**PENDER COUNTY HEALTH DEPARTMENT**



**STRATEGIC PLAN**

**2020-2024**

**Mission Statement**

The ***Pender County Health Department*** is dedicated to the purpose of disease prevention and health promotion for all Pender County residents.

**Health Department Values**

**Integrity-** We are committed to treating all people honestly and fairly, with dignity and respect.

**Accountability-** We are committed to fiscal and program accountability and evaluating our performance in terms of benefit to the public.

**Excellence-** We strive for excellence in services to our customers and in leadership throughout the health department.

**Responsive-** We are committed to a strong, professional, responsive public health department that meets the challenges and adapts to a rapidly changing environment.

**Teamwork-** We are committed to working collaboratively with others to enhance public health services for our communities and our residents.

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**Pender County Health Department**

**Strategic Plan**

**2020-2024**

The Pender County Board of Commissioners serves as the Pender County Board of Health which is the “…policy-making, rule-making, and adjudicatory body …” for the local health department as defined by N.C. General Statute 130A-35. This responsibility supports public health’s direct role with the community health assessment, community health improvement plans, and the department’s strategic plan. Other requirements that support the development of these plans include:

* Statutory responsibility to protect and promote the public’s health
* North Carolina accreditation standards for local health departments require strategic plans
* North Carolina mandated public health services
* Mission of disease prevention and health promotion for all Pender County residents
* Three public core functions (Assessment, Policy Development, and Assurance) and the ten Essential Public Health Services.

The Pender County Advisory Board of Health offers a variety of professional guidance and advocates for the health department and its programs. Recommendations from this board are shared with the Commissioners to assist in decision-making processes.

The objective of this document is to identify and set priorities to guide the work the health department. Areas of emphasis are based on community needs/public health data found in the following:

* Community Health Assessments
* SOTCH Reports
* Health status indicators and statistical data for Pender County
* Public input and community surveys
* Experience and expertise of the Pender County Board of Health, Advisory Board of Health, and health department staff in identifying resources and needs.

They are not intended to exclude or discourage any existing program or other goals and interests. This plan will serve as a road map with evaluation, modifications, and intervention as the ongoing methodology of operation.

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**Strengths, Weaknesses, Opportunities and Threats (SWOT)**

**Analysis**

SWOT Analysis is a tool that identifies strengths, weaknesses, opportunities, and threats of an organization. Specifically, SWOT is a basic model that assesses what an organization can and cannot do, as well as potential opportunities and threats that impact what an organization can accomplish. The Strategic Planning Team developed the following SWOT that can impact delivery of public health services to Pender County communities.

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| **Strengths** | **Weaknesses** |
| * Local Government Support * Strong community partnerships * Competent, well-trained, dedicated staff * On-going professional development * Access to quality technological resources * Bilingual staff * Highly qualified, knowledgeable billing support staff * Inviting public health facilities * Annex location for services- Environmental Health, Clinical, WIC * Training sites for numerous students and career tracks * Enhanced health education and outreach programs * Tele-health * Comprehensive clinical and dental care * Electronic health/dental record systems * New partnerships and regional collaborations * Strong coordination with emergency management to respond to public health preparedness concerns * Knowledge and ability to respond to public health threats such as COVID-19 * Highly trained Animal Shelter staff with supportive veterinarian care * Quality improvement initiatives including practice management training and guidance * Responsible and proactive to emerging issues and trends | * Medicaid Managed Care billing uncertainties * Ability to compensate professional staff at levels that attract highly qualified workers * Ability to recruit in professional fields such as dental, nursing, nutrition, environmental health * Availability of mental health resources and providers in the county * Limited primary care and chronic disease management services in the county * Economically diverse population * Challenges related to a rapidly growing population * Aging workforce * Decreasing office space in the health department facility |

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| **Opportunities** | **Threats** |
| * Emerging technologies to promote more efficient service delivery * Established relationship with media outlets * Regional partnerships with UNC-W and Southeastern AHEC * Leadership roles of staff in various professional organizations, regional, state and nationally * Safety Net provider for uninsured and underinsured * Up-to-date electronic equipment and tools for staff to perform more efficiently | * Lack of public transportation * Limited funding in chronic disease, health promotion and disease prevention services * Tier 3 county ranking limits grant opportunities * Potential cuts to federal, state and local programs * Provider Shortage Area with limited primary care providers in the county |

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| **Public Health Strategic Goals**  **2020-2024** | |
| **Goal #1** | Improve the health status and prevent premature death for all residents of Pender County |
| **Goal #2** | Expand access to primary care, preventive care, and chronic disease management for residents in Pender County |
| **Goal #3** | Ensure environmental health and safety through reduced exposure to unsafe food and water, unsanitary environmental health conditions, emerging environmental and vector-borne health issues, and response and recovery during environmental events |
| **Goal #4** | Provide a coordinated public health preparedness response for all public health events or communicable disease outbreaks |

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| ***Public Health Goals and Objectives***  ***2020-2024*** |

1. **Improve the health status and prevent premature death for all residents of Pender County.**

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| **Objective 1.1 Improve Child Well-being** |

Seek ways to reduce five-year trends for infant mortality.

