

**LEE COUNTY HEALTH DEPARTMENT STRATEGIC PLAN  
2016-2018**

Lee County Health Department  
Strategic Plan

2016-2018

Adopted by the Lee County Board of Health

December 9, 2015

## Lee County Health Department

**Mission** The mission of the Lee County Health Department (LCHD) is to *emphasize prevention as we; monitor and respond to environmental issues; provide access to health care for those in need; prevent and control the spread of disease; and promote healthy lifestyles throughout the community based on current trends.*

### Values

- Safe and healthy communities.
- Provide quality service with an emphasis on customer/client satisfaction.
- Qualified, well-trained public health professionals dedicated to working as a team.
- Community collaboration.
- Readiness to respond to any natural or manmade disaster affecting Lee County, whether large or small.

**What We Do** Prevention is the key to maintaining good health while keeping costs at a minimum. Lee County Health Department demonstrates this everyday by promoting healthy lifestyles, educating clients on ways to improve their health, by monitoring risk factors and establishing plans to address health issues. We continually collaborate with community partners to improve the health of the community.

There are barriers to healthcare access for some in our community and LCHD strives to provide services and programs to vulnerable populations such as the uninsured/underinsured.

Lee County Health Department offers the following services 8:00 to 5:00, Monday through Friday: Maternal Health, Child Health, School Health Nurses support, Family Planning, Teen Outreach support, Healthy Communities support, WIC, Communicable Disease [including STD Prevention, AIDs Control and TB Control/TB Medical Services], Immunizations, BCCCP/Wise Woman, Adult Primary Care, Environmental Health, Child Coordination for Children, Pregnancy Care Management, Public Health Preparedness and Response, and Animal Services [rabies control and pet adoption services]. LCHD also provides community training through collaborations with LeeCAN, NC Cooperative Extension [ServSafe], Project Lazarus, Active Routes to Schools, Building Integrated Communities, and several other groups.

### **Strategic Goals for 2016 and beyond**

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- ✓ **Improve financial stability to ensure continued service**
- ✓ **Build community awareness of health threats and opportunities**
- ✓ **Address new internal programs and systems for the health department using proven systems-development protocols.**

### **HEALTH DEPARTMENT OVERVIEW**

The Lee County Health Department (LCHD) serves a county population of approximately 60,000 with a staff of 42, and a 2015-2016 budget of \$3,298,734 in three different locations. LCHD became an accredited NC public health institution in April 2012 and is due for re-accreditation in January of 2016. The health department is located on the second and third floors of the Lee County Government Services building located at 106 Hillcrest Drive in Sanford, NC. The health department also has two offsite facilities: 1) Environmental Health/Public Health Preparedness and Response office on Woodland Avenue in Sanford, and 2) the Lee County Animal Shelter at 1450 W. Horner Blvd. [Hwy 421- going towards Siler City], on the outskirts of Sanford.

## **OVERVIEW cont.**

The State of North Carolina has determined that certain core public health functions shall be carried out by each of the 100 county health departments in the state including LCHD. These core public health services are: communicable disease control; vital records registration; food, lodging and institution inspections; individual on-site water supply; and individual on-site wastewater disposal. The state also mandates that other essential public health services are provided by the health department; or the health department assures that the services are provided in the community by some other qualified agency/entity. LCHD provides the following essential services: adult health; maternal health; child health; family planning; and laboratory services. Essential services not currently offered by LCHD are home health; and dental health.

Following LCHD's mission goal of providing access to health care to those in need, the LCHD offers a primary care clinic with a flat rate fee of \$45 regardless of income, insurance or documented citizenship. The health department supports other crucial public health services such as the Women/Infant/Children (WIC) nutrition program; health promotion and community outreach; emergency preparedness and response; and animal services/rabies prevention.

The health department operates with a relatively small staff of qualified, well trained, professional public health employees. These health care workers are dedicated to monitoring local health trends by conducting community health assessments and by keeping in close contact with regional, state and federal public health entities. LCHD responds to local health priorities based on community action plans developed alongside of state, regional and community partners. Their focus is on preventing and controlling the spread of disease, promoting healthy lifestyles, and providing access to health care for those most in need. LCHD maximizes its efficiency in providing public health services to the community with support from Lee County's County commissioners, County Manager and a strong Board of Health. LCHD engages in numerous collaborations with other community agencies, non-profits and local faith based organizations through a group known as LeeCAN or Lee Community Action Network.

