked. 3. Participants will use accessible walking trails in community. 4. Participants will make at least one healthy lifestyle change (i.e. eating fresh fruits and vegetables, less fats, 8 glasses of water, exercising at least 3-5 times weekly for at least 30 min.). 5. Sustain physical activity weekly (150 minutes). 6. Weight reduction to be within normal range.
Promote the Diabetes Prevention Program (DPP)	Nutrition Director and Health Education staff	Hoke County Human Resource Director Hoke County Manager FirstHealth Community Health Services Hoke County Cooperative Extension Faith Community Private MD HCHD PA and FNP	July 1, 2016-June 30, 2019 (Ongoing)	<ol style="list-style-type: none"> 1. Participants will maintain a normal reading for hypertension, diabetes, and weight loss. 2. Participant will track mile/steps walked. 3. Participants will use accessible walking trails in community. 4. Participants will make at least one healthy lifestyle change (i.e. eating fresh fruits and vegetables, less

				fats, 8 glasses of water, exercising at least 3-5 times weekly for at least 30 min.). 5. Sustain physical activity weekly (150 minutes). 6. Weight reduction to be within normal range.
Program planning and development of health initiative	Health Education staff	HCHD Dr. Karen Smith FirstHealth of the Carolinas Community Health Services FirstHealth MD Providers Cape Fear Valley Medical Center Providers Governmental /Agencies Community Organization Faith Community	July 1, 2017-June 30, 2019	1. Collaborative will meet quarterly at the HCHD 2. Plan to revitalize the initiative "Weighing In On The Future" . 3. Develop timeline of activities. 4. Meeting minutes are kept on file at the HCHD and with the Hoke County.
Hoke County Resource Directory Reproduction	Hoke County Community Foundation	HCHD Health Education Staff Dr. Karen Smith FirstHealth of the Carolinas Community Health Services FirstHealth MD Providers Cape Fear Valley Medical Center Providers Governmental /Agencies Community Organization Faith Community	July 1, 2016-June 30, 2019 (Ongoing)	1. HCHD Health Education Staff and interns will update health resource information annually.. 2. Seeking funding to cover printing cost of directory.

Goal 2	To promote a safe and healthy environment for Hoke County Citizens
Objective #1	All government buildings, grounds, and parks will be 100% Tobacco-Free.
Baseline Data	2014 BRFSS: Current smokers for Eastern NC Region- All ages-18-65+ was 20.8% and former smokers was 24.8% for the same age groups. Date source NC State Center for Health Statistics-BRFSS Survey Results-2014
CHA Priority Addressed	Tobacco Use

Activities	Lead Person	Partners	Timeframe	Evaluation
Established the need to require 50-ft away from all buildings occupied by health department employees for smoking.	Health Education	HCHD Management Team Hoke County Manager Hoke County Board of Commissioners(BOCC) Hoke County BOH Region 6 Tobacco Collaborative	July 1, 2016-June 30, 2019 (Ongoing)	Tobacco Use Policy
HCHD Tobacco Use Policy Update	Health Education	BOH HCHD employees Region 6 Tobacco Collaborative MCH Grant-CEASE Program	July 1, 2016-June 30 2019 (Ongoing)	BOH Approval
Re-introduction of Tobacco/Smoke-free Government grounds and parks	Health Education	HCHD Management Team First Health BOH Region 6 Tobacco Collaborative Hoke County Manager Hoke County BOCC	July 1, 2016-June 30, 2019 (Ongoing)	BOH Approval BOCC Approval Awareness and Interest in of other Ordinances
Education Awareness & Media Campaign on Tobacco/Smoking Initiatives	Health Education Region 6 Tobacco Collaborative	HCHD BOH BOCC City of Raeford First Health	July 1, 2016-June 2019 (Ongoing)	1. Signage of Tobacco/Smoke Free at locations designated 2. Documentation of Referrals to Quitline NC for Smoking Cessation 3. Media information on file at Health Department

Goal 3	To strengthen the Hoke County Health Department daily operations.
Objective #1	To improve the efficiency of Hoke County Health Department employees.
Baseline Data	None
CHA Priority Addressed	None

Activities	Lead Person	Partners	Timeframe	Outcome or Results
Participation in educational opportunities per HCHD program requirements	HCHD employees	HCHD Management Team State Program Consultants Educational Training Sponsors	ongoing	Awareness Job-efficiency
Participation in webinars or conference calls for information	HCHD employees	HCHD Management Team State Program Consultants	ongoing	Awareness Job-efficiency
Maintain current resources for employees	HCHD Management Team	DPH Staff State Program Consultants Hoke County IT Professional Memberships	ongoing	Awareness Job-efficiency
Network with peers or other local medical professionals	HCHD employees	HCHD Management Team Professional Memberships State Program Consultants	ongoing	Awareness Job-efficiency
Employee emails need to be read at least twice a day (AM & PM)	HCHD Management Team	Hoke County IT	ongoing	Awareness of HCHD information to discuss with the public
Employees will view the Hoke County web site at least once a day.	HCHD Management Team	Hoke County IT	ongoing	Awareness of Hoke County activities

