



CARTER COUNTY
H E A L T H C E N T E R

Strategic Plan

2024-2028

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Letter from the Administrator

As the Administrator of the Carter County Health Center, I am delighted to present our Strategic Plan for the upcoming period. This plan is a testament to our unwavering commitment to enhance the health and safety of our community through proactive and innovative public health services.

Established in 1954, our health center has continuously evolved to meet the dynamic needs of Carter County. We strive to ensure that all residents, whether you are visiting our beautiful landscapes or are fortunate to call this place home, receive the highest standard of health services ranging from immunizations and environmental health to emergency preparedness and communicable disease management.

Our mission, "to promote and protect the health and safety of the people within Carter County," and our vision, "for Carter County citizens to thrive in a safe and healthy community," guide every aspect of our strategic plan. We aim to be a beacon of open communication, transparency, and partnership, empowering you to lead a healthier life.

The strategic priorities for this period focus on Operational Excellence, Workforce Development, and Community Engagement. These priorities were developed through an inclusive process involving our dedicated staff and board of trustees, who have all worked to ensure that our strategic goals align with the needs of our community.

We are excited to introduce new initiatives such as a comprehensive cross-training program for our staff to enhance operational adaptability, and the implementation of targeted outreach programs focusing on family planning and maternal mental health. These initiatives are designed to address the immediate and long-term health needs of our citizens.

Your participation is crucial to our success. We encourage you to engage with us through our website, email, or at community events, and share your feedback on our efforts. Together, we can achieve a healthier Carter County.

Thank you for your continued trust and partnership. It is your support that inspires our dedicated team every day to provide dependable, high-quality, and ethical public health services. We look forward to making significant strides together towards a healthier future for all our residents.

Warm regards,

K. Michelle Walker, MPH, RN
Administrator
Carter County Health Center

Executive Summary

Carter County Health Center (CCHC) is proud to present our Strategic Plan, a blueprint designed to enhance the health and safety of Carter County through focused public health initiatives. This plan is structured around three strategic priorities: Operational Excellence, Workforce Development, and Community Engagement.

Operational Excellence: Our first priority aims to develop a resilient infrastructure that enhances workforce competence, optimizes technology use, and streamlines business processes. The cornerstone of this priority is the implementation of a comprehensive cross-training program targeted to reach 80% of our staff within six months. This initiative will be supported by a tailored training plan that accommodates various learning styles and incorporates ongoing feedback mechanisms to continuously improve the process.

Workforce Development: The second strategic priority focuses on fostering a culture of continuous learning and adaptability among our staff to address evolving public health challenges proactively. Within the next 12 months, we plan to ensure that all staff have access to online learning platforms, with at least 75% of staff enrolled annually in courses pertinent to their roles. This strategy includes evaluating suitable learning platforms, securing the necessary budget and resources, and integrating learning with personal development plans.



Community Engagement: The third priority aims to enhance community health and well-being by increasing awareness and utilization of public health services. This includes targeted outreach and education programs focusing on family planning and maternal mental health. We will conduct baseline data collection on barriers to women's healthcare and implement new policies mandating maternal mental health screenings during critical periods. Additionally, we

will conduct comprehensive surveys to gauge community health interests and barriers to event participation.

Implementation and Monitoring: Each priority is supported by specific activities, timelines, and staff responsibilities outlined in our action plan. We are committed to transparently reporting our progress and adapting our strategies as needed to meet our community's health and safety needs.

Engagement and Feedback: We encourage our community members and stakeholders to engage with us through our website, email, or community events. Your feedback is vital to refining our approach and ensuring the success of our strategic initiatives.

Carter County Health Center is dedicated to transforming these plans into actions that result in measurable improvements in public health. By investing in our infrastructure, empowering our workforce, and deepening our community engagements, we aspire to build a healthier future for all Carter County residents.

Stakeholder Involvement

The strategic planning process at Carter County Health Center (CCHC) involved a broad spectrum of stakeholders to ensure that the plan is comprehensive, inclusive, and responsive to the diverse needs of the community. This approach was vital in providing a range of insights, expertise, and governance oversight, which shaped the strategic directions and priorities effectively.