## SWOT Analysis

A strategic planning session was held in the fall of 2015 with Lee County Health Department Management Team, QI Team members and other LCHD staff members. A SWOT analysis was conducted during the planning session.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>✓ Community networking and coalition-building skills</li> <li>✓ Tested team with strong bonds</li> <li>✓ Ability to prioritize and get results; data tools</li> <li>✓ Go to people: clarity</li> <li>✓ Teamwork: integration and sharing</li> <li>✓ Customer focus</li> <li>✓ QI Project</li> <li>✓ Employee engagement</li> <li>✓ Strong, established collaborations with other community partners</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lack of funds to hire extra staff for extended clinic hours</li> <li>✓ Lack of space to expand the clinic</li> <li>✓ Lack of practice management tools/experience</li> <li>✓ County leadership resistant to change during ACA transition period</li> <li>✓ Limited time and staff</li> <li>✓ Unfamiliarity with new records and data storage systems</li> <li>✓ Unsettled Medicaid cost settlement issues at the state and federal levels</li> <li>✓ Outdated county policies on internet access and social media outreach</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop project management skills to simplify re-accreditation</li> <li>✓ Enhance existing policies and procedures</li> <li>✓ Align ourselves for local accountable care agency collaboration</li> <li>✓ Retain staff/develop staff</li> <li>✓ Increase underinsured patients (offer more LPC services)</li> <li>✓ Increase revenue through billing private insurance</li> <li>✓ Increase military families</li> <li>✓ Convert to EMR/Use EMR automated phone service</li> <li>✓ Increase community awareness of health issues</li> <li>✓ Improve web effectiveness</li> <li>✓ Leverage greenway expansion and sidewalks</li> <li>✓ Expand number of people on contingency staffing plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Environmental damage from coal ash and fracking</li> <li>✓ ACA changes</li> <li>✓ Higher rate of Mental Health problems including substance abuse</li> <li>✓ High demand for interpreters</li> <li>✓ High demand on primary care</li> <li>✓ Need to increase clinical/management support</li> <li>✓ Not enough space for growth</li> <li>✓ Funding decreases</li> <li>✓ Other disaster event (i.e. avian flu, weather)</li> <li>✓ Increase in STDs</li> <li>✓ Increase in already high unemployment; increasing homelessness</li> <li>✓ Staff retirements</li> <li>✓ Hospital buy-out</li> <li>✓ Revisit list of mandated services</li> </ul>

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## STRATEGIC GOALS

The Strategic Goals, Objectives and Strategies for Lee County Health Department were developed by the Health Department Management Team, QI Team and other agency staff in 2015.

### 1. Improve financial stability to ensure continued service

- Acquire or create more performance metrics or update the current metrics we have, so that we can improve efficiency and maximize taxpayer dollars while being more transparent to stakeholders about costs.
- Conduct a study on revenue-generating activities and clinic expansions.
- Increase revenue sources through better billing, more grants and additional enhanced role services.
- Work to resolve the DHHS DMA/cost settlement issue currently troubling all health departments
- Position the health department to take Medicaid and private insurance
- Improve services and efficiency to maximize return customers/clients.

### 2. Build community awareness of health threats and opportunities

- Develop multiple avenues of raising community awareness of health department services
- Work to relax restrictive county internet and social media policies.
- Increase number of health department employees with access to social media outlets and provide these employees with formal social media training.
- Increase community awareness of STD testing offered in Lee County
- Increase awareness of well testing and soil testing services in Lee County through a community awareness campaign
- Connect with local environmental health advocacy groups to collaborate on gathering baseline data.

### 3. Adjust to new internal programs using systems-development protocols.

- Implement a project management program for monitoring progress of, and keeping up with [quarterly], accreditation activities on a year to year basis.
- Train staff for the new Cure MD electronic health record and reporting system.
- Assemble a team to evaluate and improve current scanned medical record keeping system and finish scanning existing paper records.
- Establish a weekly ICD-10 quality review program.

**STRATEGIC GOAL 1: Improve financial stability to ensure continued service**

Objective 1: Create more metrics/update the metrics, be transparent to stakeholders about costs.

Strategies	Responsible	Target Date
Activate a QI 101 project to pursue enhanced practice management techniques, cost analysis, updates and staff development.	Management team, QI team	April 30, 2016
Assess our new Electronic Health Record [Cure MD] to see what metrics are offered and focus on training to properly used Cure MD's established reports (159)	Finance Director, Nursing Director, Management Support Supervisor, Health Director	6 months from go live date and annually thereafter
Propose ad-hoc reporting software purchase through Cure MD for FY 2016-2017	Health Director, Finance Director	No later than February 2016

Objective 2: Best use/develop our ability to improve efficiency and maximize taxpayer dollars.

Strategies	Responsible	Target Date
Assess our new Electronic Health Record [Cure MD] to see what metrics are offered	Finance Director, Nursing Director, Management Support Supervisor, Health Director	6 months from go live date and annually thereafter
Develop an annual review of cost of services to keep costs updated.	Finance Director, Nursing Director	October 30, 2016
Seek out grant opportunities	Health Education Supervisor, Health Director, Program Supervisors	On-going

Objective 3: Diversify and increase revenue sources.

