

# WORKFORCE DEVELOPMENT PLAN



**CUMBERLAND**  
**COUNTY**  
NORTH CAROLINA

Department of Public Health

# Workforce Development Plan

## Executive Summary

The Cumberland County Department of Public Health (CCDPH) workforce will be trained and retained by the items outlined in this Workforce Development Plan.

This document will accomplish the following objectives.

- Successful onboarding of new hires
- Verification of credentialed staff
- Outline areas of improvement in training and ongoing training opportunities as well as non-biased hiring practices.

This report will be maintained by the Deputy Health Director and Human Resources (HR) Manager and approved annually by the CCDPH Senior Leadership Team.

The Workforce Development Plan is authorized and is given final approval by the Health Director.

Health Director *Jennifer green* Date 9/26/2022

## Revision History

Date Revised	Version	Person	Description
May 2021	1	Ashley Curtice Candace Tyler	Created plan
August 2022	1	Amichia Gainey Jones Candace Tyler	Edited

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# Core Functions of Public Health

The work of Public Health is organized around nationally developed core functions and the **10 Essential Public Health Services**, which are the basis of public health practice. The three core functions of Public Health are **Assessment, Policy Development and Assurance**. A revised framework for the 10 Essential Public Health Services was released in September 2020.

## Assessment

Public health programs and system evaluations are an important governance function. Evaluations provide feedback to the governing bodies on the effectiveness and efficiency of essential public health services being carried out in local public health centers.

## Policy Development

The governing body accomplishes its responsibilities by establishing public health policies and assuring their implementation. Public health policies may be either a regulatory or a non-regulatory action. Public health policy development refers to a governing body articulating, in writing, expectations for accomplishing public health goals, measurable objectives, and the expected results that are to be achieved.

## Assurance

Assurance refers to those functions carried out by the governmental presence at the local level that guarantee public health policies and programs are in place and working. The governing body may guarantee public health services by providing them directly, or by making sure that essential public health services are available at the local level through other means. The governing body must assure that some authority is responsible for overseeing and providing public health services at the local level.

At the center of the Essential Public Health Services is equity. The aim of these services is to actively promote policies, systems, and overall community conditions that enable optimal health for all and seek to remove systemic and structural barriers that have resulted in health inequities.

# Ten Essential Public Health Services

Assess and monitor population health status, factors that influence health, and community needs and assets

Investigate, diagnose, and address health problems and hazards affecting the population

Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it

Strengthen, support, and mobilize communities and partnerships to improve health

Create, champion, and implement policies, plans, and laws that impact health

Utilize legal and regulatory actions designed to improve and protect the public's health

Assure an effective system that enables equitable access to the individual services and care needed to be healthy

Build and support a diverse and skilled public health workforce

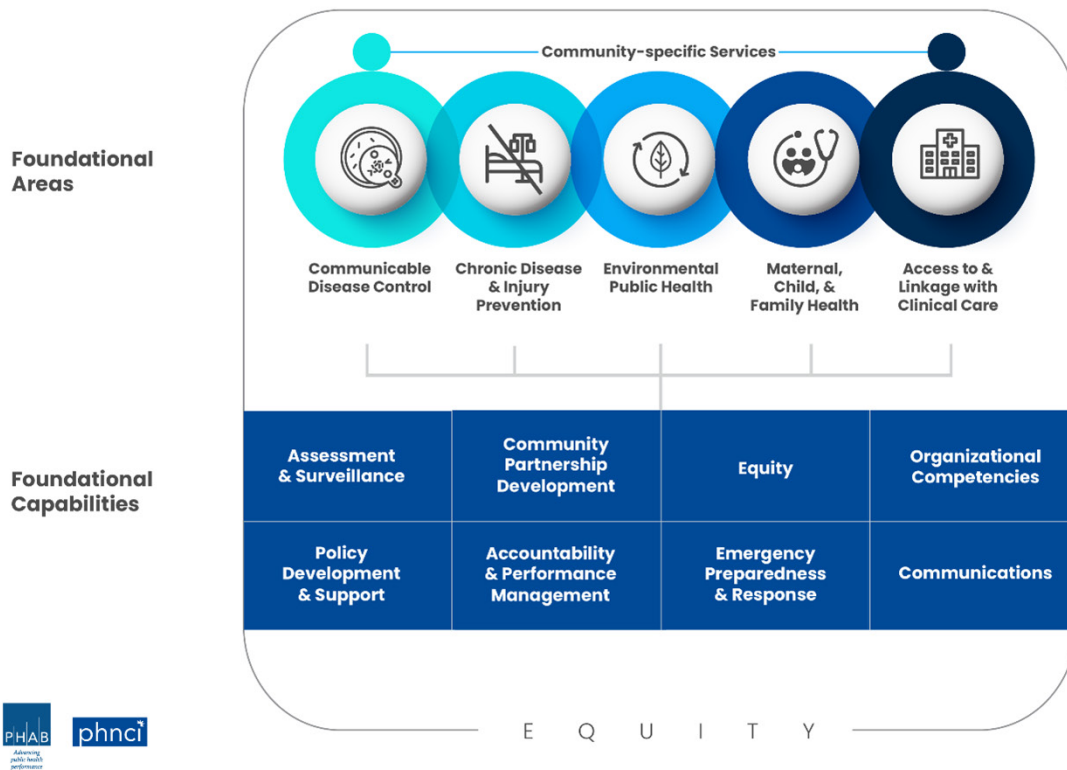
Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement

Build and maintain a strong organizational infrastructure for public health

# Foundational Public Health Services

The Foundational Public Health Services (FPHS) were developed in 2013 to define a minimum package of public health capabilities and programs that no jurisdiction can be without. The FPHS framework was updated in February 2022 to reflect the moderation of local and governmental public health. The FPHS framework outlines the unique responsibilities of governmental public health (including local health departments) and can be used to explain the vital role of governmental public health in a thriving community and identify capacity and resource gaps, including a robust workforce.

