

CATAWBA COUNTY

PUBLIC HEALTH

STRATEGIC PLAN

November 2013

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Health**

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Vision Statement

Leading the Way to a Healthier Community

Mission Statement

To promote, protect, and improve the health of the community by assessing and responding to needs, assuring services, developing policies, and fostering collaboration.

Introduction

Catawba County Public Health works as an integral organization in partnerships to detect and prevent disease, prepare for and respond to emergencies, protect the public from health threats and environmental hazards, evaluate programs, collaborate with others, and educate our community about emerging and ongoing public health issues.

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

Every division of Catawba County Public Health 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.

We aim to sustain and increase our credibility to advocate for public health issues at the federal, state, and local levels, carry out three core functions of assessment, assurance, and policy development, and provide the 10 essential services of public health

(<http://catawba/departments/PublicHealth/Orientation/Ten%20Essential%20Services.pdf>)

Process

The creation of a strategic plan is an important part of defining and understanding the direction of our organization for our staff, board members, clients, and community. Understanding our direction defines the boundaries for making decisions about developing programs/services and allocating resources. Although having a common vision and path is central for Catawba County Public Health (CCPH) to move forward, the needs of a population are dynamic, and emerging issues demand that our strategic plan be adaptable to our evolving community and environment.

With these requirements in mind, Catawba County Public Health Management Team held an initial strategic planning retreat in September 2007. The team used a review of the 1999 strategic plan as a starting point for discussion and the 2007 Community Health Assessment (CHA) as a basis for priority health issues. After the adoption of the 2007 Strategic Plan in September 2007, the Management Team developed a tactical plan with more specific objectives and activities designed to move toward the strategic direction of each program area which will ultimately fulfill the mission and vision of Catawba County Public Health. Each subsequent year, program managers have reviewed, updated, and used the tactical plans as a guide and work plan to move toward the program strategic direction. In addition, a progress report has been presented to the Catawba County Board of Health as well as the objectives and outcomes for the next year. Any changes to the strategic plan are presented to the Board of Health for approval. In contrast, the tactical plan can be adjusted at any time with supervisor approval to remain flexible enough to quickly react to emerging issues and respond to opportunities. The development of the 2011 CHA (<http://www.catawbacountyhealthpartners.org/2011CHA.pdf>) provided the impetus to evaluate health and organizational priorities; and strategic direction. Management Team members led the process to write 1 or more sections of the CHA and contributed to the segment detailing the CCPH and community assets

(strengths) and opportunities (weaknesses). The data and information gathered and compiled in the CHA along with the community primary data; as well as the evaluation of the current strategic plan and input of community members, organizations, and public health staff created the foundation for the 2012 Strategic Plan.

In March of 2013, Catawba County Public Health was in the midst of a financial crisis resulting from changes in methodology for determining the Medicaid Cost Settlement for local health department services; increasing uncompensated cost incurred for family planning services rendered; and decreasing revenue over expenditures from the Home Health agency which routinely covered costs for uncompensated costs related to mandated services. After a detailed analysis, Catawba County reduced 12.5 full time equivalencies which directly affected 16 employees and all CCPH program areas.

These major changes required a review of organizational strengths, weaknesses, opportunities, and threats; values; and strategic direction. On October 8th and again on October 15, 2013, the CCPH management team conducted a SWOT analysis, identified organizational values, and determined the strategic direction for CCPH. In addition, the management team validated the relevancy of the current vision statement. On October 21, 2013, the CCPH Board of Health Policy and Strategic Planning subcommittee met to review and provide input to the proposed Strategic Plan. The subcommittee input was integrated into the plan and the CCPH BOH adopted the 2013 CCPH Strategic Plan on November 7, 2013.

The 2013 Catawba County Public Health Strategic Plan will continue to be reviewed annually by the management team and Board of Health to evaluate progress being made and to ensure strategic direction and the public health issues being addressed remain current. All future tactical plans generated over the next five years will result from and be directly linked to the strategic plan.

Value Statements

Catawba County Public Health has a common set of beliefs and values that are ever-present and understood by the organization and are inherent in our relationship with the community at all levels.

Collaboration: Working together for the mutual benefit of the community through the sharing of information, resources, and ideas to improve health.

Excellence: Striving to provide the highest standard of service through a commitment to best practices and continuous quality improvement.

Respect: Approaching all people with understanding, compassion, and dignity.

People: Ensuring the effective recruitment, retention, and continual development of staff to meet the evolving needs of the organization and the community.

Trust: Building public trust by being accountable for our actions, acting with consistency of character, providing responsive and dependable service, and communicating timely, accurate information.

Innovation: Continually seeking to adapt and apply new ideas, technologies, and strategies to be a transformational leader in public health.

Strategic Statements

Strategic statements declare what our organization will be “positioned to accomplish” and thereby, define priorities for the next three - five years. In this strategic plan, strategic statements are categorized by the four distinctive practice areas as well as the support division within Catawba County Public Health. Each statement will have a tactical plan with goals and objectives developed with input from public health staff and where applicable, key stakeholders in the community.

Home Health

- ▶ Respond to the Home Health needs in Catawba and surrounding counties by providing quality home care as evidenced by improved patient outcomes.

Environmental Health

- ▶ Sustain capacity to administer Environmental Health (EH) programs, effectively addressing public health issues and emerging threats in a changing regulatory environment.
- ▶ Develop and refine the capacity to be recognized as a model EH program.

Clinical Practice

- ▶ Assure that pregnant women and children have access to comprehensive health services.
- ▶ Assure all eligible women and children have access to WIC program services.
- ▶ Respond to the dental health needs of children in Catawba County.
- ▶ Link individuals to and assure the availability of health care for the prevention, screening and treatment of Breast and Cervical Cancer, Sexually Transmitted Infections, and Family Planning services.

Community Health

- ▶ Be a catalyst for county wide healthy lifestyles.
- ▶ Engage the community in a meaningful way to identify, understand, and address community health needs.
- ▶ Be the “EPI” center for communicable disease control, information, and surveillance.
- ▶ Deliver seamless care management to ensure healthy outcomes from pregnancy through childhood.
- ▶ Prepare for and respond to events that threaten the health of the community.
- ▶ Assure the implementation of a Coordinated School Health Program through leadership, expertise, and management of the community school health collaborative.

Overarching

- ▶ Assure sustainability and effective use of assets by maximizing opportunities to acquire new and expand existing resources and partnerships.
- ▶ Have a talented workforce committed to excellence and leadership in the practice of public health.
- ▶ Integrate Quality Improvement approaches in all aspects of public health practice resulting in increased efficiencies and improved outcomes.
- ▶ Promote consistent, positive awareness of Public Health’s services and role in the community.
- ▶ Ensure a safe work environment.

Catawba County Public Health Success

Catawba County Public Health defines success by the accomplishment of our organizational mission and vision. The strategic statements within this strategic plan are the most critical issues facing CCPH and must be addressed and achieved in order for CCPH to be successful. The tactical plan contains the measurable objectives that gauge our progress towards carrying out the strategic statements. By adhering to our core values, assessing and addressing critical issues facing public health, and continually measuring, benchmarking, and evaluating our direction and goals, Catawba County Public Health will be poised to successfully meet the public health needs of the community.

Adopted this the 4th day of November, 2013



Ms. Brenda H. Watson, Chair
Catawba County Board of Health



Mr. Douglas W. Urland, Health Director
Catawba County Public Health