Strategies	Responsible	Target Date
Seek out grant opportunities	Health Education Supervisor, Health Director, Program Supervisors	On-going
Contract for after-hours triage to bill third party	Finance Director, Nursing Director, Health Director	October 30, 2017
Restructure primary care (expand hours) to increase appointments for health clinics	Finance Director, Nursing Director, Management Support Supervisor, Health Director	October 30, 2018

**STRATEGIC GOAL 2: Build community awareness of health threats and opportunities**

Objective 1: Raise community awareness of health department services

Strategies	Responsible	Target Date
Review existing promotional materials	Health Promotion staff	April 15 2016
Revise existing materials; create new materials	Health Promotion staff	April 15 2016
Identify message(s) and information to disseminate to the community	Health Director, Health Promotion staff, Clinical staff, Environmental Health and Preparedness staff, Animal Shelter staff, WIC staff	Ongoing – review weekly in section head meeting

Objective 2: Host an open house [perhaps in an ongoing on-line format]

Strategies	Responsible	Target Date
Propose advertising budget for advertising and Identify date for open house	Health Director, Board of Health, Health Promotions staff	January 20 2016
Contact community partners to help spread the word	Health Director, Board of Health Clinical staff, Health Promotions supervisor and program specialist, Environmental Health	May –June 2016
Advertise multiple programs offered to attract maximum number of potential new stakeholders	Health Promotions supervisor, Finance Officer	Any time after July 1, 2016 [new budget year begins]

Objective 3: Increase Health Department specific outreach methods.

Strategies	Responsible	Target Date
Petition county government to relax policies on health department use of internet and social media outlets	QI 101 team, Health Director, Board of Health	January 2016
Obtain training for staff to properly use internet and social media outlets	QI 101 team, Health Promotion staff, Clinical staff, Health Director	March 15 2016 for free training August 1 2016 for [budget sensitive] paid training
Create Lee Public Health blog	Health Director/Health Promotions	
Consider hiring IT specialist who can build websites	Health Director, Finance Officer	Prior to 2016-2017 proposed budget submittal

**STRATEGIC GOAL 3: Adjust to new internal programs using systems-development protocols.**

- Objective 1: Development a project management program for monitoring progress of, and keeping up with [quarterly], accreditation activities on a year to year basis.

Strategies	Responsible	Target Date
Implement a QI project to evaluate the best method of keeping accreditation up to date	QI 101 team	March 7, 2017
Research and collect materials needed for project management [if selected] specific to accreditation	Health Director, Health Director's assistant, Health Promotion supervisor, Management Team	May 1, 2016-June 30, 2016
Adopt a specific accreditation project management tool	Same as above	July 1, 2016 to August 31, 2016
Make assignments for feeding data into the management tool and for placing evidence in proper e-files	Health Director, Management Team and others as assigned.	August 1, 2016 and ongoing thereafter

- Objective 2: Put together a training regimen for the new Cure MD electronic health record system and assemble a team to evaluate and improve current scanned medical record keeping system and finish scanning existing paper records.

Strategies	Responsible	Target Date
Determine who gets training for Cure MD and Laser Fiche systems	QI 101 team	November 5, 2015
Set up training sessions (dates) with Cure MD and Laser fiche trainers	Health Director, Finance Officer, QI 101 team lead	November 12, 2016
Establish training calendar for all 159 reports offered by Cure MD	QI 101 team	February 1, 2016
Evaluate proprietary ad hoc reporting option to go with cure MD and add to 2016 budget if desirable	QI 101 team, Health Director, finance officer	February 18 2016
Purchase, train for and use ad hoc reporting for dashboard type program management aids	Health Director, Management Team, Finance Officer	August 1, 2016 and ongoing thereafter

- Objective 3: Establish a weekly ICD-10 quality review program.

Strategies	Responsible	Target Date
Have clinical staff meet with billing staff weekly to review ICD-10 billing accuracy	Health Director, Clinical staff, Finance and Billing staff	October 22, 2015
Obtain additional ICD-10 training as need to stay current with ICD-10 changes	Same as above	Beginning November 1 2015 and ongoing thereafter based on budget opportunities.

Conclusion: Setting strategic timelines and assigning responsibilities to individuals and groups at the health department will ensure that goals are met to provide the best possible services for the top three health priorities that were adopted in our 2015 community Action Plan. Improvements will benefit all other services at the health department as well.

Three top health priorities from the 2014 Lee County Community Health Assessment include:

- Obesity
- Teen Pregnancy/STD Prevention
- Mental Health/Substance Abuse