

Forsyth County Department of Public Health

Strategic Plan

2018-2022





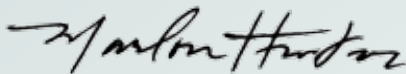
The Department of Public Health has the responsibility to prevent diseases and promote a healthy community through community engagement, regulation, education, and partnerships. This important mission establishes a unified vision for our shared work ahead. I am pleased to present the department's strategic plan that will serve as a road map for 2018-2022.

Since July 2017, we sought and took broad input from health department staff, the Board of Health, community stakeholders, and customers. A series of planning sessions and analyses of our Strengths, Weakness, Opportunities and Challenges (SWOC) were conducted to assist in the creation of this plan. We will update or revise the plan annually to reflect current public health statistics, reality assessments, and performance improvement results.

In a rapidly changing world with existing and emerging diseases, public health departments must keep pace with a capable professional staff that is both innovative and highly trained. We must also assist families with the tools needed to ensure positive health outcomes. To achieve these goals, we continue to evaluate our organization, improve our daily operations, and provide greater access to the services we offer the community.

I write on behalf of all employees of the Forsyth County Department of Public Health to say that we are pleased to serve the people of Forsyth County and the City of Winston Salem and we look forward to your partnership in advancing health.

Sincerely,



Marlon Hunter, BSEH, MAOM
Public Health Director
Forsyth County Department of Public Health

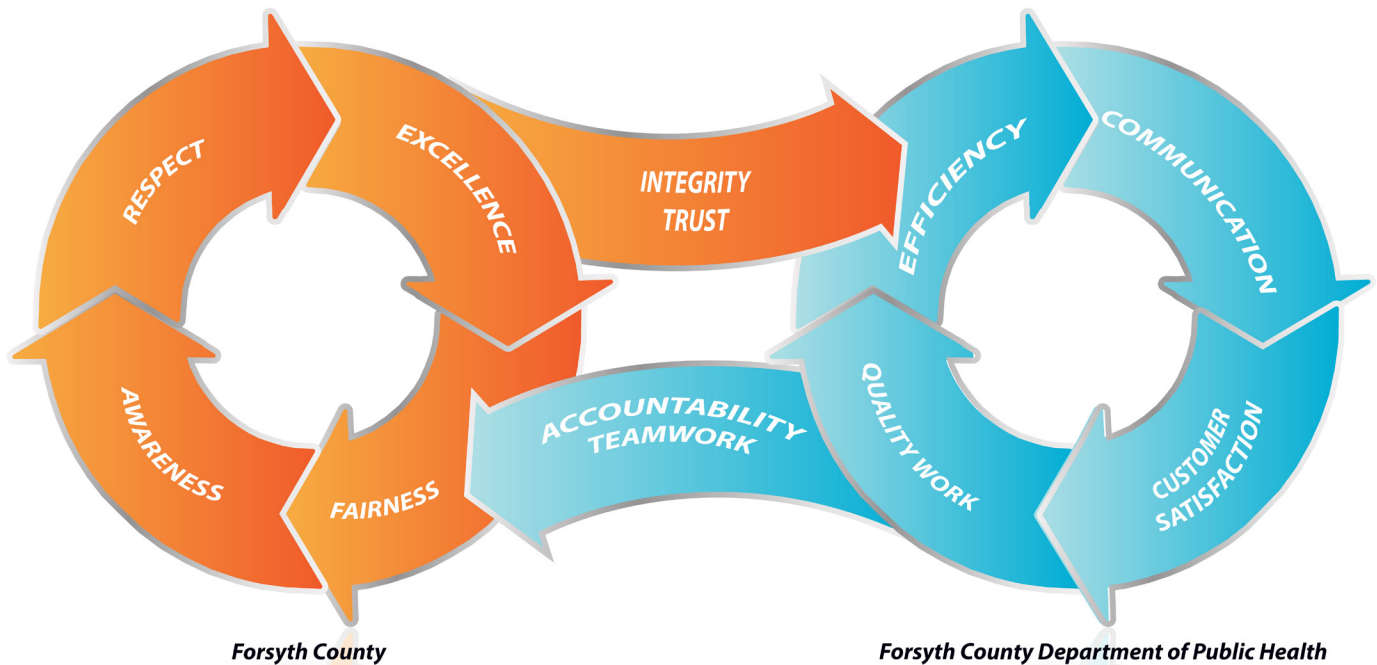


Mission

The mission of the Forsyth County Department of Public Health is to prevent disease and promote a healthy community through community engagement, education, regulation, and partnerships.



