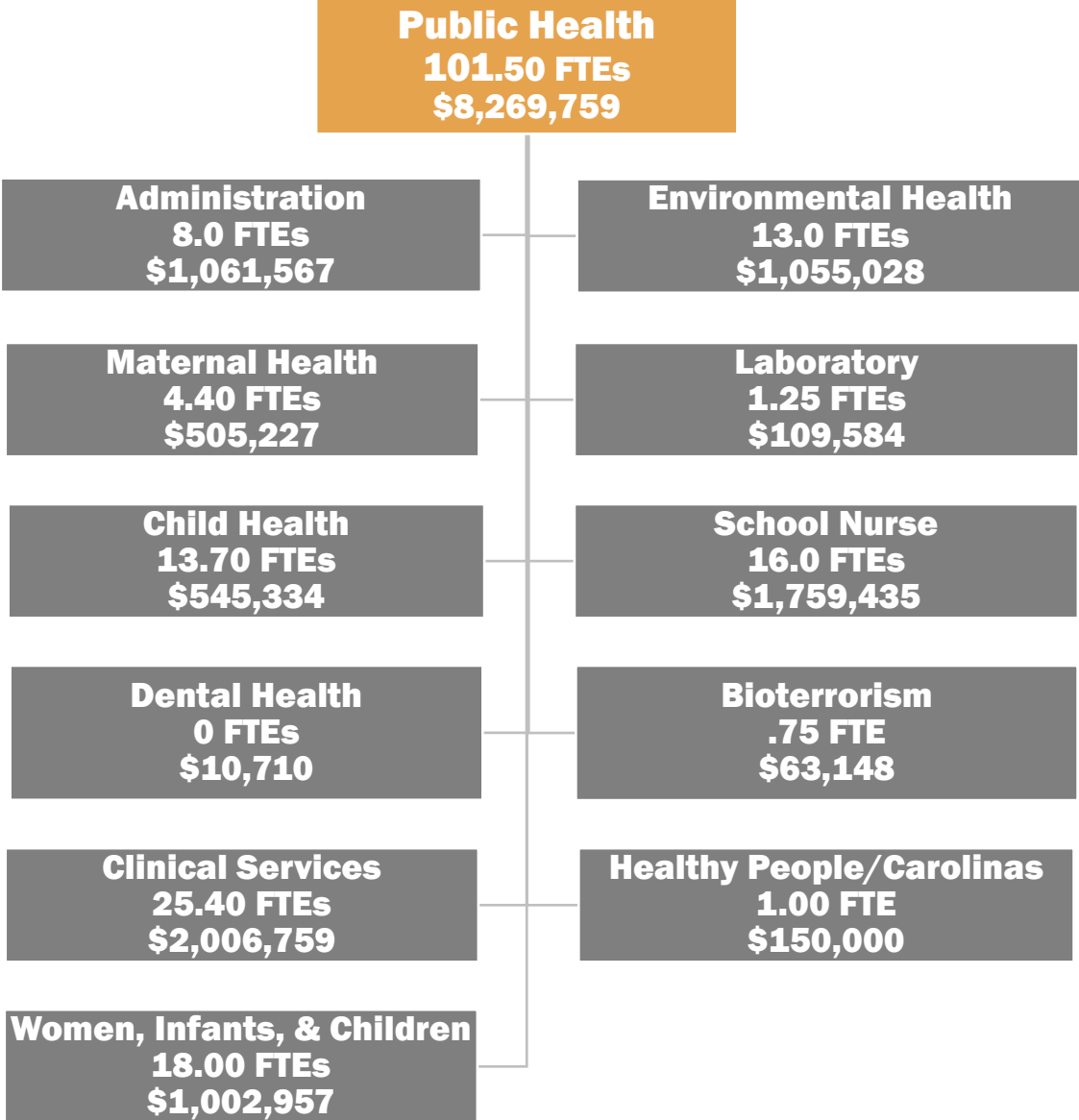


PUBLIC HEALTH

Key Function Organization Chart



Department Services

ADMINISTRATION

To manage and administer quality, cost effective, and customer-driven public health programs and services to Catawba County residents.

