

Goals and Objectives Condensed – 10/12/2022

BOH Internal Priorities:

Priority 1: Increase staff recruitment and retention and improve morale

Goal: Improve morale by increasing employee satisfaction rate and offering opportunities to give input to administration of CCDPH

- **Objective 1:** By December 2024, 67% of staff will perceive employee morale to be good or great as indicated via staff survey data. (Baseline data collected on the employee satisfaction by June 30, 2023)
- **Objective 2:** Improve nursing retention in Child Health and immunizations Clinics by 2027. On average child health and immunizations will be at least 80% staff
- **Objective 3:** By December 2023, 100% of supervisors will attend leadership or supervisor training within the first 12 months of hire.
- **Goal:** Increase the number of staff recruited into new positions by December 2027
 - **Objective 1:** By December 2027, nursing salaries will be equal to the state average
 - **Objective 2:** By December 2023, 75% of new positions will be posted with a salary within 3% of other counties in NC to be competitive, dependent upon classification and compensation survey
 - **Objective 3:** By December 2023, increase diversity of candidates to be interviewed to match the demographics of the County
- **Goal:** Improve the mechanism for training new staff by January 2024
 - **Objective 1:** By July 2024, 100% of Management Team members will have a leadership transition plan
 - **Objective 2:** By May 2023, increase by 10%, internal awareness and knowledge of internal staff about Health Department strategies to advance health equity

Priority 2: Improve quality and efficiency of services through Electronic Health Records (EHR) and other technological methods and improvements

- **Goal:** Fully Implement CureMD within the agency
 - **Objective 1:** By January 2027, reduce the average no show rate across clinics by 3%
 - **Objective 2:** By January 2023, each clinic will serve 75% of their targeted number of clients
 - **Objective 3:** Within 6 months of go-live date of new HER, 50% of clinical staff will be proficient at clinical flow tabs and using properly
- **Goal:** Improve Preparedness response through new technology
 - **Objective 1:** By 2023, Preparedness is working with Emergency Management on loading the agency's entire staff on Everbridge (Cumberland Alerts) mass paging service

Priority 3: Normalizing COVID-19 Response and incorporating it into everyday practice

- **Goal:** Improve local health department and readiness through sustainable staffing, funding, outreach, and education with a focus on vulnerable populations
 - **Objective 1:** By July 1, 2024, utilize AA 546 funds to add a staff member to Epidemiology and a staff member in Immunizations to address communicable disease control
 - **Objective 2:** By December 31, 2023, implement at least quarterly COVID-19 outreach activities (testing, at home test kits, PPE, vaccines) in areas with high social vulnerability index (SVI) (Ongoing implementation annually)

- **Objective 3:** By 2023, improve public understanding of the importance of COVID-19 vaccination through outreach and education as measured on the Community Health Assessment (PG 40 of the Appendix)

BOH External Priorities:

Priority 1: Continue increasing partnerships and collaboration with groups from various sectors, including academic, military, healthcare, and faith-based organizations

- **Goal:** Improve the relationship of external community partners (to include but not limited to Faith based, military, HBCUs and the jail)
 - **Objective 1:** Health Department staff will interact during meetings or events with faith-based leaders at least 12 times each year
 - **Objective 2:** By 2024, the Health Department establish a new division focused on mental health, substance abuse, homelessness, and jail health
 - **Objective 3:** By Fall 2023, establish a paid public health internship program in collaboration with historically black colleges and university and minority serving institutions (ARPA funds)
 - **Objective 4:** By June 2023, CCDPH will establish a satellite WIC office on Fort Bragg Installation
 - **Objective 5:** By June 30, 2025, the Triple P program staff will have established a Community Leadership Team (CLT) within the 18-county region to include at least 5-10 members representing public health, social services, mental health, non-profits and faith base communities.

