



# Strategic Plan Update

**Board of Board of Health  
Meeting  
January 14, 2016**

## Strategic Goals



- Community stakeholder engagement strategy
- Employee stakeholder engagement strategy
- Organizational learning through program reviews
- Benchmarking
- Accountability reporting to Commissioners, public and employees



- Results-focused strategic planning
- Effective implementation framework with clear departmental integration
- Operational plans align with Strategic Plan
- Comprehensive internal and external communications strategies

- Real-time performance measures used to manage operations
- Process improvement
- Culture of innovation, leadership, collaboration and employee empowerment
- Improve processes, standards and accountability for employee performance

- Investments based on Strategic Plan and key articulated priorities
- Program budgeting
- Performance measures and targets

Building on the foundation of exceptional customer service, driven by:



# Strategic Planning





# Strategic Plan Refresh Process

- Strategic Planning Progress Team created process to:
  - Update objectives
  - Update measures
  - Create “strategy maps”
  - Vet drafts with community groups / issue experts
- Goals of “Refresh”:
  - Clarify what County can influence versus broader community desires
  - Better connect departmental work with strategic goals



# DCo Strategic Plan Goals

Goal 1: Community and Family Prosperity and Enrichment

Goal 2: Health and Well-being for All

Goal 3: Safe and Secure Community

Goal 4: Environmental Stewardship

Goal 5: Accountable, Efficient and Visionary Government

# Current Strategic Plan

## Goal 2: Health and Well-being for All

### Outcome Measures

- Percentage of adults and youth getting recommended physical exercise
- Incidence of cancer, heart disease and diabetes in adults
- Infant mortality rate
- Emergency room admission rate
  - Behavioral health
  - Physical health

### Objectives and Intermediate Measures

#### Objectives

- Decrease health disparities within the community
- Strengthen the well-being of individuals and families through prevention and education
- Partner with community resources to increase access to health and wellness services
- Influence health lifestyle choices
- Target resources to greatest need

#### Intermediate measures

- Teenage pregnancy rate
- % of appropriately vaccinated children
- # of Kindergarteners with urgent dental needs
- % of high school youth using alcohol
- % of obese youth and adults
- # of Durham County residents admitted to State psychiatric hospitals
- % of residents with Medicaid/Health Choice
- # of rabies vaccinations and quarantines and number of animals spayed and neutered

# Current Strategic Plan

## Initiatives

2. [YEAR 1] Provide community outreach about key health-related issues through enhanced communications and public education.
  - a. Health fairs
  - b. Lay health ambassadors
  - c. Public education
    - i. Vaccinations
    - ii. Abuse and neglect of children and adults
    - iii. Obesity
    - iv. Dependency on drugs and alcohol
    - v. Mental Illness
    - vi. Teenage pregnancy
    - vii. Medical identification and prescription drug cards
3. Explore feasibility of requiring Health Impact Analysis as part of Unified Development Ordinance.
4. [YEAR 1] Expand crisis intervention teams among first responders to improve response of individuals experiencing behavioral health crises.
5. Provide nutritional and physical education through new and/or existing programs.
  - a. Provide healthy cooking on a budget booklet and information for food stamp recipients.
  - b. [YEAR 1] Actively promote exercise for county staff and residents
  - c. Identify vacant properties and other space for community gardens, co-ops and other urban agricultural initiatives.
  - d. Use local chefs and others to promote healthy eating.
  - i. Registered dietitians
  - ii. Nutritionists
  - iii. Health educators
  2. Expand health services in targeted geographical areas for uninsured or underinsured.
  3. Increase the percentage of children and pregnant women receiving dental services through Medicaid.
  4. Expand low/no cost spaying, neutering, vaccinations and adoptions of Durham County animals.
    - a. Research partnership with DSS and Public Health clients with pets to receive spaying and neutering services.
  5. Implement recommendations of Durham Health Innovations.
    - a. Promote "Aging in Place" for seniors through physical and behavioral health initiatives designed to keep senior citizens in their homes.