FAMILY & CHILDREN'S SERVICES

To assure a safe and healthful environment for the citizens of Catawba County with respect to permitted establishments, subsurface waste disposal, private well construction and protection, and North Carolina smoke-free laws.

PRENATAL

To enable Work First customers to become and remain self-sufficient by linking them with resources and skills, and to allow them to take responsibility for themselves and their families.

CHILD HEALTH

Catawba County Public Health (CCPH) seeks to ensure that children ages 0-18 have access to preventive and acute health care. Routine health care promotes physical, social, and emotional growth of children through the early detection, treatment and referral of health problems, illness prevention, and anticipatory guidance.

Care Coordination for Children (CC4C)

Catawba County Public Health seeks to ensure care management services are provided for all Medicaid children birth to five years of age that are determined to be high-risk and qualify for services. The Care Coordination for Children (CC4C) program, in partnership with Community Care Networks, implements community based interventions for children to maximize health outcomes. Priority risk factors include children with special health care needs, having or at increased risk for chronic physical, behavioral or emotional conditions, exposed to toxic stress in early childhood including extreme poverty in conjunction with continuous family chaos, recurrent physical or emotional abuse, chronic neglect, severe enduring maternal depression, persistent parental substance abuse, repeated exposure to violence within the community or family, those in the foster care system, or those who are high cost/high users of service.

Early Childhood Support Team

The Early Childhood Support Team (ECST) nurse provides health promotion/health prevention to identified ECST Child Care Centers, the children enrolled, and their families as a member of a multi-agency, multi-disciplinary team, including health education for children, center staff and families, health consultation and staff development, assistance to families in locating and obtaining health resources, and identification and development of emergency action plans for children with chronic illnesses.

School Health

The School Health Program provides school site, direct health services, health education, consultation for faculty and staff, and health promotion/prevention for staff and students to promote maximum physical, social, emotional, and educational growth of children.

BIOTERRORISM PREPAREDNESS & RESPONSE

Ensure Catawba County Public Health (CCPH) is prepared to prevent, mitigate, and/or respond to disease outbreaks and biological threats to our community.

COMMUNITY & ADULT HEALTH

Catawba County Public Health (CCPH) Adult Health Programs provide patients with screening exams for early detection of breast, cervical, and communicable diseases, provide methods and strategies

for the prevention of unplanned pregnancy and diseases, and focus on the promotion of health and wellness through education on healthier lifestyle choices.

WOMEN, INFANTS, & CHILDREN (WIC)

Catawba County Public Health (CCPH) Adult Health Programs provide patients with screening exams for early detection of breast, cervical, and communicable diseases, provide methods and strategies for the prevention of unplanned pregnancy and diseases, and focus on the promotion of health and wellness through education on healthier lifestyle choices.