*(2015-2019) Pender County 7.6; NC 7.0;*

*(2016-2020) Pender County 6.3; NC 7.0*

Promote early prenatal care for pregnant women.

*(2015-2019) Pender County 68.5%; NC 68.0%;*

*(2021) Pender County 68.5%; NC 68.0%*

Identify strategies to decrease the rate of teen pregnancies (Ages 15-19).

*(2015-2019) Pender County 22.2; NC 22.0;*

*(2016-2020) Pender County 22.9; NC 25.1*

Enhance/develop partnerships to promote access to physical activity.

\*Activities halted due to pandemic, 2020

\*On-going collaboration with Pender County Parks and Recreation, 2021

\*Partnered with law enforcement to host Burgaw Bike Rodeo, 2021

\*Plans beginning 2022 bike rodeo, 2022

Continue local/regional efforts to reduce tobacco use in youth.

\*Activities halted in 2020 due to pandemic

\*Implementation of CATCH My Breath program in the schools, 2021

\*No staff trained at this time. Plans in place for the fall of 2022

Promote vaccinations to prevent childhood diseases.

Immunizations up-to-date by 24 months of age:

*(2016-2017) PCHD 85%; Pender County 76%*

*(2017-2018) PCHD 83%; Pender County 75%*

*(2018-2019) PCHD 87%; Pender County 75 %*

*\*Focus on pandemic and limited staffing prevented many outreach activities.*

*\*New immunization staff to be employed in 2022*

\*\*Updates in red

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***Public Health Goals and Objectives (cont) 2020-2024***

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| **Objective 1.2 Improve Adult Well-being** |

Seek health education opportunities that focus on health promotion and

disease prevention to increase the life expectancy for all residents, minimizing

racial disparities.

Life Expectancy (2018-2020)

*Pender County- 77.2 years; Whites-78.0 years; African Americans-73.2 years*

*NC- 77.7 years; Whites-78.6 years; African Americans-75.0 years*

Resume and expand *Chronic Disease Self-Management* classes.

\*No trained staff, 2021

\*Staff to participate in training, 2022

Provide *A Matter of Balance Fall Prevention* classes in the community.

\*Halted due to pandemic, 2020

\*Decreased classes due to limited staff, 2021

\*Trained staff and resuming classes, 2022

Implement Medical Nutrition Therapy for high-risk clients.

\*No Registered Dietician, 2020

\*No services due to untrained staff, 2021

\*Staff member pursuing certification as registered dietician, 2022

Enhance/develop partnership to promote access to physical activity.

\*Activities halted due to pandemic, 2020

\*Limited staffing, 2021

\*Resume partnership with Pender County Parks and Recreation, 2022

\*Collaborate with Parks and Recreation in the development of the new

Pender County Parks Master Plan, 2022

Promote local/regional efforts to improve access to healthy foods.

\*Halted due to pandemic, 2020

\*Limited staffing, 2021

\*Resuming community classes, Lunch and Learn on nutritional topics, 2022

Continue local/regional strategies to decrease tobacco use in adults.

\*Adult smoking *Pender County 16%; NC 17%, 2020*

*\*Adult smoking Pender County 21%; NC 18%, 2021*

\*Strategies halted due to pandemic, 2020

\*Limited staff to conduct activities, 2021

\*Resuming health promotion messaging and regional networking, 2022

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| **Public Health Goals and Objectives (cont)**  **2020-2024** |

1. **Expand/enhance access to chronic disease management and mental health services for residents in Pender County.**

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| **Objective 2.1 Conduct health promotion efforts to address**  **chronic diseases** |

Resume/expand *Chronic Disease Self-Management* classes.

\*Strategy halted due to pandemic, 2020

\*No trained staff, 2021

\*Staff to pursue training, 2022

Resume/expand *Diabetes Self-Management* classes in the community.