CCHC Staff:

Michelle Walker, MPH, BSN, RN, Administrator

Tracy Chitwood, Assistant Administrator

Dakota Turley, BSN, RN, WIC Nutritionist/Environmental Public Health Specialist

Kaylee Swyres, WIC Coordinator

Heather Wallace, Administrative Support Staff/Public Health Coordinator

Virginia Buffington, LPN, Public Health Nursing Staff/Health Education

Heaven Gordon, BSN, RN, Clinical Nurse Supervisor

Samantha Buffington, Breastfeeding Peer Counselor

CCHC Board of Trustees:

The Board of Trustees played a crucial role in reviewing and approving all aspects of the strategic plan, including the mission, vision, values, and the strategic priorities, goals, and objectives. Their involvement ensured that the strategic plan adhered to governance standards and was aligned with the organization’s long-term goals.

Jane Dougherty, Board Chair

Sara Cooper, Vice Chair

Debbie Turley, Treasurer

Kelly Jenkins, Secretary

Robin Murphy, Trustee

Our Mission, Vision & Values

As part of the strategic planning process at Carter County Health Center (CCHC), our entire team engaged in a thoughtful review and revision of our mission, vision, and values. Recognizing the foundational importance of these statements, we embarked on a collaborative effort to refine them to better represent our goals for the future and the evolving needs of the community we serve.

Process of Creation

The revision process was inclusive, involving all staff members to ensure a comprehensive perspective. We utilized Mural, an interactive platform, to facilitate brainstorming and capture the collective knowledge of our team. This process allowed every team member to contribute actively, ensuring diverse viewpoints were considered.

Mission Statement Revision: To refine our mission statement, we posed several guiding questions to our staff, such as:

- *What is our current mission and how well does it reflect who we are and what we aim to achieve?*
- *What are the fundamental social and political needs we exist to address?*
- *How do our roles differ from other organizations, and how can we enhance our response to these needs?*

Through this discussion, it became clear that while our existing mission largely represented our objectives, minor adjustments were necessary to better articulate our commitment to providing all 10 essential public health services.

Vision Statement Development: In shaping our vision, we considered:

- *Our desired future state for the organization and how we want to be perceived by others.*
- *Changes we hope to see for our clients and the broader community.*

The dialogue centered around themes of an engaged community, resource coordination, and the creation of optimal opportunities for health and well-being, emphasizing open communication and transparency.

Values Discussion: Our values discussion focused on identifying the core principles that guide our interactions both internally and externally. We explored:

- *The values and beliefs that should guide our daily operations and interactions.*
- *Specific behaviors that support these principles.*

Keywords such as "invested" and "continuous quality improvement" emerged as central themes, highlighting our commitment to ethical service delivery and excellence.

Outcome

After a thorough process of discussion, wordsmithing, and consensus-building, we arrived at the following refined statements that now guide our strategic planning and daily operations:

Mission: Our mission is to promote and protect the health and safety of the people within Carter County through the development and implementation of public health services based on assessed needs.

Vision: Our vision is for Carter County citizens to thrive in a safe and healthy community where the health department actively engages with residents, collaboratively coordinates resources, and creates optimal opportunities for well-being. We aspire to be known for open communication, transparency, and partnerships that empower residents to lead healthier lives.

Value Statement: We are invested, dedicated professionals who believe in an adaptable approach in delivering services in an ethical and nondiscriminatory manner. Our care is characterized by the honesty, quality, dependability, trust, and confidentiality that each citizen deserves.

Through this collective effort, CCHC has reinforced its commitment to serving the community with renewed clarity and purpose, ensuring our values align closely with the needs and expectations of the people we serve.

Environmental Scan

The environmental scan is a critical component of strategic planning. Its primary goal is to gather and analyze relevant data and information, which supports the identification of strategic issues and the development of the strategic plan.



The environmental scan aimed to achieve the following objectives:

- *Identify and review historical and existing data to inform the strategic planning process. This included evaluating progress on any previous strategic plans and the Community Health Improvement Plan (CHIP).*
- *Develop strategies for collecting additional data and information as needed to fill gaps identified during the initial review.*
- *Compile and summarize the results from the data collected to facilitate informed decision-making and strategic issue identification.*

To ensure a comprehensive environmental scan, data was collected from various perspectives:

- **Community Dynamics:** Analyzed trends, needs, and opportunities for change within the community. Evaluated customer satisfaction with our services to understand public perception and areas for improvement.
- **Financial Analysis:** Reviewed the financial landscape, including an analysis of operating revenues, successful grant applications, and improvements in financial management systems.

