

BURKE COUNTY HEALTH DEPARTMENT

STRATEGIC PLAN FY 2021-2024



Prepared and presented for approval February 3, 2021.

Mission:

The mission of the Burke County Health Department is to promote and protect the health and environment of the citizens of Burke County.

Vision:

It is the vision of the Burke County Health Department to be viewed by our citizens as the primary resource for individual, community and environmental health needs.

Values:

Our core values are **Integrity, Excellence, Collaboration, Innovation, and Respect**. Values reflect principles that our Department displays as we interact with co-workers, agency partners, the community, businesses, and the public.

Introduction

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 Burke County Health Department during the next three (3) year period (January 2021 through June 30th, 2024) 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 Health 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, set priorities and.
- Uses community collaboration to coordinate resources to implement activities (i.e., Burke Wellness Initiative).

Burke County Health Department works as an integral organization in partnerships to detect and prevent disease, prepare, and respond to emergencies, protect the public from health threats and environmental hazards, evaluate programs, collaborate with other community partners and act as a catalyst for change, and educate our community about emerging and ongoing public health issues.

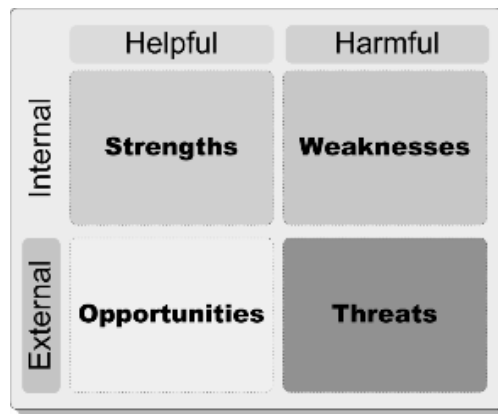
Burke County Health Department is a dynamic organization committed to serving the people of Burke County and the surrounding environment. Although public health programs assure the health of an entire population, Burke County Health Department also provides direct services to individuals and collaborates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

Every Burke County Health Department program 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.

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.



Strengths	Weaknesses	Opportunities	Threats
Community Collaboration High quality services by dedicated staff State and National Accreditation Quality Improvement/Performance Management	Resistance to change Salary/benefit dissatisfaction Communication -Staff -Clients Retirements -Staff	Development of services Community partner and collaboration Marketing on Social Media Medicaid Transformation	Decreasing reimbursements Competition for services/clients Pandemic – response, mitigation, and recovery Infrastructure --Slow economic development

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 will be reviewed annually.

Burke County's Community Health Assessment was completed in 2019.

The leading causes of death in Burke County include:

1. Heart Disease
2. Cancer (all types)
3. Chronic lower respiratory disease
4. All other unintentional injuries
5. Alzheimer's

Three Priority Areas

1. Heart Disease/Stroke
2. Substance Use Disorder
3. Chronic Obstructive Pulmonary Disease (COPD)

Goals:

1. Monitor health status to identify community needs.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships to identify and solve health problems.
5. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
6. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.

Strategic Planning Goal 1

Goal 1:	<i>Monitor health status to identify community health problems.</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>Complete and submit State of the County Health Report by due date(s)</i> ▪ <i>Complete and submit Community Health Needs Assessment by due date</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Rebecca McLeod, Health Director</i> ▪ <i>Lisa Moore, Health Education Supervisor</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>State Consultants</i> ▪ <i>Carolinas Healthcare System – Blue Ridge</i> ▪ <i>Local media/social media</i> ▪ <i>Burke Wellness Initiative Members</i> ▪ <i>Burke Health Network</i> ▪ <i>Burke Recovery</i> ▪ <i>Partners Behavioral Health</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Conduct Community Forums</i> ▪ <i>Conduct Community surveys</i> ▪ <i>Present to stakeholders after completion</i> ▪ <i>Advocates with legislators for priority areas</i>
Timeframe:	<ul style="list-style-type: none"> ▪ <i>Community Health Needs Assessment due December 2022</i> ▪ <i>State of the County Health Report due by state dates annually for 2021, 2022, and 2023</i> ▪ <i>Improvement Plans due September 2021, 2022 and 2023</i>
Desired Outcomes:	<ul style="list-style-type: none"> ▪ <i>Reports completed, health priorities identified, and information shared with stakeholders.</i> ▪ <i>Community Health Improvement Plans implemented for priority areas.</i>