\*No classes due to pandemic, 2020

\*No trained staff, limited nursing staff, 2021

\*Staff trained and classes resumed, 2022

Maintain a strong health education program at the health department.

\*Health education’s chief focus related to pandemic response, 2020

\*Loss of staffing, new health education staff, 2021

\*Resuming health education programs as staff become trained, 2022

Continue to offer adult health primary care and chronic disease

management at the health department.

\*Decreased appointments due to pandemic response, 2020

\*Turnover in staffing and scheduling reduced, 2021

\*Staff resuming regular patient schedules, 2022

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| **Public Health Goals and Objectives (cont)**  **2020-2024** |

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| **Objective 2.2 Monitor leading causes of death in Pender County** |

Seek health promotion opportunities to help decrease the death rate for all

cancers. Death rates *(2015-2019) Pender County 166.1; NC 158.0*

(2016-2020) *Pender County 160.2; NC 154.6*

Enhance outreach to provide community education on prevention in an

effort to decrease the death rate for heart disease.

Death rates *(2015-2019)* *Pender County 157.7; NC 157.3*

*(2016-2020)* *Pender County 158.8; NC 156.1*

Identify health promotion activities to address deaths related to

cerebrovascular disease.

Death rates *(2015-2019) Pender County 53.5; NC 42.7*

*(2016-2020)* *Pender County 54.2; NC 42.7*

Continue/develop programs to help reduce deaths from diabetes.

Death rate *(2015-2019) Pender County 23.9; NC 23.8*

(2016-2020) *Pender County 23.6; NC 24.5*

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| **Public Health Goals and Objectives (cont)**  **2020-2024** |

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| **Objective 2.3 Maintain/expand partnerships to address**  **unintentional deaths and increase access to**  **mental health care** |

Continue/develop partnerships to reduce the death rate from suicide.

Death rate *(2015-2019) Pender County 24.3; NC 15.6*

*(2016-2020) Pender County 22.6; NC 14.4*

Decrease drug overdose deaths through evidence-based treatment and

education.

Death rate *(2015-2019) Pender County 24.4; NC 18.5*

*(2020) Pender County 23.8 (15 deaths); NC 30.4*

*(2021) Pender County 42.8 (18 deaths); NC 30.2*

Identify programs to help decrease the death rate from motor vehicle

injuries. *(2015-2019) Pender County 24.4; NC 14.7*

*(2016-2020) Pender County 24.4; NC 15.1*

Continue collaborative efforts with mental health providers and other

partners to address opioid prevention efforts in the county.

\*Activities halted due to pandemic, 2020

\*Sporadic partnership meetings due to limited staff, 2021

\*Substance use prevention team meeting monthly, 2022

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| **Public Health Goals and Objectives (cont)**  **2020-2024** |

1. **Ensure environmental health and safety through reduced exposure to unsafe food, water, unsanitary environmental health conditions, emerging environmental, vector-borne health issues, and response & recovery during environmental events**

* Utilize risk-based assessment for food safety in food handling establishments. *(2020) On-going; (2021) All Food and Lodging staff understand and utilize assessment*
* Reduce the risk of food-borne illness and other communicable diseases by ensuring reasonable protection through education, leadership and resources

*(2019-2020) Food and Lodging Inspections completed-100%*

*(2020-2021) Food and Lodging Inspections completed-100%*

* Develop a Quality Assurance Program for Environmental Health utilizing current DPH/EH standards *Implemented for Food and Lodging staff (2020)*

*Sporadic QA due to staffing issues first of year. Resumed late fall (2021)*

*EHS Specialist oversees F&L; EHS Supervisor evaluates On-site (2022)*

* Permitting, inspecting and testing well water in accordance with state statutes and rules *2020-On-going; 2021-On-going; 2022-On-going*
* Permitting and inspecting on-site wastewater treatment systems in accordance with state statutes and rules

*2020-On-going; 2021-On-going; 2022-On-going*

* Maintain cross-trained staff within environmental health program

*On-going, 2020; Limited staffing; experienced EHS specialist hired (2021)*

*Additional training options for pools and childcare authorizations (2022)*

* Utilize social media to alert and educate communities on various topics related to food and water safety *Staff and health educators available as needed*
* Increase public awareness on the prevention of vector-borne illnesses

*Outreach decreased due to pandemic (2020) and limited staff (2021)*

*Health educators planning outreach events (2022)*

* Active participation in public health preparedness response and training

*(2020) EH staff assisted with COVID response; (2021) Assured staff participated*

*in training; (2022) Staff to participate in upcoming preparedness trainings*

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| **Public Health Goals and Objectives (cont)**  **2020-2024** |