- **Operational Review:** Assessed the health department’s strengths, weaknesses, and the efficiency of internal processes.
- **Legislative and Educational Factors:** Considered impacts from state, national, and legislative developments on our operations and community health. Evaluated the health department’s learning and growth needs and current capacity to address emerging challenges.

The data from the environmental scan was organized into five categories: workforce development, financial sustainability, communication, information technology, and community. All CCHC staff participated in gathering the data, ensuring a collaborative process.

Key Findings from Each Category

Financial Sustainability

- **Operating Revenues:** There was a significant increase in CCHC’s budget from \$578,078 in 2018 to \$911,692 in 2023.
- **Grant Funding:** CCHC successfully applied for several grants from NACCHO, USDA, and the Missouri Highway Department, supplementing normally funded grants from DHSS.
- **Financial Management Improvements:** Implementation of QuickBooks Online enhanced real-time collaboration, automated banking features, and cash flow management.

Communication

- **Internal Communication Enhancement:** Weekly all-staff meetings were instituted to address communication issues and improve employee engagement.
- **Public Health Awareness:** Efforts included updating the community through new website portals and newsletters about the findings from the CHA and CHIP.
- **Stakeholder Engagement:** Regular updates through a monthly newsletter and an annual report helped maintain an informed and engaged stakeholder base.

Information Technology

- **Infrastructure Upgrades:** Significant updates to hardware across departments supported a more efficient IT infrastructure.
- **Data Security and IT Policy:** Updated HIPAA training and a proactive review of IT policies were critical in enhancing data security and compliance.

Community Insights

- **Demographics and Health Challenges:** The community analysis revealed a high incidence of chronic diseases and a notable percentage of the population living below the poverty line.
- **Community Health Priorities:** Identified priorities included promoting healthy living to reduce chronic disease, addressing opioid misuse, and improving maternal and child health outcomes.

The environmental scan provided CCHC with a detailed and structured overview of the internal and external factors affecting our operations and community health. This thorough analysis not only highlighted our strengths and areas for improvement but also identified strategic opportunities that will guide our future initiatives and interventions. This process has set a solid foundation for the strategic planning process, ensuring that our future strategies are informed, focused, and aligned with both community needs and organizational capabilities.

SWOC Analysis

Following the comprehensive environmental scan, the Carter County Health Center (CCHC) staff conducted a SWOC analysis to identify the organization's internal Strengths and Weaknesses, along with external Opportunities and Challenges. This analysis is a critical step in defining the context for strategic decision-making and identifying key issues that the strategic plan must address.

Methodology

The SWOC analysis was facilitated using the digital platform Mural, where staff members could collaboratively categorize findings from the environmental scan into strengths, weaknesses, opportunities, and challenges. This method ensured a broad-based and inclusive approach, moving beyond individual perceptions to a more data-driven analysis.

SWOC Analysis Findings

Strengths:

- **Data Security and Compliance:** Robust HIPAA training and updated policies ensure high standards of data security.
- **Internal Communication:** Regular all-staff meetings have significantly improved employee engagement.
- **Brand Identity:** A new branding strategy has established a strong, recognizable identity for CCHC.
- **Stakeholder Engagement:** Frequent newsletters and annual reports keep stakeholders well-informed and engaged.
- **Website Accessibility:** Enhancements have made health information accessible to a diverse audience.
- **Community Satisfaction:** High ratings in service quality, staff professionalism, and efficiency reflect strong community trust and satisfaction.
- **Financial Management:** Increased operating revenues and successful grant applications have strengthened financial stability.
- **Community Health Initiatives:** Effective dissemination of CHA and CHIP findings enhances community health awareness and education.

Weaknesses:

- **Social Media Outreach:** Limited engagement with younger demographics through social media platforms.
- **Health Disparities:** High poverty and chronic disease rates pose ongoing challenges to community health.
- **Maternal Health:** Concerns over access to prenatal care and rising low birth weight incidences highlight significant health service gaps.