# Example of Refreshed Goal



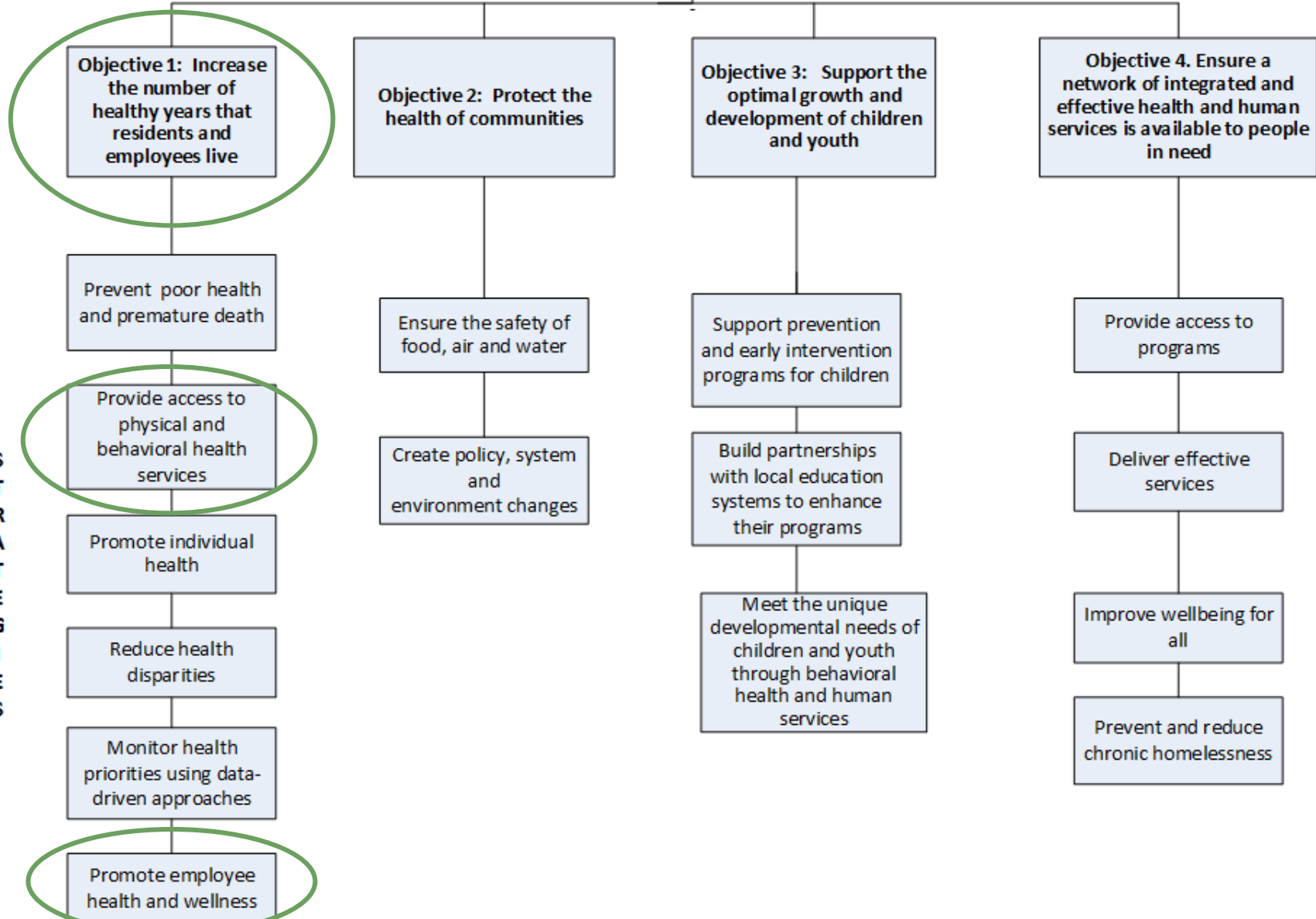
**Durham County Strategic Plan Goal 2: Health and Well-Being for All**  
**Department Core Service by Strategies**

Objective	Strategy	Sub-strategy	Core Service	Department
<b>Objective 1.</b> <b>Increase the number of healthy years that residents live</b>	a. Initiate, implement and coordinate programs that prevent the leading causes of poor health and premature death, including injuries and violence b. Ensure access to affordable, appropriate and quality physical and behavioral health services c. Provide education that promotes individual health d. Implement policies and interventions to reduce health disparities e. Utilize data-driven approaches to monitor and focus on health priorities f. Drive employee wellness and health	a	HIV/AIDS Awareness and Testing	Youth Home
		a	Mobilizing community partnerships to identify and solve health problems	Public Health
		a	Nutrition	Cooperative Extension
		a	Animal Services (rabies)	Sheriff's Office
		b	Emergency ambulance response	Emergency Medical Services
		b	Medicaid, related programs	DSS
		b	Linking people to needed personal health care services and ensuring the provision of health care when otherwise unavailable	Public Health
		b	Transportation to appointments	Cooperative Extension, DSS
		b	Jail Medical	Public Health
		b	Prepare, Present and Rep. Claimants before VA	Veteran's Services
		b	Adult Protective Services	DSS
		b	Food and Nutrition	DSS