**4. Provide a coordinated public health preparedness response for all public**

**health events or communicable disease outbreaks**

* Maintain the current NC EDSS reporting system that allows for timely reporting and intervention as required by NC Communicable Disease Laws, increase communicable disease reporting from outside medical facilities and ensure providers are familiar with the reporting system

*On-Going*

* Maintain a current All Hazard Plan and a Continuity of Operations Plan and a coordinated response to a bioterrorism event or communicable disease outbreak, to be positioned for the competent management of hazardous materials, a bioterrorism event, or a communicable disease outbreak

*(2020) Plans used during pandemic*

*(2021) Limited staff available for updating plans*

*(2022) Staff recruitment for preparedness coordinator*

* Continue regular EPI team meetings and expand participation

*(2020) EPI team meetings halted during pandemic*

*(2021) Limited staffing; new staff training for CD*

*(2022) EPI team meetings resumed*

* Utilize the NC Health Alert Network to learn of local outbreaks as well as to alert regional and state officials in the event of an outbreak

*On-going*

* Provide professional development opportunities for staff to enhance epidemiology and preparedness response knowledge and skills.

*On-going*

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**2018 Pender County Health Department**

**Community Health Assessment**

The 2018 Pender County Health Department’s Community Health Assessment is the mechanism by which the county’s health status is reviewed utilizing a community health opinion survey and available statistical data along with an understanding of economic factors and social influences within the county. Statistical data sets were researched from a variety of sources including, US Census, State Data Center, NC Employment Security Commission, NC Department of Commerce, Federal Statistics, Center for Disease Control, National Institutes of Health and numerous others.

The top three priorities identified in the 2018 Community Health Assessment were:

1. Mental Health and Substance Use Disorders
2. Nutrition and Physical Activity
3. Cancer Education and Prevention

Community Health Action Plans were developed for the priorities. The following information will also be addressed as these plans evolve.

* According to the 2010 U.S. Census, the population for Pender County has grown 17% since 2017. This growth is much greater than the population growth for the state as well as counties of similar size to Pender County. By the year 2020, the North Carolina Office of State Budget and Management estimates Pender County’s rate of growth will be greater that 14%.
* According to the N.C. Division of Aging, the fastest growing population in the next 20 years will be those 65 years of age and older. In 2030, there will be more people in Pender County over the age of 65 years than those under the age of 17 years.
* In 2010, the three leading causes of death in Pender County were: Cancer, Diseases of the Heart, and Cerebrovascular Disease. For 2008-2012, these chronic diseases remain the leading causes of death.
* From 2008-2012, the Diabetes death rate was 23% higher than the state rate. The diabetes death rate for African Americans in Pender County is double the diabetes death rate for whites.
* The leading cause of death for residents ages 1-39 years was unintentional injuries, with the highest number of deaths from motor vehicle injuries.
* Access to care remains a problem in Pender County. In 2012, there were 3.3 primary care physicians per 10,000 population compared to the state ratio of 7.6 per 10,000 population.
* Poverty is a serious concern as it contributes to many barriers to health care and can negatively impact overall health status. From 2008-2012, child poverty and elder poverty rates were higher than the state rates.

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| **Pender County Health Department**  **2020-2024 Strategic Plan Activities and Partners** |

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| **Goal 1-Health** | **Improve the health status and prevent premature death for all residents of Pender County.** | | | | |
| **Objective #1.1** | Improve child well-being.  Seek ways to reduce five-year trends for infant mortality | | | | |
| **Baseline Data** | 2015-2019 *Pender 7.6; NC 7.0; (2016-2020) Pender 6.3; NC 7.0)* | | | | |
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| **Activities**  NOTE: Activities halted for pandemic; limited due to staffing; resuming 2022 | | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | | -Health Education  -Nursing Director  -Maternal Health staff and OB/GYN FNP  -WIC Program  -On-Site Interpreters  -C-MARC | **E-**NHRMC  **E**-CCNC  **E-**Pender County Schools  **E**-Pender Adult Services transportation  **E**-DSS  **E-**Coastal Horizons  **N**-NC Coop Ext | On-going |
| Family Planning Clinic | | | -Health Education  -Family Planning staff and OB/GYN FNP  -C-MARC | **E**- DSS  **E**- Pender Adult Services transportation  **E-**Coastal Horizons | On-going |
| Promote early prenatal care through media and community education outreach | | | -Health Education  -WIC Program | **E**-Local Newspapers  **E**-DSS  **E-**Pender County Schools  **E-**WIC Program  **E**-Social Media; agency website | On-going |