Opportunities:

- **IT Security and Training:** Enhancing cybersecurity measures and staff training to safeguard sensitive health data.
- **Healthy Living Programs:** Initiatives to promote healthy lifestyles could significantly reduce chronic disease prevalence.
- **Physical Environment Improvements:** Upgrading facilities to be more welcoming and accessible to the diverse community needs.
- **Policy Development:** Strengthening policy development and program planning skills across the organization.

Challenges:

- **IT Support Efficiency:** Need for faster and more effective IT support to address staff concerns.
- **Maternal and Child Health:** Enhancing healthcare services to improve maternal and child health outcomes.
- **Cultural Competency:** Building awareness and functional knowledge in cultural competency among staff.
- **Communication Skills:** Addressing gaps in communication skills to improve internal and external interactions.

Prioritization and Strategic Focus

Post-SWOC analysis, the staff engaged in a prioritization exercise using a matrix that evaluated the potential difficulty and impact of addressing each identified issue. This exercise helped pinpoint key areas where strategic initiatives could yield substantial benefits.

The SWOC analysis equipped CCHC with a clear understanding of its strengths to leverage, weaknesses to address, opportunities to capture, and challenges to overcome. This strategic clarity was pivotal as CCHC moved forward in developing targeted strategies that address these critical areas, ensuring that the health department remains responsive to the needs of Carter County's residents and is prepared for future challenges. The ongoing review and update of the SWOC are essential to keep the strategic plan relevant and effective in a dynamically changing environment.



Following the prioritization matrix activity and utilizing key insights from the SWOC analysis, the staff at CCHC reached a consensus on three strategic priorities that will steer their strategic planning: Operational Excellence, Workforce Development, and Community Engagement. They elaborated an overarching goal for each priority and developed corresponding objectives and strategies.

Subsequently, CCHC convened an internal meeting to assign a staff member to oversee each objective. During this session, they detailed specific activities designed to facilitate the implementation of these strategies. Furthermore, they established a Key Performance Indicator (KPI) for each objective to monitor and assess progress effectively. This systematic approach ensures that each strategic priority is actionable and measurable, aligning with CCHC's broader goals.

Priority #1: Operational Excellence

Operational excellence at Carter County Health Center (CCHC) signifies a strategic commitment to enhancing the efficiency and effectiveness of public health operations. This involves streamlining processes, ensuring quality control, and utilizing technology to better address the community's health needs. Operational excellence in public health is not just about making operations more efficient; it is about building a resilient infrastructure that supports and enhances the capability of the public health workforce, ensuring that programs and interventions are delivered effectively to every segment of the population.

Application

Implementing operational excellence in a rural setting like Carter County involves addressing unique challenges and leveraging specific opportunities. The primary application areas include:

- **Infrastructure Improvement:** Upgrading physical and IT infrastructure to support efficient public health interventions. This includes improving facilities where public health services are delivered and adopting robust data management systems to track health trends and outcomes.
- **Process Optimization:** Streamlining administrative and operational processes to enhance service delivery. For example, improving data collection and analysis processes to better understand community health needs and to tailor interventions accordingly.
- **Technology Utilization:** Leveraging technology to extend the reach and improve the effectiveness of public health programs, such as using digital platforms for health education, surveillance, and community engagement.



Focus Areas

The decision to prioritize operational excellence stems from a critical assessment of internal operations and external public health delivery challenges. Key reasons include:

- **Enhancing Responsiveness:** By optimizing operations, CCHC aims to respond more swiftly and effectively to public health emergencies and community health needs.
- **Resource Optimization:** Rural public health departments often operate with constrained resources. Operational excellence enables better resource management, ensuring that limited resources are utilized in the most impactful manner.
- **Quality Improvement:** Continuous improvement in operational processes directly contributes to the effectiveness and reliability of public health interventions. This is crucial for building trust and ensuring community satisfaction.
- **Sustainability and Growth:** Efficient operations pave the way for sustainable growth by reducing operational costs and enabling the expansion of public health programs to meet the evolving health needs of Carter County.