Values



Forsyth County

Forsyth County Department of Public Health

Our Values Aligned

GOAL 1: ASSURE DIVERSE TRAINING OPPORTUNITIES AND A WELL CREDENTIALLED WORKFORCE

Objective: Assure diverse training opportunity and a well credentialed workforce

Strategy 1.1: Support credentialing, certifications, and professional development

Strategy 1.2: Utilize technology to provide asynchronous training opportunities and centralize training record keeping

Strategy 1.3: Encourage cross-training and leadership development within and among the Personal Health, Community Health, and Internal Health Divisions

GOAL 2: STRATEGIC AND EFFECTIVE COMMUNICATION

Objective: Communicate clearly and effectively to our workforce, partners, and community

Strategy 2.1: Provide more open access to leadership, meetings, and meeting minutes across the department and develop a public health question-and-answers blog

Strategy 2.2: Develop marketing and communication plans that strategically reach the community and positively promote the public health message

Strategy 2.3: Evaluate and adapt department policies to make them more easily referenced and generate operating guides that clearly demonstrate work flow



**GOAL 3: PROVIDE CONSISTENT AND QUALITY-BASED SERVICES
IN A CUSTOMER FRIENDLY ENVIRONMENT**

Objective: Continued evaluation for the safety and well being of citizens, customers, and staff

Strategy 3.1: Provide clean, safe, secure, and comfortable facilities and environments

Strategy 3.2: Engage the FCDPH Safety Committee and its subcommittees to continually improve safety practices and performance

Strategy 3.3: Hold ourselves accountable to the customer satisfaction survey

Strategy 3.4: Develop staff team building and collaboration opportunities

Objective: Identify technological needs in order to utilize current systems to the fullest capacity

Strategy 3.5: Ensure our customers have easy access to health information portals, their records, and appointments

Strategy 3.6: Explore mobile application technology to develop a FCDPH App for public use

Strategy 3.7: Continue to work with the QA/QI council to identify and implement current and emerging technologies



GOAL 4: COMMUNITY COLLABORATION, PARTNERSHIP AND ENGAGEMENT

Objective: Support a framework of decision making, evaluation, and empowerment, which engages partners throughout Forsyth communities to address health related issues

Strategy 4.1: Conduct a biannual community health fair

Strategy 4.2: Educate about the opioid crisis through community meetings

Strategy 4.3: Improve program outreach in areas surrounding mental health, including working with Forsyth EMS Mobile Integrated Health

Strategy 4.4: Participate in current and future community planning surrounding population aging

Strategy 4.5: Streamline referrals and information sharing among collaborating partners

Strategy 4.6: Encourage leadership and staff to participate on boards, panels, and commissions

Strategy 4.7: Further incorporate neighborhood representatives and the faith based community into planning and program implementation

Strategy 4.8: Identify opportunities to work with academic institutions to conduct and implement research that results in positive social and behavioral change

GOAL 5: COMMUNITY HEALTH

Objective: Utilize data from the Community Health Assessment to provide or adapt services that address risk factors, quality of life, mortality, morbidity, community assets, social health determinants and health inequity.

Strategy 5.1: Promote breast feeding in all maternal child wellness programs

Strategy 5.2: Conduct research and evaluation to measure effectiveness of infant-maternal FCDPH programs

Strategy 5.3: Focus on expanding programs that are well researched and have a significant impact on reducing infant mortality

Strategy 5.4: Convene the opioid task force in collaboration with EMS on a quarterly basis

Strategy 5.5: Support current and emerging issues surrounding chronic disease through programmatic cooperation and expansion

Strategy 5.6: Commit to pursuing new community projects to increase awareness, access, and resources

Strategy 5.7: Expand tobacco-free program to include e-cigarettes

Strategy 5.8: Commit to a well regulated, collaborative, and customer friendly inspection