## Foundational Public Health Services



February 2022

# American Rescue Plan Act Workforce Development

The COVID-19 pandemic has stretched the public health workforce in North Carolina and exposed gaps in foundational public health capabilities at the local level, hindering optimal public health pandemic prevention and response. The American Rescue Plan Act of 2021 (ARPA), also called the COVID-19 Stimulus Package, is an economic stimulus bill signed into law by on March 11, 2021. The North Carolina Division of Public Health (DPH) received funding from the Centers for Disease Control and Prevention (CDC) to establish, expand, train, and sustain the local public health workforce to support jurisdictional COVID-19 prevention, preparedness, response, and recovery initiatives. Funds were made available to each of the 10 public health region to recruit, hire, and train critical gaps in its Public Health Infrastructure Foundational Capabilities. CCDPH serves as the lead health department for Region 6. Funding for this project supports some but not all initiatives outlined in this plan.

# Three Tiers

According to the Public Health Foundation the three tiers are:

## Tier 1

### Front Line Staff/Entry Level

**Tier 1** competencies apply to public health professionals who carry out the day-to-day tasks of public health organizations and are not in management positions. Responsibilities of these professionals may include data collection and analysis, fieldwork, program planning, outreach, communications, customer service, and program support.

## Tier 2

### Program Management/Supervisory Level

**Tier 2** competencies apply to public health professionals in program management or supervisory roles. Responsibilities of these professionals may include developing, implementing, and evaluating programs, supervising staff, establishing and maintaining community partnerships, managing timelines and work plans, making policy recommendations, and providing technical expertise.

## Tier 3

### Senior Management/Executive Level

**Tier 3** competencies apply to public health professionals at a senior management level and to leaders of public health organizations. These professionals typically have staff who report to them and may be responsible for overseeing major programs or operations of the organization, setting a strategy and vision for the organization, creating a culture of quality within the organization, and working with the community to improve health.

# Cultural Competencies

North Carolina Accreditation benchmark 26.3 states that **“The local health department shall assure that agency staff receives training in cultural sensitivity and competency.”** This is accomplished yearly in November in a variety of ways: through LEARN courses, Centers for Disease Control and Prevention (CDC) Train and in person trainings (included but not limited to: Racial Equity Institute and Groundwater training).

## Accreditation

*This Workforce Development Plan functions on behalf of the following North Carolina Accreditation Benchmarks.*

- 15.5** The local health department shall ensure that new staff is oriented to program policies and procedures and existing staff receives training on any updated or revised program policies and procedures.
- 24.1** The local health department shall have policies that promote and provide staff access to training.
- 24.2** The local health department shall have a staff development plan that includes identifying and addressing the training and continuing education needs of the staff.
- 26.3** The local health department shall assure that agency staff receives training in cultural sensitivity and competency.
- 37.6** The local board of health or the consolidated human services director shall approve policies for the recruitment, retention and workforce development for agency staff.

## Research

The Cumberland County Department of Public Health has a Research Policy (# 01-10) for which it works with universities and other entities to conduct research with staff and those we serve. The CCDPH Research Policy is found in our internal shared drive for all staff to reference.

# Cumberland County Overview

### Municipalities

- Fayetteville
- Spring Lake
- Wade
- Stedman
- Hope Mills
- Vander
- Linden
- Eastover
- Godwin
- Falcon




### Colleges & Universities

- Methodist University
- Fayetteville Technical Community College
- Fayetteville State University