Operational Excellence: Action Plan

Overarching Goal: Develop a resilient infrastructure focused on enhancing workforce competence, streamlining business processes, and optimizing technology use in the health department.

Objective: Implement a comprehensive cross-training program for at least 80% of CCHC staff within 6 months, aimed at enhancing workforce versatility and operational adaptability.

Strategies and Activities

As part of the strategic plan to achieve operational excellence, CCHC has developed a detailed action plan centered around the implementation of a comprehensive cross-training program. This initiative is designed to enhance the skills and flexibility of the workforce, thereby improving overall operational efficiency. Key elements of this plan include:

Initial Assessment and Planning:

- Within the first two months, CCHC will conduct surveys and workflow analyses to identify critical roles and tasks suitable for cross-training. This step ensures alignment with departmental needs and identifies areas requiring enhancement.
- Concurrently, focus groups and surveys will assess job descriptions, task allocations, and current competencies to pinpoint specific training needs.

Development of Cross-Training Program:

- By the end of the third month, a dynamic cross-training plan accommodating various learning styles will be finalized. This plan will incorporate essential resources and be tailored to meet the diverse needs of CCHC staff.
- The plan will specify the roles/tasks to be covered, the training methodologies employed, and the resources required for effective implementation.

Implementation and Evaluation:

- Starting in the fourth month and continuing as an ongoing activity, cross-training sessions will be executed according to a staggered schedule. This approach minimizes operational disruption and utilizes both in-person and online modules to facilitate learning.

- Initial feedback will be gathered at the end of the sixth month, then bi-annually. This input from participants and supervisors will be used to evaluate and adjust the training program to better meet learning objectives.
- By the sixth month, a digital library of training materials and resources will be developed and maintained, providing staff with ongoing access for learning and refresher training.

Key Performance Indicator (KPI):

- **Cross-Training Program Implementation Rate:** This KPI measures the percentage of planned cross-training program components—such as training modules, resources, and schedules—that have been fully developed and are ready for deployment.
- **Target:** Achieve 100% implementation readiness by the end of the 6-month period. This target ensures that all components of the cross-training program are in place and fully operational, aligning with the strategic timeline for achieving operational excellence.

Priority Issue #2: Workforce Development

Understanding Workforce Development

Workforce development in the context of public health involves building a robust team equipped to meet the diverse and evolving health needs of a community. At Carter County Health Center (CCHC), this concept is focused on enhancing the capabilities, adaptability, and satisfaction of public health professionals to improve the delivery and outcomes of public health services.

Application

Implementing workforce development in a rural public health setting like Carter County involves overcoming unique challenges such as limited access to specialized training, professional isolation, and the difficulties associated with attracting and retaining skilled public health professionals. CCHC’s approach includes:

- **Continuous Education and Training:** Establishing comprehensive training programs, including cross-training, ensures that staff can perform various roles, increasing operational flexibility and resilience to staffing shortages.
- **Professional Growth Opportunities:** Providing access to online educational platforms and support for continuing education in public health disciplines, helping to enhance skills and promote career advancement within the organization.
- **Targeted Recruitment Strategies:** Developing initiatives tailored to attract public health professionals to rural areas, which might include partnerships with universities, offering internships, scholarships, and competitive benefits to make rural public health roles more appealing.
- **Supportive Work Environment:** Creating a work culture that prioritizes the well-being of staff, crucial in rural settings where public health workers may face high stress due to extensive responsibilities and limited resources.



Focus Areas

Workforce development is a strategic priority for CCHC due to several critical factors:

- **Enhancing Public Health Service Quality:** Competent, well-trained, and motivated staff are crucial for delivering high-quality public health services. Investment in workforce development ensures that staff are up-to-date with the latest public health practices and technologies.
- **Combating Staff Shortages:** Rural public health departments often struggle with recruiting and retaining qualified professionals. By prioritizing workforce development, CCHC aims to create an attractive and supportive work environment that fosters a strong sense of community and belonging.
- **Adaptability to Changing Needs:** The public health field is constantly evolving with new challenges and shifts in health policies and technologies. A well-developed workforce can adapt more effectively to these changes, ensuring that the health department continues to meet the community's needs efficiently.
- **Sustainability of Services:** Investing in workforce development contributes to the sustainability of the health department by ensuring there is a pipeline of skilled professionals who are prepared to face future public health challenges.

