

# Stanly County Health and Human Services Agency

## Strategic Plan 2018 - 2022

Revised August 1, 2019



# Mission Statement

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To promote self-sufficiency and to protect, promote, preserve, and improve the health, quality of life, and the environment of the residents and communities of Stanly County.

# Vision Statement

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Building a county of self-sufficient, healthy individuals, families, and communities through public health and social services, and collaboration with community partners.

# Introduction

The 2018-2022 Stanly County Health and Human Services Agency's Strategic Plan describes our county's local public health and social service priorities and the agency's plan for addressing them over the next five years. Results from the 2018 Community Health Assessment and data from North Carolina Center for Health Statistics were utilized to determine these priorities. Members of the Stanly County Health and Human Services Agency Leadership Team, supervisors and Health and Human Services Board representatives met to deliberate on these findings and plan our approach to address identified health priorities. In addition, community partners were invited to participate in a day-long strategic planning session, which also identified priority areas. During this process discussion was held concerning the agency's mission and vision statement, goals, strategies, and stakeholder analysis.

Local health data and priorities were not the only influential factors in the development of the Strategic Plan goals and strategies. In an effort to better understand how our agency is perceived in the community and how we may improve our public health efforts, a community partner survey was conducted in July 2018.

The success in addressing health priorities is dependent upon the Stanly County Health and Human Services Agency's continued commitment to providing quality services to the public while collaborating with various community partners. Community partners include private and non-profit agencies, elected officials, businesses, faith community, school system, and Stanly County residents. In some instances the health and human services agency serves as the lead agency; in others we will play more of a supportive role. Regardless of the structure, a primary function of our agency is to serve as a catalyst to stimulate action in the community to effectively and appropriately address public health concerns that may jeopardize our community's health and limit our potential to address those concerns.

## Public Health Core Health Functions

(Reference: American Public Health Association)

The Stanly County Health and Human Services Agency plays a critical role in the protection and improvement of the public's health in Stanly County. The three core public health functions are assessment, policy development, and assurance. These core functions are implemented through collaborative relationships with public and private entities, elected and appointed officials, communities, as well as residents of Stanly County. The following ten essential health services are the framework for these core health functions.

### Assessment

- Evaluate effectiveness, accessibility, and adequacy of personal and population-based health services.
- Diagnose and investigate health problems and health hazards in the community.
- Monitor community health status to identify health problems.

### Policy Development

- Develop plans and policies that support individual and community health efforts.
- Enforce laws and regulations that protect health and ensure safety.
- Research for new insights and innovative solutions to health problems.

### **Assurance**

- Link people to needed personal health services and promote the provision of health care when otherwise not available.
- Assure a competent public health and personal health care workforce.
- Mobilize community partnerships to identify and solve health problems.
- Inform, educate, and empower people concerning health issues.

### **Guiding Principles**

The Stanly County Health and Human Services Agency strives to meet the following guiding principles:

- Maintain N.C. Health Department accreditation standards.
- Improve communication and collaboration internally as well as in the community.
- Develop and maintain a positive image in the community.
- Deliver services driven by community needs and serve as a health information resource for the community.
- Recruit, develop, and retain a well-qualified staff.
- Utilize “best practices” in implementing public health and social services activities.
- Adopt new technologies to improve effectiveness and efficiency.
- Be fiscally responsible and seek private and public funding sources to support and enhance services.
- Improve residents’ health outcomes, quality of life, and promote self-sufficiency.
- Prepare to respond to public health emergencies or disasters.

### **Strategic Goal Statements**

- Ensure the optimal capacity and infrastructure within the agency to carry out public health and social services functions.
- Effectively communicate accomplishments of the Stanly County Health and Human Services Agency and public health and social services issues internally and with external stakeholders.
- Assess and promote access to appropriate health care and services to infants, children, and adults.
- Encourage individuals to adopt and sustain healthy and environmentally sound behaviors.
- Promote prevention, surveillance, and control of communicable diseases (i.e. rabies, STDs, food-borne illnesses, etc.).
- Promote prevention strategies and/or manage chronic disease and injury and mitigate the associated disabilities.
- Assess opportunities to reduce health disparity and inequity.
- Prevent and reduce the environmental risks to the public and our natural resources.
- Prepare for and respond to public health emergencies and disasters.