### Military Installations

- Fort Bragg Army Base
- Pope Army Airfield

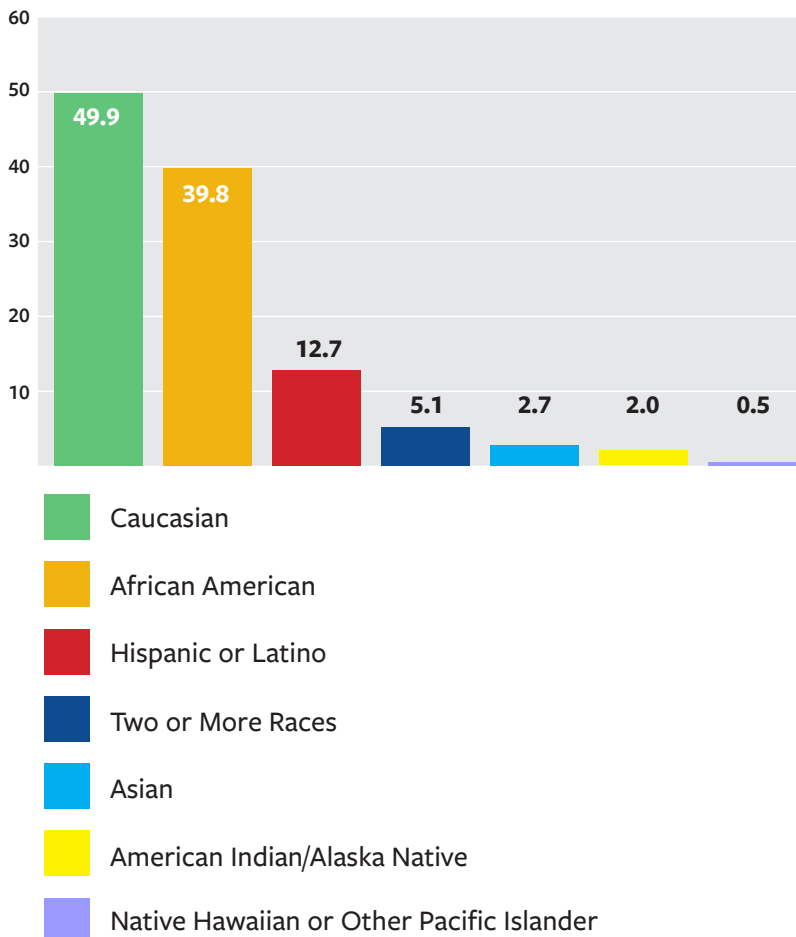


### Population Census 4/1/2020

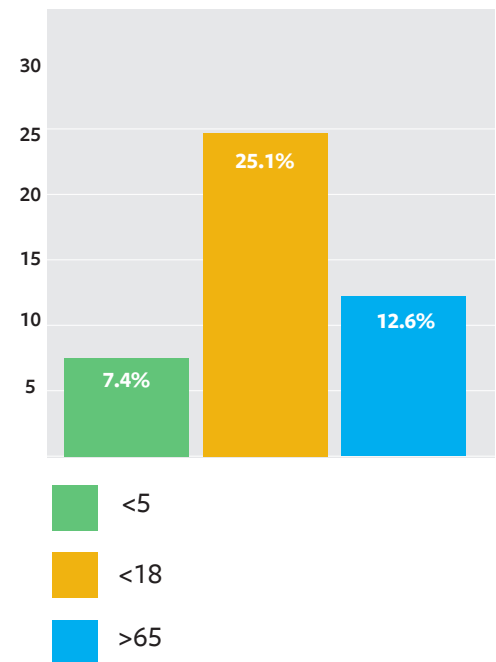
- Total Population**  
334,728
- Population per square mile (2020)**  
512.9
- Poverty Level**  
18.5%



**Race** as of April 1, 2020



**Age** as of April 1, 2020



\*\*\* Data source (2020):  
<https://www.census.gov/quickfacts/cumberlandcountynorthcarolina>



# Mission, Vision & Core Values

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## OUR MISSION

To provide high quality service in a professional, efficient, and fiscally responsible manner while improving the health of Cumberland County.

## OUR VISION

To have healthy people living in a healthy community.

## CORE VALUES

CCDPH follows the County core values of **PRIDE**

### Professionalism

### Respect

### Integrity with accountability

### Diversity

### Excellent Customer Service

Recognizing that all people are different, we treat everyone with dignity and serve our diverse population with professionalism, respect, integrity, diversity and excellent customer service (PRIDE).



# Agency Overview

## Strategic Priorities

Based on extensive input from the community through the Community Health Assessment, the Board of Health Retreat, the CCDPH staff and the strategic planning team and public comment, the Board of Health selected the following priorities. A more comprehensive list of the goals and objectives for 2021-2022 can be found in Appendix A.

### **The Board of Health agreed to four external, or community focused, priorities for the short and long term:**

- Increase partnerships and collaboration with groups from various sectors, including academic, military, healthcare and faith-based organizations
- Expand mental health and substance abuse services
- Improve health literacy through expanded communication platforms and school outreach efforts Explore expanding community access to the Health Department services

### **The Board of Health also established internal priorities for the department:**

- Increase staff recruitment and retention, assess employee satisfaction and improve morale
- Improve quality and efficiency of services through Electronic Health Records and other methods
- Expand outreach through Health Department specific social media platforms

**Note:** In February 2022, the Board of Health developed priorities for the Health Department's 2023-2027 Strategic Plan. The development of this Strategic Plan, including goals and objectives, are currently underway. Updates on the 2023-2027 Strategic Plan will be included in the next annual revision of this plan.

## Governance

Each local public health agency in North Carolina has a governing board that has responsibility for public health within its jurisdiction. A local board of board of health in the policymaking, rule-making, and adjudicatory body for public health in the county in its jurisdiction.

The local board of health appoints a Health Director to serve in their place for the agency for decision making and leadership.

## Locations

The Cumberland County Department of Public Health consists of four locations throughout the County.

### **Main Site**

1235 Ramsey Street  
Fayetteville, NC 28301

### **WIC Hope Mills**

2622 Hope Mills Road #100  
Fayetteville, NC 28306

### **WIC Spring Lake**

103 Laketree Blvd  
Spring Lake, NC 28390

### **Onsite Wastewater Historic Courthouse**

130 Gillespie Street  
Fayetteville, NC 28301

## Organizational Structure

The department is led by a Senior Leadership Team comprised of the Director, Deputy Director, Medical Director, Director of Nursing and the Accountant. CCDPH is organized into several departments: Environmental Health, WIC, Health Education, and several clinics. An organizational chart is included in Appendix B.

<b>Total Number of Employees</b> (as of 8/1/2022)	218
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<b>Gender</b>	
Male	17
Female	201

<b>Average Age Breakdown</b>	
26 and under	12
27-44	88
45-56	75
57-75	42
75+	1

<b>Race</b>	
Caucasian	74
African American	116
Hispanic or Latino	16
Two or more races	1
Asian	3
American Indian/Alaska Native	10
Native Hawaiian or Other Pacific Islander	0

Race demographics are an optional self-identification for staff and numbers do not reflect all current staff as of February 2022. Note that the 2 or more-race category is also reported in the individual race categories.