Workforce development is essential for CCHC as it directly impacts the center's ability to provide responsive and effective public health services in Carter County. By investing in their workforce, CCHC not only improves operational effectiveness but also ensures a more resilient and capable public health system to better serve the rural community's needs.

Workforce Development: Action Plan

Overarching Goal: Foster a culture of continuous learning and adaptability within the workforce to proactively address and adapt to the evolving challenges in public health.

Objective: Ensure all staff have access to online learning platforms within 12 months, with an aim to have at least 75% of staff annually enrolled in public health courses that are pertinent to their roles.

Summary of Strategies and Activities

As part of the strategic plan to enhance workforce development, CCHC has formulated an action plan focused on integrating continuous learning into the daily activities of its staff. This initiative is designed to boost the skills and adaptability of the workforce, thereby enhancing the overall effectiveness of public health service delivery. The key elements of this plan include:

Initial Assessment and Platform Selection:

- Within the first three months, conduct a thorough evaluation of various online learning platforms that offer public health courses. This assessment will consider factors such as course quality, cost, flexibility, and accreditation to select platforms that best meet the needs of CCHC staff.
- Set targets for 100% staff access to selected online learning platforms within 12 months and at least 75% annual enrollment in relevant courses.

Budget Allocation and Resource Provision:

- By month 4, determine and secure the necessary budget for course subscriptions, licensing fees, and any additional resources required to facilitate access to learning platforms.
- Allocate resources effectively to ensure all staff can utilize the online learning platforms without financial or technical hindrances.

Integration into Professional Development:

- Starting in month 5, work with each staff member to incorporate suitable online courses into their individual development plans, aligning with their professional roles and the department's public health goals.
- In month 7, launch a communication campaign to inform staff about the available learning opportunities and encourage course enrollment, emphasizing the benefits and potential for career advancement.

Monitoring and Feedback:

- Implement ongoing monitoring of enrollment rates and course completion, starting with an initial report due in month 9, to ensure staff are actively participating and benefiting from the learning opportunities.
- By month 12, collect and analyze feedback from participants to assess the effectiveness of the online learning initiative. Use insights gained to make necessary adjustments to enhance the learning experience and outcomes.

Key Performance Indicator (KPI)

Online Learning Platform Accessibility and Enrollment Rate: This KPI measures the percentage of staff who have been granted access to online learning platforms within 12 months, and the proportion of those who enroll in relevant public health courses annually.

Target: Achieve 100% access within 12 months and at least 75% enrollment in courses per year.

Priority Issue #3: Community Engagement

Community engagement in public health refers to the collaborative interaction between the health department and the community it serves. It aims to empower residents through active participation in health-related decision-making and initiatives. At Carter County Health Center (CCHC), this engagement is crucial for ensuring that public health services are both responsive and tailored to the specific needs and preferences of the community.

Application

Implementing effective community engagement strategies in a rural area like Carter County involves several targeted approaches:

- **Public Health Education and Awareness Programs:** Developing and implementing programs that educate the community about health issues, preventive measures, and healthy lifestyle choices. This includes workshops, health fairs, and school-based initiatives that address local health priorities such as chronic disease prevention, maternal health, and substance misuse.
- **Stakeholder Partnerships:** Forming partnerships with local organizations, businesses, schools, and religious institutions to widen the reach and impact of health initiatives. These partnerships help in resource sharing, joint planning, and execution of community health programs.
- **Feedback Mechanisms:** Establishing channels through which the community can provide feedback on public health programs and policies. This could include community surveys, public forums, and social media engagement, ensuring that the community's voice is heard and considered in public health planning.
- **Volunteer Programs:** Encouraging community members to participate in public health volunteer programs. This not only helps in building community capacity but also strengthens the relationship between the health department and the community.