## 2018 Community Partner Organization Survey Review of the Stanly County Health and Human Services Agency

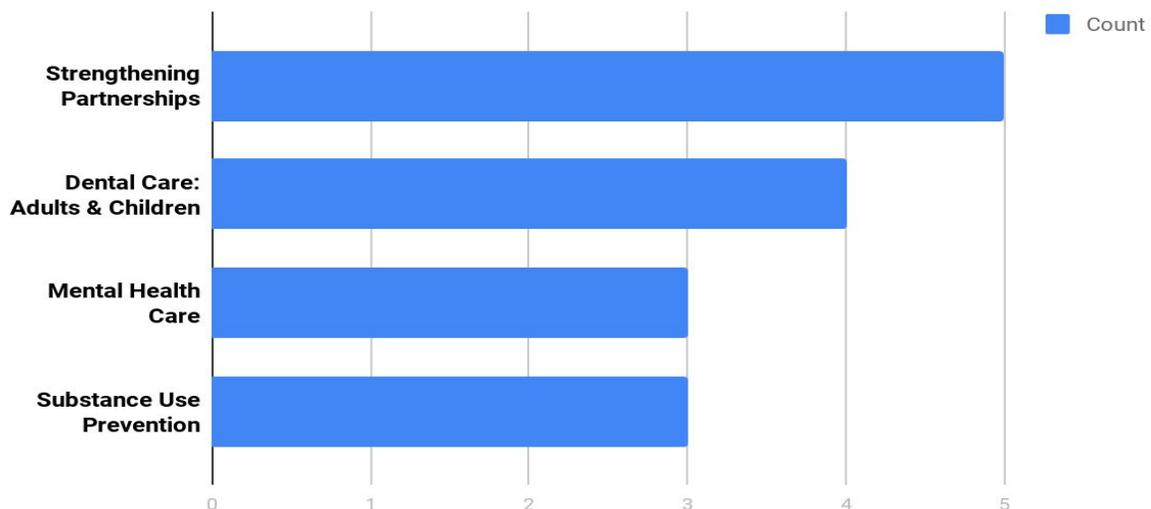
In July 2018, a community partner organization survey was conducted to gain input for better understanding how the agency is perceived in the community and how we may improve our public health and social services. The anonymous, web-based survey was sent to representatives of various health and human service organizations as well as other specific groups that our agency works with on a regular basis. Nineteen responses were received.

The following table characterizes additional indicators of the health and human services agency’s perception among community partners.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The Stanly County Health and Human Services Agency has my organization's best interests in mind.	42%	42%	16%	0%	0%
Partnering with Stanly County Health and Human Services Agency is mutually beneficial.	63%	37%	0%	0%	0%
My organization looks forward to a continued relationship with the Stanly County Health and Human Services Agency.	79%	21%	0%	0%	0%
Response time to my inquiries or requests are within a reasonable period.	42%	53%	5%	0%	0%
Information and work products coming from the Stanly County Health and Human Services Agency is of high quality.	58%	37%	5%	0%	0%
Getting in touch with the right person at the Stanly County Health and Human Services Agency is easy to do.	42%	37%	11%	11%	0%
The staff at the Stanly County Health and Human Services Agency is always helpful and friendly.	50%	44%	6%	0%	0%
The staff at the Stanly County Health and Human Services Agency is professional and knowledgeable.	73%	42%	5%	0%	0%
Overall the Stanly County Health and Human Services Agency is viewed as a competent provider of public health and social services.	42%	53%	5%	0%	0%

The community partner organization survey also asked respondents to identify the three greatest opportunities to better serve the community. The following chart highlights the leading opportunities identified.