<b>Full Time Equivalent (FTE) Breakdown</b>	
Full Time employees	188
.875 employees	25
Rehired retirees	5

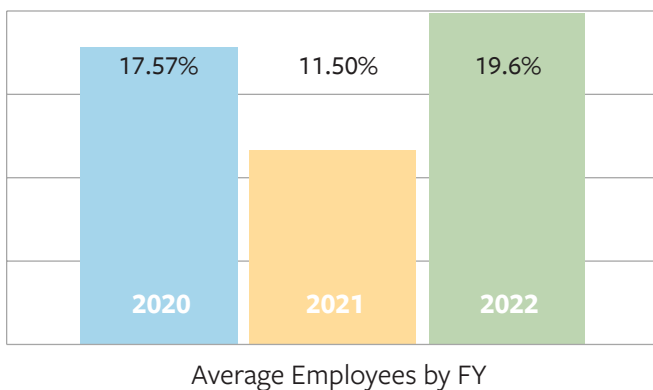
<b>Credentialed Employees</b> (as of 8/1/2022)	
Licensed Practical Nurse	2
Registered Nurse	67
Physician Extenders	8
Medical Doctor	1
Registered Dietician	1
EH (RS)	12

<b>Years of Service</b> (as of Feb. 2022)	<b>Number of Employees</b>
5	7
10	13
15	5
20	5
25	2
30	1

<b>Employees &lt; 5 Years from Retirement</b>	10
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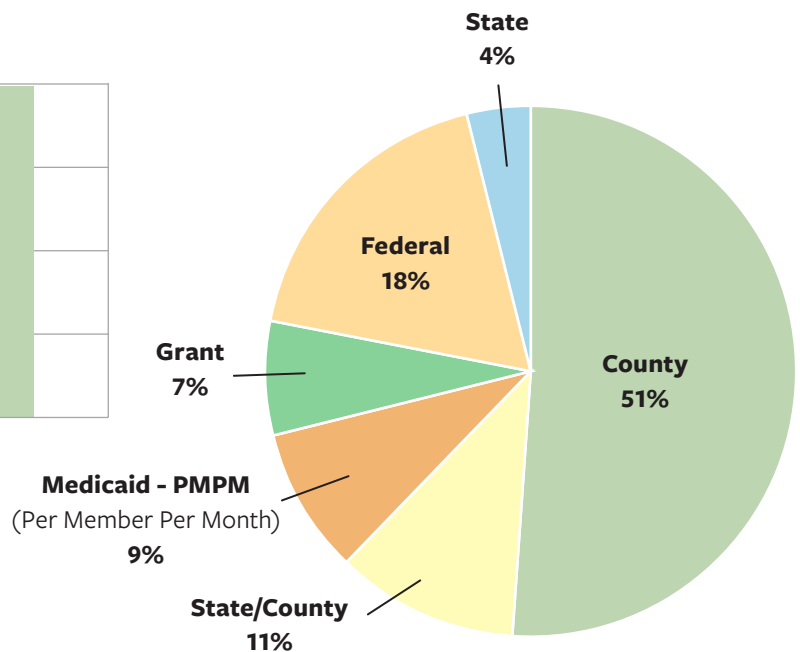
Additional staff may be eligible for retirement based on their overall lifetime service with the North Carolina Local Governmental Employees Retirement System, but data was not available in the local Munis system to include in this plan.

**Turnover Rate** (past three years)



## Funding Analysis

There are 254 positions currently available at the Cumberland County Department of Public Health. Funding is varied by position and program. The pie chart shows positions broken down by funding source.



# New Hires

## Prospective and New Hires

### *Cumberland County Human Resources*

The HR Manager will receive a hiring packet from the hiring supervisor to include the hiring checklist, completed information for all interviewees and additional information for recommended candidate. A minimum of three references shall be contacted during the hiring process. References must be professional; preference is a current or previous supervisor. No offer of employment shall be extended until the hiring packet is completed, submitted and approved by the Public Health Director.

Prior to an employment offer, a national criminal record history will be conducted on all job applicants recommended for hire. Other background checks, which may include a driver's license record, will be completed based on the requirements of the position and ensure compliance with the Fair Credit Reporting Act.

Employment offers are contingent upon a negative pre-employment drug test. Drug tests must be completed within 24 hours of the conditional offer of employment.

For positions requiring a license or certification, a copy of the license or /certification must be provided no later than the first day of employment. For positions requiring a degree, the employee must provide the HR Manager with official transcripts within thirty (30) days of hire. Employees in such classifications are responsible for maintaining current, valid credentials as required by law. All vaccination records shall be checked, regardless of position.

The HR Manager will notify the supervisor and/or administrator with drug screening results, in accordance with the Cumberland County Personnel Policies and Guidelines. The HR Manager will submit a Personnel Action Form along with supporting documents to Cumberland County Human Resources for processing.

## Orientation

All new employees will undergo an orientation session at both the county and health department level.

### *Cumberland County Orientation*

At the county level, new employee onboarding is in person and includes tasks regarding affirmative action, personnel policies and procedures, payroll, benefits (including health insurance, retirement, flex-plan, and deferred compensation) Innovation & Technology Services (ITS) Security Awareness, Safety/Risk Management overview and appropriate documentation and the county's probationary period.

### *Cumberland County Orientation*

The following steps are the general guidelines for new employee orientation at the Cumberland County Department of Public Health.

After conditional employment has been accepted and a start date has been determined, the HR Manager will schedule CCDPH New Employee Orientation.

The HR contact will notify the appropriate supervisor or Administrator who will request, via Cumberland County ITS Department, the following be created or coded: telephone extension and information; copier code; computer and email login.

The new employee will attend CCDPH New Employee Orientation at the beginning of a pay period. The orientation session includes information on the following: program functions; lunch and break policy; smoking and parking policy; use of county cars; dress code; phone operations; supply ordering; required trainings; introduction to coworkers and other relevant staff; and a tour of the office and building.

The employee's direct supervisor will orient new employee on daily job duties, performance evaluation process and timeframe, copier and printer usage, and other processes as necessary.