Budget Highlights

PUBLIC HEALTH

Organizations: 580050 - 580550

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	\$42,354	\$41,000	\$40,965	\$40,965	-0.1%
State	1,214,500	1,084,920	1,121,237	1,121,237	3.3%
Federal & State	1,529,636	1,542,400	1,479,513	1,479,513	-4.1%
Local	791,815	823,196	840,954	834,833	1.4%
Charges & Fees	2,727,477	1,023,330	998,220	1,008,220	-1.5%
Miscellaneous	3,535,969	52,550	46,700	46,700	-11.1%
From Hospital Reserve	500,000	500,000	500,000	500,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
Fund Balance	0	65,892	41,650	41,650	-36.8%
General Fund	(1,253,863)	2,809,396	3,119,976	3,046,641	8.4%
Total	\$9,087,888	\$8,092,684	\$8,339,215	\$8,269,759	2.2%
Expenses					
Personal Services	\$7,325,913	\$6,837,054	\$6,949,549	\$6,897,272	0.9%
Supplies & Operations	1,756,189	1,105,630	1,239,666	1,222,487	10.6%
Capital	5,786	0	0	0	0%
Special Contingency	0	150,000	150,000	150,000	0.0%
Total	\$9,087,888	\$8,092,684	\$8,339,215	\$8,269,759	2.2%
Expenses by Division					
Administration	\$824,327	\$1,023,650	\$1,067,999	\$1,061,567	3.7%
Home Health	1,774,015	0	0	0	0%
Environmental Health	883,016	1,000,034	1,118,308	1,055,028	5.5%
Maternal Health	526,834	504,543	504,969	505,227	0.1%
Laboratory	104,868	119,900	109,511	109,584	-8.6%
Child Health	1,000,458	541,514	544,942	545,334	0.7%
School Nurse	1,027,198	1,663,663	1,758,031	1,759,435	5.8%
Dental Health	118,882	10,650	10,710	10,710	0.6%
Bioterrorism	68,453	62,438	63,105	63,148	1.1%
Healthy People/Carolinas	15,680	150,000	151,264	150,000	0.0%
Clinical Services (fmr. Nurses/FP)	1,870,610	2,006,233	2,008,404	2,006,759	0.0%
WIC	873,547	1,010,059	1,001,972	1,002,967	-0.7%
Total	\$9,087,888	\$8,092,684	\$8,339,215	\$8,269,759	2.2%
Employees					
Permanent	133.80	100.50	102.50	101.50	1.0%
Hourly	2.33	0.25	0.25	0.25	0.0%
Total	136.13	100.75	102.75	101.75	1.0%

The budget is a 2.2 percent increase from the prior year. The increase is largely due to the annualized costs of 1 Environmental Health Specialist position for the Onsite Well and Waste Water division added during Fiscal Year 2016/17 and a school nurse position created via reclassification of an existing position.

Performance Measurement

FISCAL YEAR 2017/18

Catawba County Public Health will continue to focus on providing high quality health services for the County’s citizens during Fiscal Year 2017/18. The department will identify and complete two Quality Improvement projects maximizing efficiency and/or reducing operational costs. In Environmental Health, the department will complete 85 percent of all onsite well and septic system permits within 15 process days. In Children’s Services, seventy percent of pediatric providers in Catawba County will implement maternal depression screening at all newborn visits. In Adult Health, the number of women who receive breast exam services will increase. As part of a multi-year Bioterrorism Preparedness and Response project, the department will demonstrate medical readiness in preparation for public health emergencies.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, Public Health was on target to achieve (or has already achieved) 30 of its 33 outcomes. In Health Administration, the division continued to provide high quality customer service as evidenced by 99 percent of surveyed customers reporting that they were either “satisfied” or highly satisfied” with Public Health services. The Environmental Health unit was on target to inspect 100 percent of permitted food service and lodging establishments. As of December 31, 2016, 1,097 inspections had been conducted at 1,001 permitted establishments, and 11 food service education and training sessions with a total of 75 participants had been held. In Children’s Health, at mid-year the department ensured that 100 percent of uninsured or under-insured children served through the Healthcare Access Partnership with Catawba Pediatric Associates, PA (CPA) were referred to CCPH programs such as Dental, WIC, ECST, School Health, and CC4C. In Adult Health, 100 percent (11/11) of women screened for breast cancer in the Adult Health Clinic who were referred to an outside provider for evaluation and/or treatment of abnormal breast findings followed through with obtaining care.

FISCAL YEAR 2015/16

Fiscal Year 2015/16 Public Health Administration achieved both of its outcomes.	Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
	2015/16	40	31	9	78%
	2014/15	37	34	3	92%
	2013/14	39	36	3	92%

Administration successfully oversaw a quality improvement process in children immunizations. In a collaborative effort between Immunization and Care Coordination for Children (CC4C) staff, children in need of immunizations were identified and care takers were informed of the immunization’s health benefits. This resulted in an increased County immunization rate for children < 24 months old from 82 to 85 percent. In another collaborative effort Public Health and Register of Deeds staff worked to develop efficiencies in their death certificate procedure. Administration also ensured that the department delivered high quality customer service with 99 percent of surveyed

customers reporting that they were either “satisfied” or “highly satisfied” with Public Health services.