### Opportunities to Better Serve the Community



## 2018 Community Health Assessment

The Stanly County Health and Human Services Agency and Atrium Health Stanly collaborated on the 2018 Community Health Assessment. Primary data was collected through online and hard copy surveys as well as convening three focus groups for their input. The 2018 Community Health Assessment survey was revised from the 2015 survey. Surveys were available to the public on the agencies’ websites. Paper copies were provided in various locations such as public health clinics, churches, specific health fairs, and community programs.

### Community Health Assessment Survey Results and Leading Causes of Mortality

The five leading causes of mortality 2012-2016 in Stanly County were heart disease; cancer-all sites; cancer – trachea, bronchus & lung; chronic lower respiratory diseases and cerebrovascular disease. Stanly County 2012-2016 age-adjusted mortality rates exceed North Carolina’s rates in 14 of the 19 leading causes of mortality. There is a correlation between the leading causes of mortality and leading health issues identified in the survey process. The five leading 2018 Health Issues were drug abuse; tobacco use; overweight/obesity; alcoholism/alcohol abuse, and mental illness. Heart disease and cancer are the top two causes of mortality in Stanly County. Survey participants rated heart disease (#10) and cancer (#7) as major Health Issues. However, except for nutrition (#12), contributors to these diseases were rated much higher, such as obesity/overweight (#3), tobacco use (#2), inactivity/lack of physical activity (#9).

<b>Stanly County &amp; North Carolina Leading Causes of Mortality &amp; Age-Adjusted Mortality Rates 2012-2016</b>			
Rank	Cause of Mortality	Stanly County	North Carolina
1	Heart Disease	<b>231.8</b>	161.3
2	Cancer – All Sites	<b>176.5</b>	166.5
3	Cancer – Trachea, Bronchus & Lung	<b>51.6</b>	47.5
4	Chronic Lower Respiratory Diseases	<b>47.7</b>	45.6
5	Cerebrovascular Disease	<b>46.5</b>	43.1
6	Alzheimer’s Disease	<b>41.9</b>	31.9
7	All Other Unintentional Injuries	<b>32.9</b>	31.9
8	Pneumonia & Influenza	<b>23.6</b>	17.8
9	Diabetes Mellitus	22.2	<b>23.0</b>
10	Breast Cancer	20.0*	<b>20.9</b>
11	Suicide	<b>18.8</b>	12.9
12	Septicemia	<b>17.5</b>	13.1
13	Nephritis, Nephrotic Syndrome & Nephrosis	<b>16.8</b>	16.4
14	Unintentional Motor Vehicle Injuries	<b>16.5</b>	16.4
15	Prostate Cancer	15.1*	<b>20.1</b>
16	Cancer – Colon, Rectum & Anus	<b>14.8</b>	14.0
17	Chronic Liver Disease & Cirrhosis	<b>12.5*</b>	10.3
18	Homicide	3.7*	<b>6.2</b>
19	HIV Disease	0.9*	<b>2.2</b>

\*Death rates with a small number (<50) of deaths in the numerator should be interpreted with caution. \*\*Per 100, 000 population  
Red numbers = higher rate than NC average Source: North Carolina State Center for Health Statistics

<b>Ranking of Survey Responses for Major Health Problems Overall - 2018 CHA</b>	
<b>1.</b>	<b>Drug Abuse (prescription, illegal)</b>
<b>2.</b>	<b>Tobacco Use</b>
<b>3.</b>	<b>Obesity/Overweight</b>
<b>4.</b>	<b>Alcoholism/Alcohol Abuse</b>
<b>5.</b>	<b>Mental Illness</b>
<b>6.</b>	<b>Diabetes</b>
<b>7.</b>	<b>Cancer</b>
<b>8.</b>	<b>Teenage Pregnancy</b>
<b>9.</b>	<b>Inactivity/Lack of Physical Activity</b>
<b>10.</b>	<b>Heart Disease</b>

The leading five Community Issues identified by survey participants were: unemployment/underemployment, lack of/inadequate health insurance, bullying, poverty, inadequate/unaffordable housing, access to substance treatment services (T) and crime (T), child abuse/neglect, and domestic violence. Poverty and access to substance treatment services were new additions to the top ten.