Focus Areas

Community engagement is prioritized by CCHC for several vital reasons:

- **Enhancing Public Health Initiatives:** By engaging the community, CCHC can ensure that its public health initiatives are more culturally sensitive, widely accepted, and effectively implemented. Community input leads to better-tailored services that directly address the specific health needs and concerns of Carter County residents.
- **Building Trust and Transparency:** Effective community engagement fosters trust between the public health department and the community. This trust is important for

the successful implementation of public health measures, particularly in rural areas where misinformation and health literacy issues may pose additional challenges.

- **Empowering the Community:** Engaging with the community empowers residents to take an active role in their health and wellness. This empowerment is essential for the long-term success of public health outcomes as it encourages personal and collective responsibility for health.
- **Resource Optimization:** Through active community participation, CCHC can optimize its resources by aligning them with the actual needs and desires of the community. This leads to more efficient use of resources and potentially greater impact per dollar spent.

Community engagement is a fundamental pillar for CCHC as it enhances the effectiveness and relevance of public health services in Carter County. By investing in this area, CCHC not only ensures that public health initiatives are well-received and successful but also builds a stronger, more health-conscious community.



Community Engagement: Action Plan

Overarching Goal: Enhance community health and wellbeing by increasing awareness and utilization of public health services through strategic engagement and outreach initiatives in Carter County.

Objective 1: Within 12 months, implement three targeted outreach and education programs in Carter County, focusing on family planning and maternal mental health.

Strategies and Activities

The first objective focuses on improving family planning and maternal mental health services through targeted outreach and educational programs, as detailed below:

Initial Data Collection and Policy Development:

- Conduct a survey within the first three months to gather initial data on family planning service awareness and barriers among women of childbearing age. This will help in tailoring the outreach strategies to effectively address the identified barriers.
- Develop and disseminate guidelines for maternal mental health screenings within six months. Train healthcare providers on the importance of these screenings and how to conduct them effectively, enforcing a new policy mandating these screenings for all pregnant and postpartum individuals during their initial and exit counseling sessions at all LPHAs located in Region G.
- Establish clear referral processes within nine months to ensure immediate access to mental health resources for all identified individuals. This involves creating streamlined referral pathways that connect women with necessary services post-screening, incorporating partnerships with local healthcare providers and mental health services.

Key Performance Indicator (KPI)

Outreach and Education Strategy Implementation Rate: This KPI measures the percentage of planned outreach and education strategies on family planning and maternal mental health that are successfully implemented in Carter County within the 12-month period. The target for this KPI is 100% implementation of the three planned outreach events/initiatives.

Objective 2: Conduct a comprehensive survey within 6 months to gauge community health interests and barriers to attending CCHC events, utilizing this data to enhance the planning and promotion of future events.

Strategies and Activities

The second objective aims to enhance the planning and promotion of future CCHC events by understanding community health interests and barriers through a survey:

Community Feedback and Engagement Enhancement:

- Develop and circulate a comprehensive survey by the end of the second month to collect community feedback on health interests and barriers to accessing health services. Promote the survey through digital platforms and paper surveys starting in month three.
- Execute a marketing campaign from month three to four to promote the survey through social media, local community groups, healthcare providers, and public service announcements to ensure wide reach and encourage participation.
- Provide small incentives, such as gift cards or entry into a prize draw, to encourage community members to participate in the survey, running throughout the survey distribution phase (months 3-5).

Key Performance Indicator (KPI)

Survey Deployment and Response Rate KPI: This KPI tracks the completion rate of survey deployment within a six-month period and the percentage of targeted respondents who have completed the survey. The goal is to achieve 100% deployment within the specified timeframe and to garner responses from at least 146 individuals. This target number of respondents is calculated to meet the requirements of a 95% confidence interval and an 8% margin of error, based on the overall population size.

Plan Alignment

Carter County Health Center (CCHC) has established a strategic plan that intricately aligns with its Community Health Improvement Plan (CHIP), Workforce Development Plan, and Quality Improvement/Performance Management Plan. This alignment ensures a cohesive approach to addressing public health needs in Carter County, leveraging various aspects of organizational development, community health initiatives, and quality management to enhance overall public health services.

Alignment with the Community Health Improvement Plan (CHIP)

CCHC's strategic priorities in community engagement and operational excellence are closely aligned with the goals of the CHIP. The strategic plan bolsters efforts to tackle key health issues such as chronic disease, maternal and child health, and health service accessibility. For instance, the plan's emphasis on enhancing maternal mental health services and expanding community outreach initiatives directly supports CHIP's objectives to improve health outcomes in Carter County, especially concerning maternal and child health.