Home Health achieved one of its three outcomes for the fiscal year. At the close of Home Health operations, the unit ensured 98.78 percent of patients remained in their residence after discharge from home health services, surpassing the 85 percent goal.

The two outcomes not achieved by Home Health are directly attributed to the division’s sale in February 2016. Home Health was tasked with seeking out 1,300 patient referrals to maintain its viability in the local home health care market. The division received less than 300 referrals through February. The second outcome not achieved was ensuring patients received a timely and seamless transition to home care by initiating physician ordered services for 95 percent of patients within 48 hours. Unfortunately, Home Health missed this outcome by .7 percentage points, finishing February with 94.3 percent.

Environmental Health achieved three of its four outcomes. The continued safety and health of Catawba County residents was assured by conducting inspections on 100 percent of permitted food service and lodging establishments (2,340 inspections conducted at 1,028 permitted establishments). The number of inspections increased from the prior fiscal year by 10 while the number of permitted establishments increased by 37, staffing remained flat. Additionally, the department maintained a high level of responsiveness by investigating 100 percent of the 182 complaints received in the fiscal year within 48 hours. This was the second consecutive year that the department achieved 100 in this outcome. The third outcome achieved assured consistent application of Environmental Health rules and established best practices by exceeding 90 percent in the quality improvement process (QIP) evaluation as assessed by the program supervisor. The On-site Well and Waste Water division averaged a 99.7 percent QIP evaluation, while Food and Lodging achieved 98.72 percent.

The lone outcome not achieved was ensuring 92 percent of all On-site Well and Waste Water permits were granted within 10 Environmental Health process days. From the 543 permits issued, 454 (88.61 percent) were issued within 10 process days.

Maternal Health achieved one of its three outcomes. The division offered Pregnancy Care Management (PCM) services to all women identified as eligible (661), with 98 percent (651/661) of women enrolling in services. The PCM program promotes healthy mothers and healthy babies, which means 651 women have a better chance of having a healthy birth outcome than those women whom did not participate.

Maternal Health’s first missed outcome, to improve birth outcomes by ensuring women receive early and adequate prenatal care, required completing three conditions in order for it to be marked achieved. The first two conditions were satisfied. To improve birth outcomes, 63 percent (421/670; goal: 60 percent) of Catawba County residents that receive prenatal care from Catawba Valley Medical Center – Maternity Services (CVMC-MS) initiated prenatal care in their first trimester. Secondly, 94 percent (627/670; goal: 90 percent) of all women whom initiated care with CVMC-MS continued care throughout their pregnancy. The third condition, to decrease the number of prenatal patients that report smoking at the end of the pregnancy by 35 percent, was not achieved. Thirty percent (47/159) of prenatal patients reported they stopped smoking by the end of their

pregnancy. The second outcome missed, by just two percentage points, sought to ensure patients have continued access to safety net services (i.e. WIC, Family Planning, and care management) after delivery. The goal was 84 percent however, the department ensured 82 percent (406/497) of women receiving PCM services completed their six-week postpartum visit.

Child Health achieved all 13 of its outcomes. Child Health ensured vulnerable children have access to valuable healthcare support services and programs by having 100 percent of uninsured or under-insured children served through the Healthcare Access Partnership with Catawba Pediatric Associates, PA (CPA) referred to CPH programs such as Dental, WIC, ECST, School Health, and Care Coordination for Children (CC4C). Similarly, CC4C services were offered to 100 percent (160/160) Neonatal Intensive Care Unit (NICU) within 30 days of discharge from the hospital. Furthermore all 160 NICU graduates established a medical home within 30 days of discharge from the hospital. Child Health assured a medical home was established for 100 percent (117/117) of children in foster care or with special health needs whom were referred to and received care from CC4C. Additionally, CC4C ensured 100 percent (22/22) of infants less than 1 year old and exhibiting signs of developmental delay were referred to CC4C case management, increasing the likelihood that a child will experience positive developmental outcomes. Upon evaluation, 83 percent (18/22) of infants were identified to receive early intervention services. Child Health also focused on having parents with children in CC4C use their child's medical home appropriately by ensuring 96 percent (53/55) of CC4C caseloads that had a hospital admission, emergency room visit, or hospital readmission contacted within 72 hours for follow-up and care management. This timely follow-up is a best practice and will allow Public Health to identify the reason(s) for the visits/admissions and create a plan that will transition the family from unnecessary and/or intermittent emergency room/urgent care use