All trainings required by the Health Department will be covered during this orientation session. A list of trainings to be completed within sixty (60) days of hire can be found in Appendix C of this document, as well as on the health department's shared data drive at the following pathway: **Share (L:) General Documents > Orientation.**

# Trainings

## Training for All Staff

All employees are required to take Incident Command System (ICS) 100, 200, 700, 800 within their first week of hire. They will print their certificates and give those to the HR Manager and the Administrative Officer III to be placed into their personnel file and to be tracked by the Preparedness Coordinator.

All employees are required to maintain CPR certification and will be enrolled in the course when their CPR becomes close to expiration.

### Training Requirements

Training	Where?	When?	Who?
Cultural Sensitivity and Competency (including Title VI Civil Rights Act)	Virtual-Learn	November of each year	All staff
Active Shooter	Virtual-Learn	November of each year	All staff
Strategic National Stockpile	Virtual-Learn	November of each year	All staff
Breastfeeding	Virtual-Learn	November of each year	All staff
OSHA Bloodborne Pathogens	Virtual-Learn	November of each year	All staff
Worksite Safety/HAZCOM	Virtual-Learn	November of each year	All staff
Health Literacy/Social Determinants of Health	Virtual-Learn	November of each year	All staff
Respiratory Protection	Virtual-Learn	November of each year	All staff
Customer Service	Virtual-Learn	November of each year	All staff
PPE	Virtual-Learn	November of each year	All staff
Public Health Law	Management Team Meeting	Every two years	Management team
Mandatory Reporting of Child Abuse and Neglect	Virtual through NC DPH Women's Health Branch	Every year	All staff
NIMS ICS 300/400	In person	Once upon hire	Nursing Supervisors and SLT
HIPAA	Virtual- Learn	June of each year	All staff, IT staff assigned to CCDPH
Narcan Administration		November of each year	All staff
Red Cross Shelter Training		August of each year	All staff

**Note:** North Carolina Public Health Accreditation requires the local health director and directors of communicable disease, nursing and environmental health, shall receive ongoing training in current public health law and its application. This includes evidence of at least two trainings each for appropriate directors in relation to applicable laws and their application to public health practice.

## **Training Specific to Departments**

In addition to trainings required for all CCDPH staff, programs and departments have specific trainings staff working in their departments must complete as required by grant agreements, strategic plans, quality improvement opportunities, and/or federal, state, or local requirements.

### ***Family Planning***

<https://whb.ncpublichealth.com/provpart/training.htm>

### ***Communicable Disease***

STD Enhanced Role RN yearly training and STD update for all staff working in communicable disease.

## ***Training Websites used by CCDPH***

### **NEOGOV—LEARN**

NEOGOV's learning management system promotes employee training with an easy-to-use system for HR, department managers, and employees. Learn eliminates the administrative burden of managing multiple employee training programs by providing a centralized online platform designed for the specific needs of the public sector.

All staff are automatically enrolled in NEOGOV to go through orientation and required trainings.

<https://www.neogov.com/>

### **FEMA Emergency Management Institute**

The FEMA Emergency Management Institute is a collection of online courses designed for people who have emergency management/preparedness responsibilities as well as the general public. All courses are free-of-charge.

All independent (IS) examinations require a FEMA Student Identification (SID) Number. To create a number, visit <https://cdp.dhs.gov/femasid>.

## **Promote and Provide Access to Training**

Training is important in assuring a competent workforce and in having the capacity to function as a quality public health agency. CCDPH actively promotes access to training by supporting and encouraging staff to engage in continuing education opportunities. CCDPH also provides access to training by conducting training/ continuing education and paying for or reimbursing staff for training opportunities.

### ***Promotion of Access to Training***

CCDPH uses multiple approaches to promote access to training for staff of all levels of the agency. Both supervisors and employees are encouraged to identify training needs and opportunities during Monthly Check-Ins completed during the first 9-12 months of employment. These training needs and opportunities can be documented in the NEOGOV PERFORM platform.

Employees have the option to sign up for free virtual training in LEARN (some training opportunities require supervisory approval). LEARN features a catalog of more than 1600 courses available to employees and supervisors are encouraged to allow employees in good standing to participate. Supervisors may also use LEARN to create Learning Plans for their staff members.

Opportunities for professional development are provided in the CCDPH Weekly Update. Flyers and links to training announcements from internal and external agencies are made available to staff. These agencies include but not limited to University of North Carolina School of Government (UNC SOG), Southern Regional Area Health Education Center (SRAHEC), North Carolina Public Health Association (NCPHA), Racial Equity Institute (REI), and North Carolina Institute for Public Health (NCIPH), etc.

As outlined in the Cumberland County Personnel Policy and Procedures manual additional "Training opportunities are communicated to employees electronically via email or can be found within Employee Self-Serve (ESS)."

Staff at all levels of the agency are encouraged to participate in leadership development opportunities as they are eligible including but not limited to:

- Fundamental Supervisory Practices offered by Center for Public Leadership and Governance
- Local Government Federal Credit Union (LCFCU) Fellows offered by the Center for Public Leadership and Governance

As outlined in the CCDPH 2021-2022 Strategic Plan, supervisors must attend at least one supervisory or leadership training within 12 months of hire.

***Provide Access to Training***

Each CCDPH program has funds designated for staff to participate in training and continuing education based on requirements outlined in grant or program agreements. CCDPH will pay or reimburse staff for all required training. Limited funds may also be available for staff to participate in professional development and continuing education as gaps are identified and needs arise. Supervisors are responsible for working with CCDPH finance staff to prioritize training needs based on available funding. During the annual budget process supervisors should notify finance staff if any additional funds are needed to support training for staff. Final budgets are approved by the Board of County Commissioners.