Priority 2: Expand mental health and substance abuse services to include teen substance abuse programming

- **Goal:** Increase awareness of new and existing mental health and substance abuse services
 - **Objective 1:** Annually, implement at least 5 efforts to increase awareness of mental health and substance abuse services
- **Goal:** Reduce opioid overdose and deaths by 5%
 - **Objective 1:** Prevention of overdoses by increasing Narcan distribution by distributing 5000 doses annually.
 - **Objective 2:** By December 2027, increase the number of individuals receiving treatment for OUD by 10%
 - **Objective 3:** By September 2023, train 30 facilitators of SMART recovery groups.
- **Goal:** Reduce Tobacco Use in Cumberland County among youth and adults
 - **Objective 1:** By December 2027, the Region 6 Tobacco Control Manager will 75% of the behavioral health sites within Cumberland County with technical assistance, signage, and training for QuitlineNC to become tobacco free and remain tobacco free.
 - **Objective 2:** The Region 6 Tobacco Control Manager will assist with annual Tobacco Treatment Specialist (TTS) training for Fort Bragg clinicians between 2023-2027 collectively hosting five TTS trainings in general in total for Cumberland County.
 - **Objective 3:** By December 2027, the Health Department will advocate for a Tobacco Free ordinance or Board of Health rule to be implemented county wide.
- **Goal:** Increase awareness of new and existing mental health services
 - **Objective 1:** By July 1, 2025, the Triple P staff will have increased the number of trained mental health practitioners by 10 in Level 2 Selected Seminars, Level 2 Brief Primary Care, Level 3 Primary Care or Level 3 Discussion Group in Cumberland County.

- **Goal:** Establish a new division in the Health Department focused on mental health, substance abuse and homelessness
 - **Objective 1:** By XX, the health department will hire a Local Public Health Administrator to lead the new division
 - **Objective 2:** By December 2025, the new Care Coordination program will serve 100 people.

Priority 3: Improve external communications through varying platforms to better explain “what we do,” educate and ensure literacy and equity

- **Goal:** Improve health literacy within at-risk residential communities and schools
 - **Objective 1:** By December 2024, CCDPH will host quarterly fire side chats in the community to improve health literacy in identified at risk residential areas.
- **Goal:** Utilize social media to increase awareness of the role of CCDPH in the community
 - **Objective 1:** By 2024, at least 10 staff members will complete media spokesperson training including at least one staff member who is bilingual
- **Goal:** Improve Health Literacy through expanded community platforms
 - **Objective 1:** By December 2025, increase the total number of followers on social media by 5% and the number of engagements across platforms by 5%
 - **Objective 2:** By December 2025, increase the total number of followers on social media by 5% and the number of engagements across platforms by 5%
 - **Objective 3:** By December 2024, 90% of patient education materials on the CureMD Patient Portal will be in English and Spanish

Priority 4: Continue expanding community access to Health Department services to include transportation and mobile outreach events

- **Goal:** Utilize transportation services and mobile outreach for the purposes of improving access to Health Department services
 - **Objective 1:** By December 2027, CCDPH will implement at least six community outreach events annually.
 - **Objective 2:** By December 2023, operate a WIC office on the Ft. Bragg installation at least one day each week
 - **Objective 3:** At least 74% of eligible two-year-olds will be up to date with each of the recommended vaccinations (4:3:1:3:3:1:4 series, 4 DTaP, 3 Polio, 1 MMR, 3 Hib, 3 Hep B, 1 Var, and 4 PCV).

Priority 5: Reduction of the STI/STD incidence rates in Cumberland County

- **Goal:** Improve STI and HIV/AIDS rates in Cumberland County among Pregnant Women (Syphilis/Congenital Syphilis) and Teens (Chlamydia) and other populations
 - **Objective 1:** By December 2024, STI rates will decline by 5% in Cumberland County
 - **Objective 2:** By December 2027, decrease rates of HIV and AIDS by 10%
 - **Objective 3:** By December 2025, decrease rates of Hepatitis by 10%
 - **Objective 4:** Increase patient visits at the STI Clinic in the Cumberland County Health Department by 10% by December 2023.