2018-2019 Strategic Priorities



I. *Strategy 4.1:* Conduct a biannual health fair

Conduct FCDPH first annual health fair with infant mortality/maternal health message

Primary Driver: Infant Mortality (Source: NC Health Stats County Listing, 2016 State of the County Report), CHA

Collaboration: local playwright, Winston Salem State University, local businesses, and healthcare systems

(Goal 4, Goal 5)

II. *Strategy 5.6:* Community Projects

Oral Health Focus: Complete four school sealant projects, 900 screenings, 5100 patients visits with 2000 unduplicated patients, and complete phase I level treatment for 25% of the unduplicated patients

Primary Driver: CHA

Collaboration: Winston-Salem/Forsyth County Schools

(Goal 5)



III. *Strategy 5.8:* Regulation and Collaboration

Work with food, lodging, and related institutions to achieve or exceed an average of 70% compliance with the frequency rate of all inspections over a 3 year period .

Primary Driver: CHA

Collaboration: local business

(Goal 5)



The Purpose of Public Health



The fundamental obligations of agencies responsible for population-based health:

- Prevent epidemics and the spread of disease
- Protect against environmental hazards
- Prevent injuries
- Promote and encourage healthy behaviors
- Respond to disasters and assist communities in recovery
- Assure the quality and accessibility of health services

These responsibilities describe and define the function of public health in assuring the availability of quality health services. Both distinct from and encompassing clinical services, public health's role is to assure the conditions necessary for people to live healthy lives, through community-wide prevention and protection programs.

The Practice of Public Health

Public health serves communities and the individuals within them by providing an array of essential services. Many of these services are invisible to the public. Typically, the public only becomes aware of the need for public health services when a problem develops (e.g. an epidemic occurs). The practice of public health becomes the following ten “essential services.”



Core Functions of Public Health and Ten Essential Services

ASSESSMENT

1. Monitor environmental and health statuses to identify and solve community environmental health problems
2. Diagnose and investigate environmental health problems and health hazards in the community

POLICY DEVELOPMENT

3. Inform, educate, and empower people about environmental health issues
4. Mobilize community partnerships and actions to identify and solve environmental health problems
5. Develop policies and plans that support individual and community environmental health efforts

ASSURANCE

6. Enforce laws and regulations that protect environmental health and ensure safety
7. Link people to needed environmental health services and assure the provision of environmental health services when otherwise unavailable
8. Assure a competent environmental health workforce
9. Evaluate effectiveness, accessibility, and quality of personal and population-based environmental health services
10. Research for new insights and innovative solutions to environmental health problems

The Strategic Planning Process

Since July 2017, broad input was sought and taken from all health department staff, Board of Health, stakeholders, senior leadership, and customers. A series of brainstorming and planning sessions; divisional and departmental Strengths, Weakness, Opportunities and Challenges (SWOC) analyses; and information gathering resulted in the creation of this plan. This plan will serve as a road map for the Forsyth County Department of Public Health from January 2018 through December 2022. This plan will be updated or revised annually to reflect current public health statistics, community health assessments, and performance improvement results.

The strategic planning process will be incorporated into a “strategic” calendar for the department involving the Community Health Assessment and the Accreditation process:

Accreditation:	2018, 2022, 2026, 2030
Community Health Assessment:	2017, 2020, 2023, 2026
Strategic Plan:	2018, 2022, 2026, 2030



Department Mission and Values

The mission and vision statements and values of the Forsyth County Department of Public Health (FCDPH) were updated as part of the strategic planning process in order to better reflect the identity of the department to the public as well as to affirm the work done by the FCDPH staff. The mission statement was updated to reflect our services with more community emphasis.

Mission

The mission of the Forsyth County Department of Public Health is to prevent disease and promote a healthy community through **community engagement**, education, regulation, and partnerships.

During the planning phase the Forsyth County Department of Public Health values were aligned with the Forsyth County values to unify our approach and commitment to our work and service to the community.

Values Aligned

Forsyth County Values - [Forsyth County Public Health Values](#)

Integrity - [Trust](#)

Awareness - [Quality of Work & Customer Satisfaction](#)

Accountability - [Teamwork](#)

Respect - [Fairness](#)

Excellence - [Efficiency & Communication](#)