

Cumberland County Department of Public Health

STRATEGIC ACTION PLAN

2023-2027

March 2023

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Letter from the Health Director

Strategic planning is a process of defining its direction and making decisions on how an organization distributes its resources to include its capital and people. It is a step-by-step process which defines the organization's goals and objectives with an end strategy that can be implemented and evaluated. This document details the Health Department's strategic planning efforts along with the planning and implementation process. This effort started with a February 2022 retreat for Cumberland County Board of Health (BOH) members in which they reviewed the prioritized community health issues and concerns, and completed a SWOT (Strengths, Weakness, Opportunities, and Threats) analysis. Based on the assessments, board members selected seven priorities for staff to focus upon. A strategic planning team comprised of CCDPH staff members from all levels developed the Board's priorities into specific goals, objectives, and action steps.

The Cumberland County Department of Public Health's 2023-2027 Strategic Plan is intended to identify the key issues affecting the health of Cumberland County residents and the CCDPH staff and to guide the planning and implementation of the activities of the Community Health Assessment's Action Plans. This Strategic Plan was developed in 2022 as we shifted to a new phase in the pandemic. This plan reflects efforts to normalize our COVID-19 response, as we continue to assure access to testing, vaccinations, and treatment options, while continuing the work of other public health initiatives. In addition, this plan leverages current federal COVID-19 funding opportunities, the national Opioid Settlement funds, and other State funds to develop our local public health workforce, prevent communicable disease, address opioid overdoses and deaths, and improve health outcomes.

Cumberland County Department of Public Health (CCDPH) provides the three core functions of public health: assessment, policy development and assurance and the provides the ten essential public health services. The provision of these services and the core functions of public health are reflected in the Strategic plan. This Strategic Plan also aligns with the national Foundational Public Health Services, a minimum package of public health capabilities and programs that no jurisdiction can be without. The Strategic Plan aims to strengthen our public health infrastructure by developing community partnerships, effectively communicating, addressing health equity, and being responsive to public health emergencies.

We invite you to stay up to date and engaged on the implementation of Health Department's strategic plan on the Cumberland County website at [CumberlandCountyNC.gov](https://www.cumberlandcountync.gov), social media platforms, and Board of Health meetings held the third Tuesday of each month at 6 p.m.

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Contributors

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 health in the policymaking, rule-making, and adjudicatory body for public health in the county.

Board of Health

For list of current Board of Health members, their agendas and minutes visit cumberlandcountync.gov/boardofhealth

Mission, Vision & Core Values

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).



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.

10 Essential Public Health Services

Assessment

1. Assess and monitor population health status, factors that influence health, and community needs and assets
2. Investigate, diagnose, and address health problems and hazards affecting the population

Policy Development

3. Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it
4. Strengthen, support, and mobilize communities and partnerships to improve health
5. Create, champion, and implement policies, plans, and laws that impact health
6. Utilize legal and regulatory actions designed to improve and protect the public's health

Assurance

7. Assure an effective system that enables equitable access to the individual services and care needed to be healthy
8. Build and support a diverse and skilled public health workforce
9. Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement
10. Build and maintain a strong organizational infrastructure for public health

Community Health Assessment 2021

In 2021, Cumberland County completed its Eastern Regional Community Health Needs Assessment (CHNA) in collaboration with Health ENC, a program of the Foundation for Health Leadership & Innovation (FHLI). The CHNA offers a regional comprehensive picture of health, needs and resources in the community and its surrounding counties. Its goal is to describe the health needs of our community and surrounding counties, to develop and identify strategies within the region to address the need. The CHNA is the foundation for all local public health strategic planning, priorities, coordinated community action plans, and evaluation. This assessment is conducted every three to four years to meet requirements for accreditation for both local health departments and non-profit hospitals.

Primary data is collected through the distribution of the Health ENC opinion surveys and local agency focus groups. Surveys measured health indicators to assess the attitude, awareness and perception which impact Cumberland County's community overall quality of life along with 33 additional eastern counties in North Carolina. Secondary data was collected from an array of local, state, national and federal data sources. Tableau analyzed data from both sources. Local public health leaders, hospitals and community stakeholders discussed survey outcomes, ranked the priorities, and contributed to the development of a community health improvement plan.

The top five ranked priorities for 2018 were:

1. Access to Health Services
2. Economy
3. Exercise, Weight, and Nutrition
4. Public Safety
5. Substance Abuse (Misuse)

Health Priorities

After receiving the completed Community Health Needs Assessment (CHNA) from Tableau, a Cumberland County stakeholder meeting was organized to determine CHNA priority areas. The stakeholder invitees included community leaders, private practitioners, behavioral health providers and representatives from public health agencies, businesses, hospitals, human service agencies, community-based organizations, and academic centers.