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| **Goal 1-Health** | **Improve the health status and prevent premature death for all residents of Pender County.** | | | | |
| **Objective #1.1** | Improve child well-being.  Promote early prenatal care for pregnant women | | | | |
| **Baseline Data** | 2019 *Pender 63.5; NC 67.5; 2020-No State data;*  *2022 Pender 68..5; NC 68.0* | | | | |
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| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | | -Health Education  -Nursing Director  -Maternal health staff and OB/GYN FNP  -WIC Program  -On-site interpreters  -C-HARP | **E**- DSS  **E**-Pender Co. Schools  **E**-NHRMC  **N**- Coastal Horizons  **E**-Pender Adult Services transportation | On-going |
| Increase community awareness and education | | | -Health Education | **E**- DSS  **E**- Local Newspaper  **E**-Local churches  **E**-Pender Co. Schools  **E**-Website  **N**- Coastal Horizons | On-going |

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| **Goal 1-Health** | **Improve the health status and prevent premature death for all residents of Pender County.** | | | | |
| **Objective #1.1** | Improve child-wellbeing  Identify strategies to decrease the rate of teen pregnancies, ages 15-19 | | | | |
| **Baseline Data** | 2015-2019 *Pender 25.0; NC 26.6 (2016-2020) Pender 22.9; NC 25.1* | | | | |
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| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | | -Health Education  -Family planning program staff  -Nursing staff  -WIC Program  -On-Site Interpreters | **E-**DSS  **E**- NHRMC  **E**-Pender Adult Services transportation  **E**-Local media and website  **E-**Community events  **N**-Coastal Horizons | On-going |

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| **Goal 1-Health** | **Improve the health status and prevent premature death for all residents of Pender County.** | | | | |
| **Objective #1.1** | Improve child well-being.  Promote physical activity; tobacco use prevention; vaccinations | | | | |
| **Baseline Data** | Health Education Outreach Activities | | | | |
| **CHA Priority addressed** | | **-Mental Health and Substance Use Disorders**  **-Nutrition and Physical Activity** | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Enhance and develop partnerships to promote access to physical activity | | | -Health Education  -Nursing staff  -WIC Program  -C-MARC | **E**-Pender County School nurses  **E**-Local Health Care Providers  **E**-Local Churches  **E-**Local media and website  **N-**Pender County Parks and Recreation  **E-**Coastal Horizons | On-going |
| Continue local/regional efforts to reduce tobacco use in youth | | | -Health Education  -Nursing staff  -Dental staff | **E**-Pender County School nurses  **E**-Local Health Care Providers  **E**-Local Churches  **E-**Local media and website  **E-**Coastal Horizons | On-going |
| Promote vaccinations to prevent childhood diseases | | | -Health Education  -Nursing staff  -WIC program | **E-** DSS-  **E** –Local media and website  **E-**Pender County Schools  **E**-Local Health Care Providers | On-going |

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| **Goal 1-Health** | **Improve the health status and prevent premature death for all residents of Pender County.** | | | | |
| **Objective #1.2** | Improve Adult well-being.  Seek health education opportunities that focus on health promotions and disease prevention to increase the life expectancy for all residents, minimizing racial disparities | | | | |
| **Baseline Data** | 2015-2019 (Death rates for all causes)  *Pender County African Americans 978.4; (2016-2020) 994.2*  *Pender County Whites 793.9 797.4* | | | | |
| **CHA Priority addressed**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | **-Mental Health and Substance Use Disorders**  **-Nutrition and Physical Activity**  **-Cancer Education and Prevention** | | | |
| **Activities** | | | **Lead Person** | **Partners**  **N=new;E=existing** | **Timeframe** |
| Health Department Activities including:  -Chronic Disease Self-Management classes  -A Matter of Balance Fall Prevention classes  -Medical Nutrition Therapy for high-risk clients | | | -Health Education  -Nursing staff  -Adult health primary care and chronic disease care  -Nutrition staff  -Dental staff | **E-**Local Churches  **E-**DSS  **N-**Coastal Horizons  **N-**Parks and Recreation staff  **N-**Local municipalities  **E-**Pender Adult Services  **E-**Local Health Care providers  **E-**Local media and website | Ongoing |
| Maintain/develop partnerships to promote physical activity; access to healthy foods; and decrease tobacco use in adults | | | -Health Education  -Nursing staff  -WIC staff  -Dental staff | **E-**Pender County Government Human Resources, wellness program  **E-**NC Coop. Ext.  **E-**Local Newspaper  **E-** Website  **E-** Pender County Parks and Recreation  **E-** Churches  **E-**Pender Adult services  **E-**Regional Tobacco Prevention staff  **N-**Coastal Horizons  **N-**Local municipalities  **N-**Coastal Horizons  **E**- American Cancer Society | Ongoing |