Child Health ensured child care staff were trained and prepared to routinely manage children's medical conditions by having 100 percent (109/109) of child care staff demonstrate an understanding of and ability to respond to emergency medical situations for children with care plans for chronic conditions such as asthma and diabetes. Early Childhood Support Team (ECST) nurses managed a total of 27 care plans cumulatively for FY15/16. Of these 27 care plans, ECST nurses transitioned 12 children with medical needs to School Nurses in preparation for their 2016/17 kindergarten year. To promote a healthy child care environment, ECST nurses provided onsite consultation and a written improvement plan for four child care centers: Learning Garden, Sherrills Ford Learning Academy, Catawba Ridge, and Woodlawn CDC. One hundred percent of the child care centers (4/4) showed improvements in their scores in the areas of toileting/diapering and health practices. Child Health ensured the most-at-risk children in childcare were healthy as they entered kindergarten by having an ECST Clinical Specialist provide a comprehensive health assessment for the child and subsequently having the child referred to the appropriate resources/services at Public Health.

Partnering with the school systems insured better health for students by having 97 percent of students (280/288; goal: 95 percent) enrolled in the case management program meet their individual goals in areas such as attendance, grades, class participation, behavior, etc. Child Health increased the likelihood of healthy pregnancy outcomes by having 100 percent of identified pregnant students (9/9) referred to prenatal care within their first trimester.

Catawba County Dental Health, although contracted to Gaston Family Health Services in the autumn of 2015, achieved all three of its outcomes for Fiscal Year 2015/16 outcomes. First, the dental served 1,283 unduplicated patients, ages 5 – 19. This is 35 percent (333) more than the goal of 950 unduplicated patients. This effort greatly enhanced access to dental services for low income school aged children. The second outcome achieved, serving 450 children ages birth through four years of age, sought to increase dental services to those most in need. The clinic served 482 unduplicated children (exceeding the goal by 7 percent) ages birth through four years old. The last outcome achieved sought to improve access to dental services for low income pregnant women. At the end of the year, the dental clinic served 281 low-income pregnant women. This surpassed the goal of serving 50 women by 462 percent (231).

Bioterrorism achieved (or is on target to achieve) all three of its Fiscal Year 2015/16 outcomes. First, the department successfully increased the staff's level of preparedness and ability to respond to Public Health threats, measured by having the entire staff score 90 percent on a post-test, an eight percentage-point increase from the pre-test. Additionally, 92 percent of Public Health staff responded to call-down drills within four hours to ensure staff had a high level of readiness in case of a natural, technological or CBR disaster.

The one multi-year outcome in Bioterrorism is to demonstrate Catawba County Public Health's readiness to conduct Medical Countermeasures operations in the event of Strategic National Stockpile (SNS) deployment during a public health emergency per the Centers for Disease Control and Prevention's (CDC) new standard, the Medical Countermeasure Operational Readiness Review Tool (MCMORR). Progress toward achieving this multi-year outcome began with Bioterrorism establishing a baseline for readiness in Fiscal Year 2015/16. The department scored "established" or "advanced" on 30 out of a total of 89 elements.

Clinical Services achieved three of its four outcome. Clinical Services assured that breast cancer was properly diagnosed and treated by ensuring 100 percent (18/18) of women screened for breast cancer at the Adult Health Clinic who were referred to an outside provider followed through with obtaining care. Public Health reduced the spread of sexually transmitted diseases in Catawba County by having 99 percent (281/284) of patients diagnosed with a sexually transmitted disease received treatment within two weeks, exceeding the goal of 90 percent. Clinical Services helped reduce the spread of Tuberculosis by having 100 percent (11/11; 7 percentage points better than the prior year) of patients identified with the Latent Tuberculosis Infection comply with treatment plan. Sixteen clients completed treatment during the fiscal year.