After examining the results of the CHNA survey (primary data) and secondary health data, the CHNA stakeholders selected four health priorities for the 2021 CHNA process: Economy (employment access, affordable housing, food security, and low income/poverty), Substance Abuse (drugs, alcohol, and opioid misuse), Public Safety (violent crime; including murder and assault), and Mental Health.

Quality Improvement (QI)

CCDPH engages in a quality improvement process yearly. QI is the use of a deliberate and defined improvement process, such as Plan-Do-Check-Act (PDSA). PDSA is a process focused on a continuous effort to improve the efficiency, effectiveness, performances, accountability, and outcomes of health department programs and services.

There is a QI team that works with CCDPH departments to create a yearly project that directly ties to the goals and objectives outlined in this Strategic Plan. See QI plan [here](#) on our website for more information.

Summary of Strategic Planning Process

Beginning in January 2022, the Cumberland County Board of Health and the CCDPH staff underwent a yearlong strategic planning process. A summary of the strategic planning process is outlined in this section.

Board of Health Retreat

In February 2022, the Board of Health gathered for a retreat to set strategic priorities for the CCDPH. Cumberland County Health Director, Dr. Jennifer Green, facilitated this process for the Board of Health. Prior to, and during the retreat, Board of Health members were provided an overview of relevant national, state, and local data including Healthy North Carolina 2030, Robert Wood Johnson County Health Rankings, and the CHNA 2021. The board was given an overview of the 2021-2022 strategic plan successes and areas of improvement.

SWOT Analysis

After a discussion of the data, board members participated in a SWOT (Strengths, Weakness, Opportunities, and Threats) analysis. A SWOT analysis identifies both internal and external factors that may impact an organization. Strengths are internal positive attributes of the organization and weakness are internal attributes that may hinder the success of an organization. Opportunities are external factors that may facilitate the activities of the organization, while threats are external factors that may prevent the organization from meeting its goals.

Board members used a nominal group process to brainstorm priorities individually and then in small groups. Each group reported to the full Board their list of identified priorities. After each group resented, the full list of priorities was then discussed by the Board of Health. The Board developed a narrowed list of five externally focused priorities and three internally focused priorities. The Board voted to approve these priorities. These priorities were reported to the Board of County Commissioners, to Cumberland County staff, and to the public.

Strategic Planning Team

CCDPH's Strategic Planning Team developed timebound and specific goals and objectives based on the board approved priorities. There was an intentional effort to recruit staff members from all levels of the department and from each program in the agency as all CCDPH staff were eligible to be members of the Strategic Planning Team. The Strategic Planning Team convened monthly between February and December 2022 to develop specific goals and objectives for each internal and external priority developed by the Board of Health. Updates were provided to CCDPH in the department's weekly newsletter and during all staff meetings. Staff had the opportunity to provide feedback on developed goals and objectives via the department's anonymous Digital Solution Box. The board of health was kept abreast of the process throughout the year.

Public Comment

In their 2022 meetings, the Board of Health provided an opportunity during the monthly meeting for the public to provide input on the developed strategic plan. In January 2023, the Strategic Planning Team used this feedback to develop "worksheets" with specific action steps, resources, and responsible parties for implementing the internal and external goals and objectives (see example in Appendix A) The Board of Health approved the final Strategic Plan during the March 2023 Board of Health meeting.

Board of Health 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.

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

- Continue increasing partnerships and collaboration with groups from various sectors, including academic, military, healthcare, and faith-based organizations
- Expand mental health and substance abuse services to include teen substance abuse programming
- Improve external communications through varying platforms to better explain “what we do,” educate and ensure literacy and equity
- Continue expanding community access to Health Department services to include transportation and mobile outreach events
- Reduction of the STI/STD incidence rates in Cumberland County

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

- Increase staff recruitment and retention and improve morale
- Improve quality and efficiency of services through Electronic Health Records (EHR) and other technological methods and improvements
- Normalizing COVID-19 Response and incorporating it into everyday practice

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.**

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
- **OBJECTIVE 3:** The Health Department will incorporate “Introduction to Public Health” training for all new staff within the first month of their onboarding process. Supervisors are to monitor the staff member’s completion. (NCIPH’s Introduction to Public Health training consists of 5 e-learn (video) modules, 20 minutes each. Each video gives an overview of public health from the federal, state and local level. Certificates of completion are provided at the end of each module. **Introduction to Public Health**)

Internal Priorities

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)

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.