<b>Ranking of Major Community Issue Responses Overall – 2018 CHA</b>	
<b>1.</b>	<b>Unemployment/Underemployment</b>
<b>2.</b>	<b>Lack of/Inadequate Health Insurance</b>
<b>3.</b>	<b>Bullying</b>
<b>4.</b>	<b>Poverty</b>
<b>5.</b>	<b>Inadequate/Unaffordable Housing</b>
<b>6T.</b>	<b>Access to Substance Treatment Services</b>
<b>6T.</b>	<b>Crime</b>
<b>8.</b>	<b>Child Abuse &amp; Neglect</b>
<b>9.</b>	<b>Homelessness</b>
<b>10.</b>	<b>Domestic Violence</b>

### **Community Health Priorities**

The Stanly County Health and Human Services Agency in collaboration with Partners in Health, a community coalition with representatives from numerous organizations, identified county health priorities after reviewing the results of the 2018 Community Health Assessment and additional secondary data. Tobacco use, & substance misuse, and obesity/overweight were identified as key community health focus areas.

### **Addressing Priorities & Strategic Goals**

The Stanly County Health and Human Services Agency cannot solely address all of the public health concerns that need attention due to limited staff, resources, time, funding and in some cases, community influence. As a result, it is critical that the agency focus its direct services on high quality, effective practices, and pursue

appropriate modifications in service delivery. Perhaps most importantly, the agency must serve as a catalyst to stimulate collaborative interventions in the community among various partners.

Community partners include, but are not limited to, the following groups/agencies:

- Partners In Health Coalition
- Atrium Health Stanly
- Parks and Recreation Departments
- Stanly County Partnership for Children
- United Way of Stanly County
- Mental Health Providers
- Stanly County Schools
- Community Care Clinic
- Stanly Community Christian Ministries
- Churches
- Law enforcement
- Butterfly House (Child Advocacy Center)
- NC Cooperative Extension – Stanly County Center

### Strategic Goals

<b>Goal 1*</b>	To promote self-sufficiency and improve the health status and prevent premature death for all residents of Stanly County.
<b>Goal 2*</b>	To provide leadership in the community related to key areas identified by Community Health Assessment, substance use/tobacco/obesity through the collective impact model.
<b>Goal 3</b>	To provide a coordinated response to a public health event or communicable disease outbreak.
<b>Goal 4</b>	To maintain a competent public health and social services workforce that includes required and additional training to meet job and/or licensure expectations.
<b>Goal 5</b>	To increase public awareness and perception of public health and social services programs to Stanly County residents and community partners.
<b>Goal 6</b>	Improve best practices, performance, and measurable outcomes of public health and social services deliverables.
<b>Goal 7</b>	Maximize consolidated agency efforts to improve comprehensive service delivery to shared clients, thus avoiding duplication.
<b>Goal 8</b>	Capitalize on opportunities to improve automation and the use of updated technology and explore opportunities to increase funding for sustainability.