The CCDPH SLT identifies six staff members annually to become members of NCPHA. Staff members are selected from all levels of the agency and across programs and services.

Examples professional development opportunities available to staff paid for or conducted by CCDPH:

- NCPHA Fall and Spring Education Conference
- NCPHA Emerging Leaders Conference
- North Carolina Public Health Leaders Conference
- North Carolina Public Health Leadership Institute
- Management and Supervision for Public Health Professionals
- Grant writing Bootcamp
- Human Trafficking
- 5As
- Monthly Provider Lunch and Learns

### ***Identification of Training Gaps and Needs***

Based on the “Driving the Future: Assessment of the North Carolina Local Public Health Workforce” completed by UNC Gillings School of Global Public Health, the major gaps found in the state of North Carolina were broken into five categories: Strategic Skill Sets, Specific Skills, Leadership Skills, Cross Cutting Skills and Public Health 3.0 Awareness.

Cumberland County participated in this assessment. However, participation was not statistically significant as the number of participating staff was nominal. For a more in depth look at this report, please visit [https://sph.unc.edu/wp-content/uploads/sites/112/2019/07/LHD\\_Survey\\_FINAL.pdf](https://sph.unc.edu/wp-content/uploads/sites/112/2019/07/LHD_Survey_FINAL.pdf).

Supervisors may identify additional training needs for staff members during the year based on each members’ annual goals or performance improvement plans, Corrective Action Plans, quality improvement or strategic planning initiatives, or new grant funding.

Training gaps and needs were also identified during the CCDPH strategic planning process with Board of Health members and CCDPH staff. The following were identified:

- Cross-training across programs and services
- Supervisory and/or leadership training for supervisors
- Interview training (conducting interviews) for supervisors and interview training (being interviewed) for all CCDPH employees.
- Increasing opportunities for professional development ‘
- Customer service training
- Mental health and substance abuse resources and referrals
- Training on technology used by CCDPH (NCCARE360, Electronic Health Record, PEFORM, LEARN, Language Line, DocsInk, etc.)

### ***Addressing Training Needs***

Staff identified strategies to address training gaps and needs in the CCDPH Strategic Plan. These strategies include:

- Supervisors attend County Supervisor Training, UNC supervisor training, or another leadership training
- Train CCDPH yearly on customer service strategies via observational training involving practice and role play
- Employees required to complete at least four hours of cross training annually
- All new supervisors and clinic coordinators will complete interview training and media role play scenarios
- Staff training on current mental health and substance abuse resources



# PERFORM

Perform is a program created by NEOGOV that allows the County to track and review staff members goals and competencies each year on their anniversary date in that classification. New employees to their classification will do a monthly review with their supervisor which is comprised of five separate questions for the employee and supervisor for their first year in the classification.

## Transition Planning

**Development of Transition Plans will begin in 2022 and be complete in 2023.**

At minimum, members of the Program and Clinic Coordinators, Supervisors and all members of the Management and Senior Leadership Team, will develop a written Succession Plan. There is no required format, but the plan should address the following elements, as applicable:

- Program goals and objectives
- Key projects and initiatives
- Key performance indicators or metrics
- Program or department policy and procedures as applicable
- Funding sources
  - Grants, (federal, state, and local),
  - Copies of grant agreements including reporting deadlines and previously submitted reports, as applicable.
- Key partners or stakeholders
- Important meetings or recurring meetings
- Quality Improvement projects and relevant Strategic Planning efforts

Succession plans will be maintained on the **Share (L:) Drive**. Supervisors will update their succession plans annually.

## Workforce Development Plan Maintenance

The Workforce Development Plan will be reviewed annually by the HR Manager and Deputy Health Director yearly. It will receive approval by Senior Leadership Team unless significant changes are necessary. In this case, the plan will be placed onto the Board of Health Agenda that year. The Plan will be signed each year by the Health Director for final approval.

# Appendix A

## Goals and Objectives

The Strategic Planning Team developed goals and objectives for each priority established by the Board of Health. Goals and objectives establish criteria and standards against which you can measure the performance of the strategic plan. A **goal** is a broad statement about the long-term expectation of what should happen as a result of your program (the desired result). **Objectives** are statements that describe the results to be achieved, and the manner in which they will be achieved. **SMART Attributes** were used to develop clearly-defined objectives. These attributes include: **Specific, Measurable, Achievable, Relevant or Realistic, and Time-bound.**

<b>Priority 1</b>	<b>Increase staff recruitment and retention, assess employee satisfaction and improve morale</b>
<b>Goal</b>	<b>Increase employee satisfaction</b>
<b>Objective 1</b>	<i>By July 2022:</i> 67% of staff perceive employee morale to be good or great (Note: Baseline data collected on the employee satisfaction by June 30, 2021)
<b>Objective 2</b>	<i>By July 2022:</i> 70% of employees who agree or strongly agree there is effective communication with their direct supervisor
<b>Objective 3</b>	<i>By July 2022:</i> 70% of employees who agree or strongly agree communication from Senior Leadership Team is effective
<b>Objective 4</b>	<i>By July 2022:</i> 70% of employees who agree or strongly agree there is effective communication between health department programs
<b>Objective 5</b>	<i>By Dec. 2021:</i> 100% of supervisors will attend leadership or supervisor training within the first 12 months of hire.
<b>Goal</b>	<b>Increase the number of new staff recruited</b>
<b>Objective 1</b>	<i>By July 2021:</i> CCDPH staff from 5 different departments will attend at least 4 recruitment events, annually.
<b>Objective 2</b>	<i>By July 2022:</i> The average time to hire will be no more than 3 months from the time the position is vacated
<b>Objective 3</b>	<i>By July 2021:</i> 90% of supervisors will go through interview training and role play and will renew yearly
<b>Objective 4</b>	<i>By July 2021</i> Increase the diversity of candidates selected to be interviewed
<b>Goal</b>	<b>Decrease number of people planning to leave their position within two to three years for reasons other than retirement, based on survey data</b>
<b>Objective 1</b>	<i>By Dec. 2021:</i> 75% of new positions will be posted with a salary within 3% of other counties in North Carolina to be competitive
<b>Objective 2</b>	<i>By June 2021:</i> 70% of new staff will complete post hire check ins at 3, 6 and 12 months of hire. Note: The intent of these check-ins is different than monthly check-ins
<b>Objective 3</b>	<i>By June 2022:</i> 85% of full-time positions are filled at any given time
<b>Goal</b>	<b>Improve transparency and objectivity in performance reviews</b>
<b>Objective 1</b>	<i>By June 2021:</i> 80% of staff will have completed their annual summary of performance in the Performance System
<b>Goal</b>	<b>Increase staff training and personal growth opportunities</b>
<b>Objective 1</b>	<i>By June 2021:</i> 80% of staff will have completed at least one training in the Learn System