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| **Goal 2-Health** | **Expand/enhance access to chronic disease management and mental health services for residents in Pender County** | | | | |
| **Objective #2.1** | Conduct health promotion efforts to address chronic diseases | | | | |
| **Baseline Data** | **Maintain a fully-staffed; professional, active health education program** | | | | |
| **CHA Priority addressed** | | **-Mental Health and Substance Use Disorders**  **-Nutrition and Physical Activity**  **-Cancer Education and Prevention** | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities including:  -Chronic Disease Self-Management classes  -Diabetes Self-Management classes in the community | | | -Health Education  -Nursing staff  -Nutrition staff | **E-**NHRMC  **E-**Local Churches  **E-**DSS  **N-**Local municipalities  **E-**Pender Adult Services  **E-**Local Health Care providers  **E-**Local media and website | Ongoing |
| -Maintain a strong health department health education program.  -Continue adult health primary care and chronic disease management at the health department | | | -Health Director  -BOH  -Health Education  -Nursing staff and FNP | **E-** Pender Memorial Hospital  **E-**Local Newspaper  **E-** Website  **E-** Local Health Care Providers  **E-**DSS | On-going |

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| **Goal 2-Health** | **Expand/enhance access to chronic disease management and mental health services for residents in Pender County** | | | |
| **Objective #2.2** | Monitor leading causes of death in Pender County  Seek health promotion opportunities to help decrease the death rate for all cancers. | | | |
| **Baseline Data** | 2015-2019 Pender 166.1; NC 158.0  *2016-2020 Pender 160.2; NC 154.6* | | | |
| **CHA Priority addressed** | **-Cancer Education and Prevention** | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | -Health Education  -Nursing staff  -Adult health primary care and chronic disease care  -All health department staff  -Dental staff | **E-**NHRMC  **E-**Local Churches  **E-**DSS  **N-**Local municipalities  **E-**Pender Adult Services  **E-**Local Health Care providers  **E-**Local media and website | On-going |

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| **Goal 2-Health** | **Expand/enhance access to chronic disease management and mental health services for residents in Pender County** | | | |
| **Objective #2.2** | Monitor leading causes of death in Pender County  Enhance outreach to provide community education on prevention in an effort to decrease the death rate for heart disease | | | |
| **Baseline Data** | 2015-2019 Pender 157.7; NC 157.3  *2016-2020 Pender 158.8; NC 156.1* | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | -Health Education  -Nursing staff  -Adult health primary care and chronic disease care  -All health department staff  -Dental staff | **E-**NHRMC  **E-**Local Churches  **E-**DSS  **N-**Local municipalities  **E-**Pender Adult Services  **E-**Local Health Care providers  **E-**Local media and website | On-going |

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| **Goal 2-Health** | **Expand/enhance access to chronic disease management and mental health services for residents in Pender County** | | | |
| **Objective #2.2** | Monitor leading causes of death in Pender County  Identify health promotion activities to address deaths related to cerebrovascular disease. | | | |
| **Baseline Data** | 2015-2019 Pender 53.5; NC 42.7  *2016-2020 Pender 54.2; NC 42.7* | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | -Health Education  -Nursing staff  -Adult health primary care and chronic disease care  -All health department staff  -Dental staff | **E-**NHRMC  **E-**Local Churches  **E-**DSS  **N-**Local municipalities  **E-**Pender Adult Services  **E-**Local Health Care providers  **E-**Local media and website | On-going |

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| **Goal 2-Health** | **Expand/enhance access to chronic disease management and mental health services for residents in Pender County** | | | |
| **Objective #2.2** | Monitor leading causes of death in Pender County  Continue/develop programs to help reduce deaths from diabetes. | | | |
| **Baseline Data** | 2015-2019 Pender 23.9; NC 23.8  *2016-2020 Pender 23.6; NC 24.5* | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | -Health Education  -Nursing staff  -Adult health primary care and chronic disease care  -WIC staff | **E-**NHRMC  **E-**Local Churches  **E-**DSS  **N-**Local municipalities  **E-**Pender Adult Services  **E-**Local Health Care providers  **E-**Local media and website | On-going |