\*Addresses the Community Health Assessment Priorities

<b>Goal 1</b>	To promote self-sufficiency and improve the health status and prevent premature death for all residents of Stanly County.
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<b>Strategy #1</b>	Develop a coordinated response for adult dental health referral program with local dental providers for uninsured/underinsured patients by June 2021 by allocating \$20,000 to cover extractions, fillings, and sealants.
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<b>Rationale: Community Need</b>	
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<b>Strategy #2</b>	Secure funding for the second year of the Community Health grant by July 2019 to expand access to uninsured/underinsured patients who may have risk factors for chronic conditions.
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<b>Rationale: Departmental Priority</b>	<b>Met</b>
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<b>Goal 2</b>	To provide leadership in the community related to key areas identified by Community Health Assessment, substance use/tobacco/obesity through the Collective Impact model.
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<b>Strategy #1</b>	Using the Partners in Health coalition, the department will work to expand reach by identifying 2 additional key stakeholders that need to be included to address the identified focus areas by May 2020.
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<b>Rationale: Departmental Priority</b>	
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<b>Strategy #2</b>	Reduce exposure to tobacco products and secondhand smoke in public places and the workplace through development and implementation of a tobacco-free policy and local rules by December 2019.
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<b>Rationale: Community Health Assessment (CHA)- Tobacco</b>	
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<b>Strategy #3</b>	Collaborate with local Emergency Medical Services and community partners to develop a community paramedicine program with an overdose rapid response team focus by August 31, 2019.
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<b>Rationale: Community Health Assessment (CHA)-Substance Use</b>	<b>Met</b>
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<b>Goal 3</b>	To provide a coordinated response to a public health event or communicable disease outbreak.
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<b>Strategy #1</b>	Stanly County Health and Human Services Agency will provide an annual communicable disease report to local providers and local hospital by September 2019.
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<b>Rationale: Departmental Priority</b>	
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<b>Strategy #2</b>	Task Epi team to develop a report quarterly to identify trends of communicable and reportable diseases by June 2020. These reports will be utilized to devise appropriate programs and community education in response using media releases, public health issues, and reports to the public.
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<b>Rationale: Departmental Priority</b>	
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<b>Goal 4</b>	To maintain a competent public health and social services workforce that includes required and additional training to meet job and/or licensure expectations.
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<b>Strategy #1</b>	Increase the skill and competency level of SCHHSD workforce in discharging their assigned duties with an emphasis on providing quality services through the use of competency skills checklists developed for each job classification by June 2022.
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<b>Rationale: Departmental Priority</b>	
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<b>Strategy #2</b>	Develop a purposeful and systematic process for identifying, developing, and retaining organizational knowledge and leadership skills. Current leadership will identify 5 staff per department (DSS and Health) for leadership development by December 2019.
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<b>Rationale: Departmental Priority</b>	
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<b>Strategy #3</b>	Implement a trauma informed program that addresses employee turnover, morale and secondary traumatic stress. The program will be implemented by June 30, 2020.
<b>Rationale: Departmental Priority</b>	

<b>Goal 5</b>	To increase public awareness and perception of public health and social services programs to Stanly County residents and community partners.
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<b>Strategy #1</b>	Implement rebranding as a unified health and human services agency to the community by December 2022 through new signage, building renovations, and media releases.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #2</b>	Strengthen collaborations among community partners by identifying HHS staff members involved in partnerships for key areas such as substance misuse, tobacco use, and obesity. Assess SCHHS staff involvement with various community coalitions/groups by developing a master list of employees currently serving by September 30, 2019.
<b>Rationale: Community Health Assessment (CHA)- Tobacco; Community Health Assessment (CHA)- Substance Use; Community Health Assessment (CHA)- Obesity</b>	

<b>Strategy #3</b>	Increase public awareness and understanding of pediatric dental health issues in Stanly County and the services provided by the department by developing media releases, providing brochures, and participating in community events by December 30, 2020.
<b>Rationale: Departmental Priority</b>	

<b>Goal 6</b>	Improve best practices, performance, and measurable outcomes of public health and social services deliverables.
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<b>Strategy #1</b>	Using client/community surveys, evaluate the need across health and human service delivery areas for additional hours of service and/or flex scheduling for staff by December 30, 2019.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #2</b>	Stanly County Home Health Agency will utilize a financial analyst that specializes in business system improvement, financial modeling, operational reviews and an in-depth knowledge of Medicare and Medicaid rules and regulations to evaluate sustainability and report recommendations to the board by December 31, 2019.
<b>Rationale: Departmental Priority</b>	<b>Met</b>

<b>Strategy #3</b>	Maintain five star patient satisfaction survey scores in Home Health agency by striving to improve community perception of services provided by improving communication between nurse and therapist throughout care, consistently providing patient/family education related to medications, and decreasing re-hospitalizations by use of five day phone calls or increasing frequency of visits as needed throughout care by December 31, 2019.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #4</b>	Complete an organizational assessment with UNC Institute for Public Health to evaluate efficiency and flow of clinical services by June 30, 2019.
<b>Rationale: Departmental Priority</b>	<b>Met</b>