Priority  
**2**

**Improve quality and efficiency of services through Electronic Health Records (EHR) and other methods**

**Goal**

**Improve quality of services**

- Objective 1** Within six months of Go-Live date, 85% of clinical staff will use the selected EHR daily
- Objective 2** *By July 2022:* Reduce the average no show rate across clinics by 3%
- Objective 3** *By July 2022:* Each clinic will serve 75% of their target number of clients
- Objective 4** *By July 2022:* In each clinic, the average wait time from arrival is no more than 20 minutes after scheduled appointment time (Time from check-in with registration to being seen by nurse/provider)

**Goal**

**Improve access of services through new EHR**

- Objective 1** *By July 2022:* 50% of clients who identify as needing a mental health referral will have received a referral
- Objective 2** *By July 2022:* WIC will increase the average participation rate (percent of base caseload) by 5%.  
Baseline: 92.03% as of 9/24/2020
- Objective 3** *By July 2022:* At least one staff member in each department will make referrals via NCCARE360
- Objective 4** *By July 2022:* 20% of patients seen in the clinics will schedule appointments online within the patient portal

**Goal**

**Improve efficiency of internal processes**

- Objective 1** *By July 2022:* CCDPH will be able to pay for medical records online
- Objective 2** *By July 2022:* Members of the public will be able to pay Environmental Health fees online
- Objective 3** *By July 2022:* 35% of Cumberland County death certificates will be filed within 5 days (average baseline is 30.4%)
- Objective 4** Within 6 months of Go-Live date with Energov, 85% of Environmental Health staff will use daily

Priority  
**3**

**Expand outreach through Health Department specific social media platforms**

**Goal**

**Obtain/Utilize Social Media for the Health Department**

**Objective 1**

*By July 2022:* Each health department program will have a monthly average of at least 2 unique posts/content

**Objective 2**

*By July 2022:* Individuals will spend an average of 1-2 minutes on health department links

**Objective 3**

*By Dec. 2021:* By December 2021, the health department will have an average of 100 views per social media posts

**Objective 4**

*By Dec. 2021:* By December 2021, the health department social media page will have 1000 followers across social media platforms

**Goal**

**Create social media team for the Health Department**

**Objective 1**

*By July 2021:* By July 2021, CCDPH will create a social media team to implement social media for the health department

**Objective 2**

*By Dec. 2021:* By December 2021, 75% of health department programs will have a representative on the social media team

Activity	Feb. 20	May 20	Jun. 20	Jul. 20	Aug. 20	Sep. 20	Oct. 20	Nov. 20	Dec. 20	Jan. 20	Feb. 21	2021-2022
<b>Board of Health Retreat - Established Strategic Priorities</b>	X											
<b>Final Report on FY 19-20 Board of Health Goals</b>		X			X							
<b>Strategic Planning Meetings</b>			X	X	X	X	X	X	X	X		
Recruit and Establish CCDPH Strategic Planning Team		X	X									
Drafted internal Goals/Objectives Selected and Submitted for Staff input				X								
Finalize goals/Objectives/Strategies and Responsible party for internal priorities					X							
Drafted external Goals/Objectives Selected and submitted for staff input					X							
Finalize goals/Objectives/Strategies and Responsible party for external priorities						X						
<b>Board of Health Meetings</b>												
Present goals and objectives/available for public input						X						
Present draft strategic plan for approval/available for public input										X		
<b>All Staff Meetings/Communication</b>												
Updates during weekly update/available for feedback			X	X	X	X	X	X	X	X	X	X
<b>Written strategic plan drafted</b>										X		
<b>Final strategic plan published</b>											X	
<b>Quarterly Strategic Planning Updates</b>												X
<b>Annual Reports</b>												X

# Appendix B

**TO:** Custodian of Records, Cumberland County Health Department

**FROM:** \_\_\_\_\_  
Name (*Print Last, First, Middle*)

**RE:** Review, Acknowledgement and Understanding of Health Department Orientation Presentations

The following is a listing of the Cumberland County Health Department's Orientation Information that has been discussed and/or reviewed by me during New Employee Orientation. Please initial by each topic indicating you understand the Health Department's procedures.