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| **Goal 2-Health** | **Expand/enhance access to chronic disease management and mental health services for residents in Pender County** | | | |
| **Objective #2.3** | Maintain/expand partnerships to address unintentional deaths and increase access to mental health care.  Continue/develop partnerships to reduce the death rate from suicide. | | | |
| **Baseline Data** | 2015-2019 Pender 22.9; NC 13.4 *2016-2020 Pender 22.6; NC 14.4* | | | |
| **CHA Priority addressed** | **-Mental Health and Substance Use Disorders** | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | -Health Education  -Nursing staff  -All health department staff | **E-**NHRMC  **E-**Local Churches  **E-**DSS  **N-**Local municipalities  **E-**Pender County Emer. Mgmt  **E-**Local Health Care providers  **E-**Local media and website  **E-**Coastal Horizons | On-going |

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| **Goal 2-Health** | **Expand/enhance access to chronic disease management and mental health services for residents in Pender County** | | | |
| **Objective #2.3** | Maintain/expand partnerships to address unintentional deaths and increase access to mental health care.  Decrease drug overdose deaths through evidence-based treatment/educ. | | | |
| **Baseline Data** | 2015-2019 Pender 24.4; NC 18.5 *2020 Pender 23.8; NC 30.4*  *2021 Pender 42.8; NC 30.2* | | | |
| **CHA Priority addressed** | **-Mental Health and Substance Use Disorders** | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities  Continue collaborative efforts with mental health providers and other partners to address opioid prevention efforts in the county | | -Health Education  -Nursing staff  -Adult health primary care and chronic disease care  -All health department staff  -Dental staff | **E-**NHRMC  **E-**Local Churches  **E-**DSS  **N-**Local municipalities  **E-**Regional/state partnerships,  **E-**Local Health Care providers  **E-**Local media and website  **E-**Mental health providers | On-going |
| **Goal 2-Health** | **Expand/enhance access to chronic disease management and mental health services for residents in Pender County** | | | |
| **Objective #2.3** | Maintain/expand partnerships to address unintentional deaths and increase access to mental health care.  Seek educational opportunities and partnerships to address excessive drinking | | | |
| **Baseline Data** | 2016-2020 Pender 19.0; NC 16.9 | | | |
| **CHA Priority addressed** | **-Mental Health and Substance Use Disorders** | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Health Department Activities | | -Health Education  -Nursing staff  -All health department staff | **E-**NHRMC  **E-**Local Churches  **E-**DSS  **E-**Pender County schools  **N-**Local municipalities  **E-**Pender County Emer. Mgmt  **E-**Local Health Care providers  **E-**Local media and website  **E-**Coastal Horizons | On-going |