<b>Strategy #5</b>	Maintain established program benchmarks for OBCM (Obstetrics Care Management) and CC4C (Care Coordination for Children) to ensure that we are in compliance with Network and State requirements by December 31, 2019 and ongoing.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #6</b>	Improve the operational efficiency of the dental clinic by updating the dental software with the latest versions available and provide continuing education to all staff annually.
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<b>Rationale: Departmental Priority</b>	<b>In Progress</b>
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<b>Strategy #7</b>	Increase adoption rates of cats and dogs by 10% above 2018 rate at Stanly County Animal Control by 2022.
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<b>Rationale: Departmental Priority</b>	
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<b>Strategy #8</b>	Increase the accuracy of statistics for Adult Services programs to 100% by June 30, 2019.
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<b>Rationale: Departmental Priority</b>	<b>Met</b>
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<b>Strategy #9</b>	Stanly County HHS will provide face to face visits to 90% of adult wards within 72 hours of assignment by June 30, 2019.
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<b>Rationale: Departmental Priority</b>	<b>Met</b>
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<b>Strategy #10</b>	Implementation of the modified child welfare policy will be complete for all staff by May 31, 2019. Stanly County HHS will begin NC FAST implementation for 60% of child welfare staff by May 31, 2019.
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<b>Rationale: Departmental Priority</b>	<b>Postponed</b>
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<b>Goal 7</b>	Maximize consolidated agency efforts to improve comprehensive service delivery to shared clients, thus avoiding duplication.
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<b>Strategy #1</b>	Social services and health department will develop a screening tool (individual needs) to help identify support services clients may need by December 31, 2020.
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<b>Rationale: Departmental Priority</b>	
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<b>Goal 8</b>	Capitalize on opportunities to improve automation and the use of updated technology and explore opportunities to increase funding for sustainability.
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<b>Strategy #1</b>	Assess requirements and ability to become a Tier 3 Advanced Medical Home related to Medicaid Transformation and attest to become a Tier 3 Advanced Medical Home by January 31, 2019.
<b>Rationale: Departmental Priority</b>	<b>Met 1/28/19</b>

<b>Strategy #2</b>	Assess feasibility of becoming a Federally Qualified Health Center to provide primary care for uninsured/underinsured adults and children by utilizing a consulting firm. Complete the application process by June 30, 2020 if deemed competitive. The New Access Point score dictates competitiveness of FQHC designation.
<b>Rationale: Departmental Priority</b>	<b>Initial Assmt.-2018</b>

<b>Strategy #3</b>	Increase revenues by 3% in the Home Health agency by decreasing the amount of time between visits and billing for services by September 30, 2020.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #4</b>	Establish care management services for Medicaid clients choosing Stanly County Health Department as their primary medical home to meet requirements for Medicaid transformation by January 31, 2020.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #5</b>	Scan 100% of new documents for the environmental health on-site water protection program as received and developed by June 30, 2022.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #6</b>	Scan 100% of historical documents for the environmental health on-site water protection program for calendar years 2005 through 2015 by June 30, 2022.
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<b>Rationale: Departmental Priority</b>	

<b>Strategy #7</b>	Develop program specific reports using CDP software for the on-site water protection and food, lodging, institution programs of environmental health by June 30, 2020 to ensure quality assurance/quality improvement goals are met.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #8</b>	By June 30, 2019, 3,800 DSS records will be sent for scanning and destruction, providing adequate funding is available.
<b>Rationale: Departmental Priority</b>	
	<b>Met</b>

<b>Strategy #9</b>	By June 30, 2019, 1,500 off site DSS records will be destroyed according to the retention schedule.
<b>Rationale: Departmental Priority</b>	
	<b>Met</b>

<b>Strategy #10</b>	Ensure that 100% of reports and citations developed for and used in the field by animal control officers are issued in the field using laptops and portable printers by December 31, 2021.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #11</b>	100% of Adult and Child Welfare staff will attend Medicaid Administrative Claiming (MAC) training by December 31, 2019. Of those that can do MAC billing, we will see a 50% increase.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #12</b>	For Daycare Subsidy Services, work to become paperless while maintaining the state mandated timeliness rate of 95% and to be able to remove children from the waiting list and as always, to provide better customer service by June 30, 2022.
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