Strategic Planning Goal 2

Goal 2:	<i>Diagnose and investigate health problems and health hazards in the community.</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>To identify and write grants for health problems</i> ▪ <i>Establish improvement plans to address health priorities identified by Community Health Needs Assessment</i> ▪ <i>Compliance of disease surveillance within the healthcare community</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Rebecca McLeod, Health Director</i> ▪ <i>Lisa Moore, Health Education Supervisor</i> ▪ <i>Cindy Hasson, Public Health Nurse II, CD Nurse</i> ▪ <i>Lora Berry, Public Health Nurse III</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Carolinas Healthcare System-Blue Ridge</i> ▪ <i>EPI Team – community members</i> ▪ <i>Health priority work groups</i> ▪ <i>Burke Health Network</i> ▪ <i>Burke Wellness Initiative</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Apply for grants to address health priority areas</i> ▪ <i>Develop improvement plans</i> ▪ <i>Monitor community hazards for investigation by EPI team</i>
Timeframe:	<ul style="list-style-type: none"> ▪ <i>Improvement Plans due September 2021, 2022, and 2023</i>
Desired Outcomes:	<ul style="list-style-type: none"> ▪ <i>Provide documentation to show grants have been submitted, improvement plans have been developed and implemented. The disease surveillance has been conducted (if applicable).</i>

Strategic Planning Goal 3

Goal 3:	<ul style="list-style-type: none"> ▪ <i>Inform, educate, and empower people about health issues.</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>Enhance and maintain communication plan</i>
Lead Person:	<ul style="list-style-type: none"> ▪ <i>Lisa Moore, Health Education Supervisor, Public Information Officer (PIO)</i> ▪ <i>Rebecca McLeod, Health Director</i> ▪ <i>Chae Moore, Health Educator</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Communicable Disease nurses – Cindy Hasson and Lora Berry</i> ▪ <i>Local media</i> ▪ <i>Burke Wellness Initiative Members</i> ▪ <i>Burke County Board of Health</i> ▪ <i>Burke County Commissioners</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Review and assure all appropriate media avenues are included in plan</i> ▪ <i>Staff are educated annually beginning in 2015</i> ▪ <i>Stakeholders meetings with elected officials, Board of Health, community leaders</i> ▪ <i>Provide public service announcements, news releases as appropriate</i>
Timeframe:	<ul style="list-style-type: none"> ▪ <i>On-going</i>
Desired Outcomes:	<ul style="list-style-type: none"> ▪ <i>Review and revise Communication Plan annually</i> ▪ <i>Provide documentation of meetings with stakeholders and public</i>

Strategic Planning Goal 4

Goal 4:	<i>Mobilize community partnerships to identify and solve health problems.</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>Continue with completing phases of Mobilizing for Action through Planning and Partnerships (MAPP) process</i> ▪ <i>Burke County Health Department will collaborate with Burke Wellness Initiative and Burke Health Network to establish programs, committees, and other interventions to help reduce or eliminate health related issues and problems for Burke County citizens</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Rebecca McLeod, Health Director</i> ▪ <i>Lisa Moore, Health Education Supervisor</i> ▪ <i>Danette Brackett, Carolinas Healthcare System-Blue Ridge</i> ▪ <i>Burke Health Network</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Carolinas Healthcare System-Blue Ridge</i> ▪ <i>Burke Wellness Initiative Members</i> ▪ <i>Burke Health Network</i> ▪ <i>Burke County Board of Health</i> ▪ <i>Burke County Commissioners</i> ▪ <i>Any other interested agencies or individuals</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Complete phases of MAPP process annually</i> ▪ <i>Establish programs, committees and other interventions related to outcomes of MAPP process</i> ▪ <i>Work through improvement plans for identified priorities from September 2020- December 2023.</i>
Timeframe:	<ul style="list-style-type: none"> ▪ <i>January 2021 – December 31, 2023</i>
Desired Outcomes:	<ul style="list-style-type: none"> ▪ <i>Establish goals and objectives to solve health problems based on outcomes of MAPP process.</i> ▪ <i>Implement improvement plans of priority areas</i>

Strategic Planning Goal 5

Goal 5:	<i>Link people to needed personal health services and assure the provision of health care when otherwise unavailable.</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>Provision for a full-time Primary Care Clinic at the Health Department to serve uninsured and underinsured citizens.</i> ▪ <i>Participate in Medicaid Transformation Go Live – 7/21</i> ▪ <i>Collaborate with Burke Integrated Health to provide referrals for persons with substance use/misuse and mental health issues</i> ▪ <i>Collaborate with Good Samaritan Clinic/Burke Health Network as referral sources</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Rebecca McLeod, Health Director</i> ▪ <i>Valerie Kelly, Director of Nursing</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Carolinas Healthcare System – Blue Ridge</i> ▪ <i>Burke Integrated Health</i> ▪ <i>Good Samaritan Clinic</i> ▪ <i>Burke Health Network</i> ▪ <i>Any other healthcare provider in the county</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Participate in Medicaid Transformation with a full-time Primary Care Clinic within the health department.</i> ▪ <i>Collaborate with a Safety Net Health Forum to assure the appropriate provision of health care – Burke Health Network.</i> ▪ <i>Partner with substance use agencies to conduct community forums, medication take back, etc.</i> ▪ <i>Expand referral sources for health department clients to gain access to mental health services.</i>
Timeframe:	<i>July 1, 2021- on-going</i>
Desired Outcomes:	<ul style="list-style-type: none"> ▪ <i>Establish links for Medicaid Transformation to provide Primary Care at Burke County Health Department</i> ▪ <i>Provide documentation of collaborative meetings</i>