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| **Goal 3-Health** | **Ensure environmental health and safety through reduced exposure to unsafe food and water, unsanitary environmental health conditions, emerging environmental and vector-borne health issues, and response and recovery during environmental events.** | | | |
| **Objective #1** | **Maintain a well-trained staff to provide high quality environmental health services.** 2020-2022 Minimal staff turnover | | | |
| **Baseline Data** | Statistical reports indicating compliance with state mandated programs and specific program reviews from Regional Environmental Health Consultants. | | | |
| **Activities**  NOTE: Activities impacted by the pandemic; limited due to staffing; resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Utilize risk-based assessment for food safety in food handling establishments | | Environmental Health Supervisor and Program Specialists | **E-**NCEH, NCDA | As prescribed by State Regulation |
| Reduce the risk of foodborne illness and other communicable diseases by ensuring reasonable protection through education, leadership and resources | | -Environmental Health staff  -Epi team | **E-** NC Env. Health  **E-**Communicable Disease program | On-going |
| Develop a Quality Assurance Program for Environmental Health utilizing current DPH/EH standards | | Environmental Health Supervisor and Program Specialists | **E-** SOP Workshops, NCPHA, RS Board, State Universities | On-going |
| Permitting, inspecting, and testing well water in accordance with state statutes and rules | | Environmental Health Supervisor and Specialists | **E-**NC Env. Health **E**-Division of Water Quality (DWQ)  **E-**Well installers | Daily |
| Permitting and inspecting on-site wastewater treatment systems in accordance with state statutes and rules | | Environmental Health Supervisor and Program Specialists | **E-** NC Env. Health  **E-**Septic Installers  **E-** Soil Scientists  **E-**Pender County Planning and Zoning | On-going |
| Maintain cross-trained staff within the environmental health programs including public health preparedness and response | | Health Director  Environmental Health Supervisor | **E-** NC Env. Health  **E-**Emer. Mgmt. | On-going |
| -Utilize social media to alert and educate communities on various topics related to food and water safety.  -Increase public awareness on the prevention of vector-borne illnesses | | -Environmental Health Supervisor and Specialists  -Health education | **E-** NC Env. Health  **E-**Local media and website | As Needed |
| **Goal 4-Health** | **Provide a coordinated public health preparedness response for all public health events or communicable disease outbreaks** | | | |
| **Objective #1** | **Maintain the current NC EDSS reporting system that allows for timely reporting and intervention as required by NC Communicable Disease Laws, increase communicable disease reporting from outside medical facilities and ensure providers are familiar with the reporting system** | | | |
| **Baseline Data** | **Maintain highly-qualified, experienced professional staff**  *2020-2022 Communicable disease program remains staffed* | | | |
| **Activities**  NOTE: Activities impacted due to pandemic; limited due to staffing resuming in 2022 | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Keep Communicable Disease Tracking System current | | Communicable Disease Nurse and TB Coordinator  Director of Nursing | **E-** DHHS | On-going |
| Keep information available for community | | Health Educator  CD Nurse | **E**- Pender County Schools  **E**-Emergency Services  **E-**Website  **E-**Local media | On-going |
| Adhere to formal surveillance program | | CD Nurse  Director of Nursing | **E-** DHHS  **E**-Regional Consultants  **E**-New Hanover Regional | On-going |
| Implement Online Reporting System | | CD Nurse  Director of Nursing | **E-** DHHS,  **E**-NC EDSS | On-going |
| Education of medical providers through ongoing communication | | TB Coordinator and CD Nurse  Director of Nursing  Health Educators | **E-** Local Health Care Providers  **E**-Pender Memorial | On-going |
| Maintain an active Epidemiology Team | | Director of Nursing  CD Nurse | **E**-New Hanover Regional  **E**-Pender Co. Schools  **E-** DHHS State Consultants | On-going |

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| **Goal 4-Health** | **Provide a coordinated response to a Public Health event or communicable disease outbreak** | | | |
| **Objective #2** | **Maintain a current All Hazard Plan and a coordinated response to a bioterrorism event or communicable disease outbreak and to be positioned for the competent management of hazardous materials, a bioterrorism event or a communicable disease outbreak** | | | |
| **Baseline Data** | Since 9/11, Public Health involvement in bioterrorism events and communicable disease outbreaks has become more formalized through funding and training of public health staff. Various plans have been developed to coordinate how we address such issues as well as training and hiring staff. Mandated trainings such as NIMS has become a requirement of public health staff along with annual exercises to ensure public staff knowledge and experience in dealing with communicable disease outbreaks and bioterrorism. Further, committees have been developed within the health department that also includes community partners to ensure a coordinated response to such events. | | | |
| **Activities**  NOTE: Activities halted due to pandemic; limited due to staffing but resuming many activities in 2022 (Actively recruiting) | | **Lead Person** | **Partners**  **N=new;**  **E=existing** | **Timeframe** |
| Work closely with Preparedness Coordinator | | Health Director/ Preparedness Coordinator/Nursing Director | **E-** Emergency Management Services (EMS)  **E-** Hospital | On-going |
| Coordination with other agencies | | Health Director/Preparedness Coordinator | **E-** Law Enforcement  **E**-School System **E**-Private Industries | On-going |
| Education of staff and community plans | | Health Director/Preparedness Coordinator/Nursing Director | **E-** Emergency Management  **N**- Law Enforcement, School System | On-going |
| Maintain current contact List for the health department to be used in emergency responses | | Health Director/Preparedness Coordinator/Nursing Director | **E-** Local Medical Providers  **E**- Law Enforcement | On-going |
| Participate in Bioterrorism exercises that includes Strategic National Stockpile (SNS) | | Health Dept staff  Epidemiology Response Team | **E-** NC Public Health Preparedness;Emergency Management, Law Enforcement, School System; State Lab | On-going |

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**Measurement and Strategic Plan Timeframes**

Measurement is a critical aspect for proposed objectives and strategies in any plan. Details are typically incorporated that specify what will be accomplished within a given timeframe. Many of the strategies in this plan will be on-going processes. Review of the plan on a regular basis will allow the department to refine objectives, strategies and timeframes.

The 2020-2024 Strategic Plan is based on the 2018 Community Health Assessment priorities and the 2022 Community Health Assessment after completion. This plan has been developed to address the most pressing needs to benefit the community at large and hold the consolidated agency accountable.

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