- |         |  |
|---------|--|
| _____   | WELCOME & INTRODUCTION OF HEALTH DEPARTMENT                        |
| Initial | Date   |
| _____   | ORIENTATION POWER POINT PRESENTATION                               |
| Initial | Date   |
|         | <b>TO INCLUDE PUBLIC HEALTH ORIENTATION-CCDPH SERVICES</b>         |
|         | <b>PUBLIC HEALTH LAW – TRAINING OPPORTUNITIES-RESOURCES</b>        |
| _____   | ADMINISTRATION - TIMESHEET & TRAVEL                                |
| Initial | Date   |
| _____   | INTRODUCTION OF HEALTH DIRECTOR/ DEPUTY - Regina Williams          |
| Initial | Date   |
| _____   | HEALTH DIRECTOR AND OR THE NURSING DIRECTOR - Regina Williams      |
| Initial | Date   |
| _____   | EMERGENCY ACTION PLAN/FIRE SAFETY PRESENTATION - Regina Williams   |
| Initial | Date   |
| _____   | HIPAA & CONFIDENTIALITY - Monica Short-Owens                       |
| Initial | Date   |
| _____   | FOREIGN LANGUAGE INTERPRETER SERVICES/TITLE VI - Sara Reyes        |
| Initial | Date   |
| _____   | CUSTOMER SERVICE & CULTURAL COMPETENCY & - Monica Short-Owens      |
| Initial | Date   |
| _____   | NONDISCRIMINATION - Monica Short-Owens                             |
| Initial | Date   |
| _____   | BLOODBORNE PATHOGENS - Regina Williams                             |
| Initial | Date   |
| _____   | EMPLOYEE HEALTH FOR IMMUNIZATION REQUIREMENTS - Dr. Krystle Vinson |
| Initial | Date   |
| _____   | HEALTH EDUCATION - Dolores McGrath                                 |
| Initial | Date   |
| _____   | SECURITY OVERVIEW - Deputy Marc Devone                             |
| Initial | Date   |
| _____   | BREASTFEEDING FRIENDLY TRAINING - Regina Williams                  |
| Initial | Date   |
| _____   | HEALTH - Tanesha Slaughter   |
| Initial | Date   |

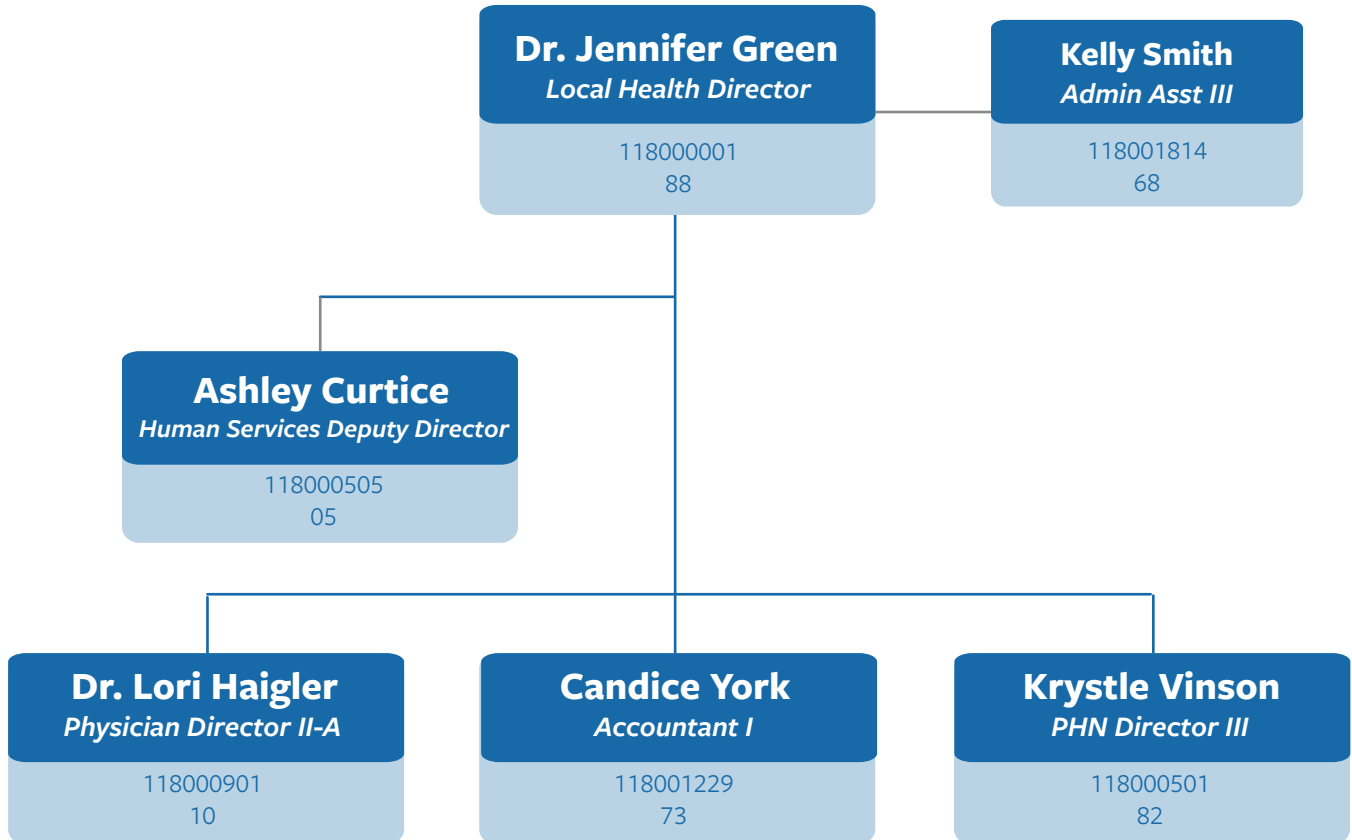
My signature below acknowledges my receipt of the policies listed above that have been initialed and dated by me.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# Appendix C

## Cumberland County Department of Public Health Senior Leadership Team





Department of Public Health