Strategic Planning Goal 6

Goal 6:	<ul style="list-style-type: none"> ▪ <i>Evaluate effectiveness, accessibility, and quality of personal and population-based health services.</i>
Objectives:	<ul style="list-style-type: none"> ▪ <i>To ensure Burke County Health Department provides quality services to protect the health and safety of our residents and surrounding communities.</i>
Lead Persons:	<ul style="list-style-type: none"> ▪ <i>Rebecca McLeod, Health Director</i> ▪ <i>Management Team</i> ▪ <i>Gail Moore, Performance Management Coordinator</i> ▪ <i>Valerie Kelly, Quality Improvement Council Chairperson</i>
Potential Partners:	<ul style="list-style-type: none"> ▪ <i>Department of Health and Human Services/Division of Public Health – North Carolina Center for Public Health Quality</i> ▪ <i>Carolina Healthcare System Blue Ridge</i>
Activities:	<ul style="list-style-type: none"> ▪ <i>Quality Improvement Council Meetings</i> ▪ <i>Performance Management Meetings</i> ▪ <i>Management Team Meetings</i> ▪ <i>Quality Improvement/Performance Management Teams</i> ▪ <i>Complete annual Goals and Objective reports for at least eleven programs</i>
Timeframe:	<ul style="list-style-type: none"> ▪ <i>January 2021 – On-going</i>
Desired Outcomes:	<ul style="list-style-type: none"> ▪ <i>Provide documentation from Quality Improvement, Performance Management to health department staff, Management Team and Board of Health when requested</i> ▪ <i>Provide documentation of completed Goals and Objectives Reports for Board of Health Annually</i>

Strategic Evaluation

Goal 1: Objectives	<i>FY 2020-2021</i>	<i>FY- 2021- 2022</i>	<i>FY 2022-2023</i>
<ul style="list-style-type: none"> ▪ <i>Complete and submit Community Health Needs Assessment by due date</i> 			
<ul style="list-style-type: none"> ▪ <i>Complete and submit State of the County Health Report by due date</i> 			
Goal 2: Objectives	<i>FY 2020-2021</i>	<i>FY- 2021- 2022</i>	<i>FY 2022-2023</i>
<ul style="list-style-type: none"> ▪ <i>To identify and write grants for health problems</i> 			
<ul style="list-style-type: none"> ▪ <i>Establish and implement improvement plans to address health priorities identified by Community Health Needs Assessment</i> 			
<ul style="list-style-type: none"> ▪ <i>Compliance of disease surveillance within the healthcare community</i> 			
Goal 3: Objectives	<i>FY 2020-2021</i>	<i>FY- 2021- 2022</i>	<i>FY 2022-2023</i>
<ul style="list-style-type: none"> ▪ <i>Enhance and maintain communication plan</i> 			
Goal 4: Objectives	<i>FY 2020-2021</i>	<i>FY- 2021- 2022</i>	<i>FY 2022-2023</i>
<ul style="list-style-type: none"> ▪ <i>Continue completing phases of Mobilizing for Action thru Planning and Partnerships (MAPP) process</i> 			
<ul style="list-style-type: none"> ▪ <i>Burke County Health Department will continue with Burke Wellness Initiative acting as a catalyst to intervene and to help reduce or eliminate health related issues and problems for Burke County</i> 			

<i>citizens.</i>			
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Goal 5: Objectives	<i>FY 2020-2021</i>	<i>FY- 2021-2022</i>	<i>FY 2022-2023</i>
<ul style="list-style-type: none"> ▪ <i>Provision for a Primary Care Clinic at the Health Department to serve Medicaid and under/uninsured citizens.</i> 			
<ul style="list-style-type: none"> ▪ <i>Collaborate with Burke Integrated Health to provide referrals for persons with substance use disorder and mental health issues</i> 			
<ul style="list-style-type: none"> ▪ <i>Collaborate with Good Samaritan Clinic</i> 			
<ul style="list-style-type: none"> ▪ <i>Collaborate with Burke Health Network</i> 			
Goal 6: Objectives	<i>FY 2020-2021</i>	<i>FY- 2021-2022</i>	<i>FY 2022-2023</i>
<ul style="list-style-type: none"> ▪ <i>To ensure Burke County Health Department provides quality services to protect the health and safety of our residents and surrounding communities</i> 			

Next Steps

The approved Burke County Health Department Strategic Plan will be available on the county website - (www.burkenc.org). Paper copies of the Strategic Plan will be available at the Burke County Health Department. This information will be communicated via the local media upon request.

The Burke County Health Department Strategic Plan will be reviewed annually by agency staff and the Burke County Board of Health to address the changing needs of the community.