**VISION STATEMENT - Durham County: a thriving, vibrant, diverse community with abundant opportunity for all residents to live, work, learn, play and grow.**


**Goal 2: Health and Well-Being for All**

- Improve the quality of life through preventive, behavioral and physical care services
- Reduce barriers to access services



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Health  
Goal  
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process



**Objective:**

Increase the number of healthy years that residents and employees live



**Strategy:**

Provide access to physical and behavioral health services



**Measures:**

% of eligible children enrolled in Medicaid;  
% of adults who have received preventive services by household income;  
% of eligible children and adults enrolled in SNAP;  
% of households with access to the internet;  
% of patients at annual visit with unplanned pregnancies;  
% of adults with recommended vaccines;  
% of MOC and their families using EAP;

**Departments/Programs:**

Alliance Behavior Healthcare  
Cooperative Extension  
Department of Public Health  
- Medical Services  
- Dental Services  
- Nutrition Services  
Department of Social Services  
- Medicaid  
- Medicaid Transportation  
- In-home Aide Services  
- Food and Nutrition Services  
- Special Assistance  
Emergency Medical Services  
MBK  
Library  
Veteran Services



**Objective:**  
Increase the number of healthy years that residents and employees live



**Strategy:**  
Promote employee health and wellness



**Measures:**  
Changes in overall HRA results of county employees (decrease in % of risk factors);  
Decrease in number of employee chronic illness medications needed;  
Decrease in employee health claims paid by county;  
Percentage Workers Comp claims;  
Number of employees and times fitness centers are utilized;  
% of employees using Choose to Move at least weekly

**Departments:**

Human Resources  
County Attorney/Risk Management  
Public Health



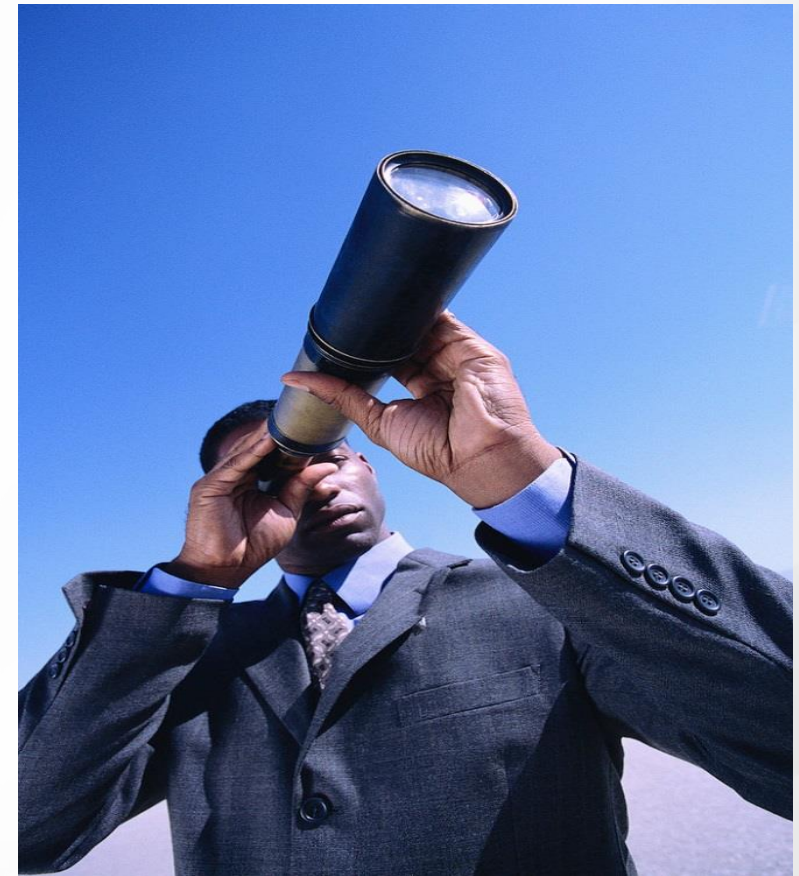


# How this will help Durham County

- Reflects our current work and overall strategies
- Better illustrates, connects and coordinates the work of departments
- Easier to see gaps and program alignment
- Easier to track performance and articulate the work of the County

# Strategic Planning: Creating “Line of Sight”

- As we refresh Strategic Plan, strategy maps will allow employees to see how their work in a program connects to County’s goals
- This “line of sight” clarity will be a main responsibility of supervisors and managers





# Strategic Plan Refresh: Next Steps

- Once goal leads identified, will begin refreshing all five goals
- Will occur in winter and spring 2016
- Will be gradual process, and one in which teams can learn from one another
- Desired end products: five strategy maps that will help frame decision-making around goals and strategies



# Questions