Goal 3	To strengthen the Hoke County Health Department daily operations.
Objective #2	To maintain a strong fiscal department within the Hoke County Health Department.
Baseline Data	None
CHA Priority Addressed	None

Activities	Lead Person	Partners	Timeframe	Outcome or Results
HCHD will follow the Hoke County Government Finance Dept. policies.	Business Officer	County Finance HCHD Management Team	ongoing	Accountability
Medical encounter forms will be billed daily.	Processing Assistant IV <i>Billing Personnel (1)</i>	Business Officer Medical Providers	ongoing	Accountability Revenue
Billing and Coding training sessions	Providers Nurses Registered Dietitian Health Educator	Business Officer <i>Billing Personnel (1)</i>	ongoing	Accountability Revenue Job-efficiency
Annual evaluation of all HCHD program fees	Program Coordinators	HCHD Management Team BOH BOCC	ongoing	Accountability Revenue
Presentation of HCHD proposed fees to BOH	Health Director Business Officer	HCHD Management Team	ongoing	Accountability Revenue BOH approval
Presentation of HCHD proposed fees to BOCC	Health Director	BOH HCHD Management Team	ongoing	Revenue BOCC approval
Monthly BOH update on HCHD finances	Business Officer	HCHD Management Team	ongoing	Accountability Revenue Job-efficiency
HCHD program coordinator will complete a cost analysis proposal for any new programs that require additional funds for initiation.	Health Director Business Officer	HCHD Management Team County Finance	ongoing	Fiscal Management Accountability Value Assessment

Goal 3	To strengthen the Hoke County Health Department daily operations.
Objective #3	To enhance the Quality Improvement Team of the Hoke County Health Department.
Baseline Data	None
CHA Priority Addressed	None

Activities	Lead Person	Partners	Timeframe	Evaluation
QI policies are current and well understood by QI team	Quality Improvement Coordinator	HCHD Management Team QI Team	ongoing	Accountability Job-efficiency
Monthly HCHD program chart review as scheduled.	Quality Improvement Coordinator	QI Team Program Coordinator HCHD Management Team	ongoing	Accountability Job-efficiency Reductions of errors
Discussion of Corrective Action Plans at monthly Management Team meetings	Quality Improvement Coordinator	HCHD Management Team	ongoing	Accountability Job-efficiency Reduction of errors

Goal 3	To strengthen the Hoke County Health Department daily operations.
Objective #4	To evaluate the customer service at the Hoke County Health Department throughout the year.
Baseline Data	None
CHA Priority Addressed	None

Activities	Lead Person	Partners	Timeframe	Outcome or Results
HCHD customer service surveys available all year. (Online, paper, phone, etc.) <i>English & Spanish</i>	HCHD Management Team	BOH QI Team	ongoing	Accountability Awareness + customer service
HCHD customer service report will be presented quarterly at staff meetings.	HCHD Management Team	BOH QI Team	ongoing	Accountability Awareness + customer service

Goal 3	To strengthen the Hoke County Health Department daily operations.
Objective #5	To assess and improve the patient flow through the clinics of the Hoke County Health Department.
Baseline Data	None
CHA Priority Addressed	None

Activities	Lead Person	Partners	Timeframe	Evaluation
Evaluate the patient waiting times to see if the appointment schedule is appropriate	Clinical Manager	HCHD Management Team State Program Consultants HCHD Clinical employees HCHD Administrative staff	ongoing	Awareness Job-efficiency +patient care experience
Completion of all requirements in the programmatic Contract Agreement Addenda annually.	Clinical Program Managers	HCHD Management Team State Program Consultants HCHD Clinical employees	ongoing	Awareness Job-efficiency Patagonia EHR reports
Clinicians becoming more proficient with coding services provided.	Clinical Manager Providers Registered Nurses	State Program Consultants HCHD Clinical employees Billing personnel Business Officer	ongoing	Job-efficiency Revenue Patagonia EHR reports
AM Huddles for the HCHD clinical employees to prepare for the day.	HCHD clinical employees	Medical Providers State Program Consultants	ongoing	Awareness Job-efficiency +employee experience +patient care experience

Next Steps

The approved Hoke County Health Department Strategic Plan 2016-2019 will be available on the county website (www.hokecounty.net) for community awareness. Paper copies of the Strategic Plan will be available at the Hoke County Health Department upon request. This information will be communicated via the local media.

The Hoke County Health Department Strategic Plan 2016-2019 will be reviewed annually by agency staff and the Hoke County Board of Health in an effort to address the changing needs of the community.