Alignment with the Workforce Development Plan

The CCHC Workforce Development Plan emphasizes building a competent and adaptive public health workforce capable of responding to evolving health challenges. This plan supports the strategic priority of workforce development by detailing specific training programs, competency assessments, and continuous learning opportunities for staff. For instance, the strategic plan's emphasis on cross-training and professional development is designed to ensure that staff can effectively manage and deliver the diverse services required to meet community health needs, directly complementing the workforce plan's objectives to enhance staff skills and capabilities.

Alignment with the Quality Improvement/Performance Management Plan

CCHC's Quality Improvement/Performance Management Plan outlines systematic processes for monitoring, evaluating, and enhancing the quality of health services, which aligns with the strategic plan's goal of operational excellence. The performance management system includes setting performance measures, using data for decision-making, and implementing continuous quality improvement initiatives, which help in achieving high standards of public health services outlined in the strategic plan. The integration of quality improvement initiatives ensures that the strategic plan not only sets ambitious goals but also establishes measurable and achievable targets to evaluate progress and impact.

The cohesive alignment of CCHC's strategic plan with its CHIP, Workforce Development, and Quality Improvement/Performance Management plans creates a robust framework for enhancing public health services in Carter County. This strategic alignment ensures that efforts across different organizational areas are not isolated but are part of a comprehensive approach

to improving community health outcomes. By linking these plans, CCHC ensures that its resources are effectively utilized, staff are well-prepared, and services are continuously improved, leading to a healthier Carter County.

Putting the Plan into Action

Implementation Overview

The Carter County Health Center (CCHC) Strategic Plan is designed to be actionable and measurable, aligning closely with the center's mission, vision, and values to enhance the health and safety of Carter County through proactive and innovative public health services. The plan is structured around three strategic priorities that have been planned with detailed strategies and activities to ensure successful implementation. Further details on CCHC's Strategic Action plan and timeline are in a supplementary document.

Monitoring and Evaluation

To ensure the strategic plan is not only implemented but also effective, CCHC will employ a rigorous monitoring and evaluation process:

- **Key Performance Indicators (KPIs):** Each strategic priority has specific KPIs that will help measure the success of the initiatives and ensure they meet the targeted goals.
- **Regular Reviews:** Progress on the strategic plan will be reviewed quarterly, with adjustments made as necessary to stay on target. These reviews will involve analyzing performance data, gathering feedback from stakeholders, and assessing the overall impact of the initiatives.
- **Annual Reports:** CCHC will produce an annual report detailing the outcomes of the strategic initiatives against the planned objectives. This report will be shared with stakeholders and the community to maintain transparency and accountability.
- **Feedback Mechanisms:** Continuous feedback from community members, staff, and other stakeholders will be encouraged through various channels such as the CCHC website, email, and community events. This feedback will be crucial for refining strategies and making necessary adjustments.

Engagement and Continuous Improvement

CCHC is committed to engaging with its community and stakeholders throughout the implementation of the strategic plan. By fostering an environment of open communication and collaboration, CCHC aims to ensure that the initiatives not only meet the current needs of the community but also adapt to changing circumstances and feedback.

- **Stakeholder Involvement:** Regular meetings and/or updates will take place to involve various stakeholders in the ongoing implementation process. This approach ensures that the strategic plan remains relevant and aligned with the needs of the health department and community.

- **Quality Improvement Initiatives:** As part of the commitment to continuous improvement, CCHC will leverage findings from the Quality Improvement/Performance Management Plan to enhance service delivery continuously.

Conclusion

Carter County Health Center is committed to translating its strategic initiatives into actionable outcomes that directly improve public health. This strategic plan is not merely a list of goals, but a dynamic roadmap designed to advance the health center's vision and mission, ensuring a better workplace and a healthier future for all residents of Carter County. By rigorously planning, monitoring, and adapting our strategies, and by emphasizing robust evaluation and stakeholder engagement, we will ensure that our actions effectively support CCHC's objectives and reflect the needs of the community we serve.