The lone unaccomplished outcome for Clinical Services sought to improve patient access to timely and convenient preventive and cancer screening by employing the "open access" appointment scheduling model. This resulted in an 83 percent patient show rate for Adult Preventive Health Clinic appointments, one percentage point shy of the goal.

WIC achieved one of its four outcomes for Fiscal Year 2015/16. Based on most recent data (from FY 2014/15) WIC saw 64.37 percent of WIC Farmers' Market vouchers redeemed (the highest redemption rate in the State), surpassing the goal of 60 percent. Fiscal Year 2015/16 data is unavailable at this time.

The first outcome not achieved by WIC attempted to maximize the growth and development of infants and children by maintaining a participant caseload of at least 97 percent of the State WIC program assigned caseload. Based on current available data (the last quarter of 2015/16 is not available) WIC maintained 93 percent of the State's base caseload, with 3,978 participants per month. This is a 5.8 percent decrease per month from the prior year. The division was unable to encourage 80 percent of women in the Breastfeeding Peer Counseling Program to continue breastfeeding for at least six weeks by having 78 percent of women enrolled continue to breastfeed at least six weeks. Finally, in an attempt to increase individual consumption of fruits and vegetables for lower-income individuals, the department increased SNAP/EBT purchases at the Public Health Farmers' Market by 12 percent, just three percentage points shy of the goal.

Outcomes

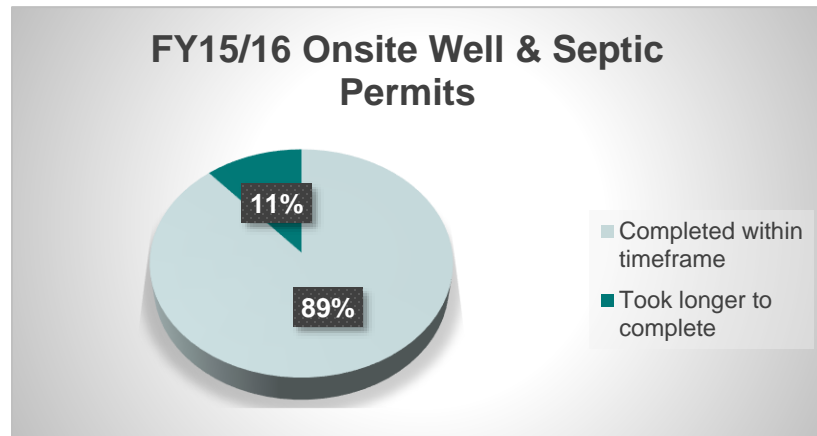
ADMINISTRATION

1. Catawba County Public Health will identify and successfully complete two Quality Improvement (QI) projects.
2. Catawba County Public Health will ensure programs, services, and staff meet the expectations of its internal and external customers by having 95 percent of surveyed customers report that they are "satisfied" or "highly satisfied" with Public Health services. (During FY15/16, 99 percent of those surveyed report that they were "satisfied" or "highly satisfied" with Public Health services.)

ENVIRONMENTAL HEALTH

1. Provide for the continued safety and health of Catawba County residents by conducting inspections on 100 percent of permitted food service establishments and lodging establishments that are scheduled for an inspection. (FY15/16 inspection rate was 100 percent.)
2. Environmental Health will respond to 98 percent of complaints related to possible violations of North Carolina Environmental Health statutes and rules within two business days after receiving the complaint. (FY15/16 response rate was 100 percent.)
3. Environmental Health staff will achieve an average Quality Improvement Program (QIP) evaluation of 95 percent for both field review and permit review components of the QIP. (FY15/16 Onsite Septic and Well Permits rate was 99.7 percent and FLI rate was 98.72 percent.)

4. Environmental Health will complete 85 percent of all onsite well and septic permits within fifteen Environmental Health process days. (FY15/16 completion rate was 89 percent.)