External Priorities

- **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 January 2023, 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.
- **OBJECTIVE 3:** By December 2025, decrease rates of Hepatitis C by 5%

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

External Priorities

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

- **OBJECTIVE 1:** By December 2024, STI rates will decline by 5% in Cumberland County
- **OBJECTIVE 2:** By December 2027, decrease rates of newly diagnosed HIV and AIDS by 5%
- **OBJECTIVE 3:** By December 2025, decrease rates of Hepatitis B by 5%
- **OBJECTIVE 4:** Increase patient visits at the STI Clinic in the Cumberland County Health Department by 5% by December 2023.

Implementation and Tracking

Implementation and tracking of the strategic plan will begin in March 2023. Successful implementation of the strategic plan will take participation from all health department staff and collaboration with new and existing community partners. The Strategic Planning Team developed “worksheets” with specific action steps and resources needed to be successful. Resources include staffing, funding (new and/or existing), community partnerships, materials, supplies, etc. See example in Appendix. We anticipate these worksheets to be living documents that will be adjusted overtime based on funding, staff, and the availability of other resources.

Strategy Leads

For each strategic goal and objective these worksheets designate an associated “person responsible” within the CCDPH department or program that is directly affected by the goal or objective to guide implementation and keep the department on track to achieve its objectives within the identified timeframes. In addition to the “person responsible,” the Strategic Planning Team is split into three groups that are also assigned one internal and one external BOH priority. Each group will track the priority for the two years and report quarterly to the Health Director and Deputy Health Director during quarterly Strategic Planning Team Meetings. The strategy leads will be responsible for keeping plans up to date and meeting milestones. A more in-depth Strategic Planning Document has been created and used internally to guide progress (example seen in Appendix A).

Progress Updates

Quarterly, the Board of Health will receive progress updates on specified goals and objectives. Board of Health (BOH) meetings are held the third Tuesday of each month at 6 p.m. The Board of Health members invite and encourage the public to join the BOH meetings and to provide ongoing feedback during the public comment period. An evaluation will be done on each goal and objective at the end of the five years to assess how successful the plan was, what barriers were encountered and to begin planning for the next three years. A final report will be made available on the Health Department website at CumberlandCountyNC.gov/health.

Appendix A: Strategic Planning Team Documents and Worksheets

Sample Internal Tracking Spreadsheet

PRIORITY 1: Increase staff recruitment and retention and improve morale
GOAL 1: 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)
Strategy 1: By June 2023, conduct staff survey to find out the 3 most important aspects of working in the health department that can be improved.
Strategy 2: Employee recognition program agency wide (special act award, extra mile award) - Trophy or a certificate, etc.) Anyone could nominate; Spirit Team select award winners.
Strategy 3: By June 2027 every staff member will be required to join at least one committee at the health department or externally in the community so that they can share input.
Strategy 4: Create mindfulness/quiet room in the department for staff to take self-care breaks.
Strategy 5: Lunch and Learns: A different topic each quarter. Learn about a topic that is work related or community related, mental health, self-care, financial readiness, retirement, etc.
Strategy 6: Implement recommendations from the Countywide Classification and Compensation Study and the Regional Environmental Health Workforce Assessment.
Strategy 7: Improve response in lab to both internal and external customers providing accurate information in accordance with SOPs, County Ordinances and State Law. Forwards inquiries to appropriate staff as required or escalates to Director as needed.
Objective 2: Improve nursing retention in Child Health and Immunizations Clinics by 2027. On average child health and immunizations will be at least 80% staffed.
Strategy 1: Encourage advancement by supporting agency Registered Nurses to attend the Child Health Enhanced Role Registered Nurse (CCERRN) training; fulfillment of role by 2025.
Strategy 2: Allow and support for all nursing staff to attend at minimum one certified education course/class yearly and support attendance at North Carolina Department of Health and Human Services Child and Youth (NCDHHS) Branch supported child health meetings and Immunization branch in-state/local/regional meetings/conferences.
Strategy 3: Attend nurse recruitment fairs with local colleges when applicable.
Strategy 4: Cross training and succession planning for nursing staff.
Objective 3: By December 2023, 100% of supervisors will attend leadership or supervisor training within the first 12 months of hire.
Strategy 1: Advocate to County HR to have a supervisory track on Neogov and/or create CCDPH specific training.
Strategy 2: During leadership position interviews, share opportunity for training and education to candidates.
Strategy 3: Have at least two staff be a part of county leadership academy each cohort.

Person Responsible Worksheet

Priority #? Internal or External?	Goal?	Objective #?	Who's Responsible?	Resources Needed?

Sample Internal Priority Spreadsheet

Priority: 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:			
Internal/External Partners Needed		Resources	Group Responsible
Internal	External		

Sample External Priority Spreadsheet

Priority: 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:			
Internal/External Partners Needed		Resources	Group Responsible
Internal	External		



Department of Public Health