PRENATAL

1. All women identified as eligible will be offered OBCM services and 95 percent will be enrolled and receive OBCM services through a CCPH Care Manager. (In FY15/16, all eligible women were offered OBCM services while 98 percent (651/661) enrolled and received OBCM services. No State comparison data is available.)
2. Eighty percent of pregnant women residing in Catawba County who are receiving care management services through the Obstetric Care Management program will complete their postpartum exam. (In FY15/16, 82 percent (406/497) of CCPH prenatal patients completed their postpartum exam. No State comparison data is available.)
3. Thirty-two percent of women who report smoking at the beginning of their pregnancy (through CVMC-MS care) will report complete smoking cessation at their postpartum visit. (In FY15/16, 30 percent (47/159) of those who smoked reported complete smoking cessation at their postpartum visit.)

CHILDREN'S SERVICES

Child Health

1. Catawba County Public Health will offer and schedule vaccinations to 85 percent of 0-24 month old Women, Infants, and Children (WIC) clients who are out of compliance with immunization recommendations on the same day that they receive WIC services.

Care Coordination for Children (CC4C)

2. Seventy percent of pediatric providers in Catawba County will implement maternal depression screening at all newborn visits as recommended by the American Academy of Pediatrics.
3. CC4C case managers will ensure that 90 percent of children (ages 0-5) who are placed in Catawba County's custody are seen by their pediatrician within the recommended timeframes per Fostering Perspectives. (No data available for comparison)

Early Childhood Support Team

4. Ninety percent of the targeted facilities receiving onsite consultation with a written improvement plan developed with the Child Care Health Consultant (CCHC) will maintain or show improvement in health and safety practices after ECST nurse assessment and consultation.
5. Ninety percent of children referred to the ECST will receive a comprehensive health assessment.

School Health

6. School Nurses will screen 90 percent of all students appropriately identified with symptoms of mental, psychosocial, or emotional issues. No baseline data available.
7. Eighty-five percent of eligible seventh grade students will receive a Tdap booster and Meningococcal vaccine by the first day of school. (FY15/16 rate was 79 percent.)
8. For students who are case managed, 60 percent will meet one or more of their individualized healthy behavior goals by June 30, 2018 as evaluated by the school nurse.
9. In alignment with the County's strategic plan, CCPH staff and partners will advocate for all three school districts to pass best practice open-use policies, and at least 50 percent of schools throughout the County will be formally implementing and promoting open use of school grounds by June 30, 2018.

BIOTERRORISM PREPAREDNESS AND RESPONSE

1. All CCPH staff will participate in annual preparedness training and demonstrate a 90 percent competency score on the post test. (During FY14/15, 90 percent of staff scored 90 percent or better on the 25-question post-training preparedness test. No State or regional data available.)
2. Ninety percent of Catawba County Public Health employees will respond to quarterly call-down drills within four hours to demonstrate and ensure a Public Health ready-to-respond workforce. (FY15/16 call down drills averaged a 92 percent response from CCPH employees and partners within four hours.)

COMMUNITY AND ADULT HEALTH

1. Catawba County Public Health will increase the number of African-American women who receive breast exam services through BCCCP to 25 percent of the total BCCCP client population. (In FY15/16, 10.7 percent of screening mammograms were for African-American women).
2. Ninety-five percent of Adult Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. (FY15/16 had a 99 percent treatment rate).

3. Eighty-five percent of all persons identified with latent TB will complete the recommended treatment. (FY15/16 had 100 percent Latent TB treatment completion).

WOMEN, INFANTS, AND CHILDREN (WIC)

1. In collaboration with Early Head Start and Head Start, Catawba County Public Health will increase the number of children participating in Early Head Start and Head Start who are enrolled in WIC by 35 percent. (During Fiscal Year 16/17, 53 percent [111/210] of children in Early Head Start and Head Start were enrolled in WIC).
2. Of women who are enrolled in WIC prenatally and deliver at Catawba Valley Medical Center, 90 percent will be contacted by a Breastfeeding Peer Counselor within 3 days, post-partum.
3. Sixty-five percent of WIC FMNP vouchers disbursed will be redeemed at local farmers' markets.

