



# 2019-2022 Strategic Plan



**HOKE COUNTY HEALTH DEPARTMENT**  
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Approved by the  
 Hoke County Board of Health  
 On June 8, 2020

# Introduction

The objective of formalizing a Strategic Plan for the Hoke County Health Department (HCHD) is to create thoughtful interrelationships with the department's priorities and opportunities as well as to maximize resources.

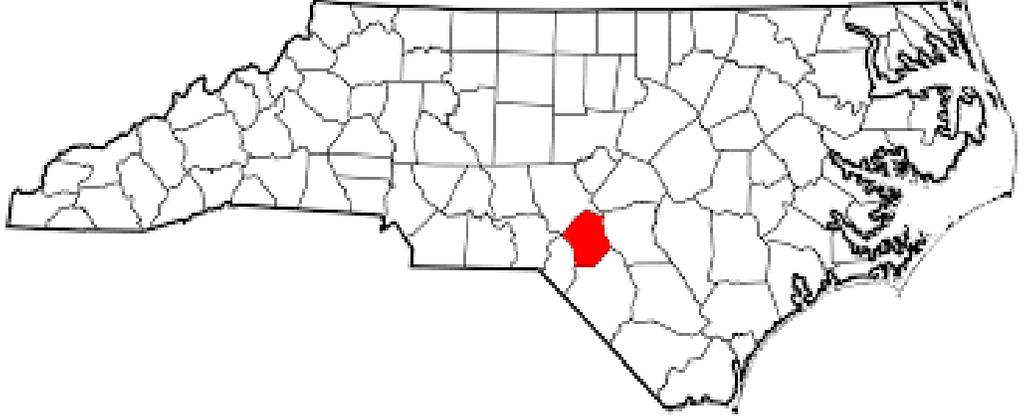
In alliance with the action plans of the Community Health Assessment, this document serves as an effort to focus on how the department can function better to serve its population through four priority areas. Each priority is a broad statement of intent, which serves as a central focus for associated goals and objectives. Under the direction of the Hoke County Board of Commissioners and Hoke County Board of Health, it is the County's intent that the adopted Hoke County Health Department Strategic Plan focus on how the department can function better to serve its population through the following priority areas of:

- 1) Disease Prevention and Healthy Behavior Promotion;**
- 2) Environmental Quality;**
- 3) Collaborative Connectivity; and,**
- 4) Organizational Excellence.**

The outlined strategic plan serves as a tool to help the entire health department promote a healthier Hoke County by setting the foundation to drive organizational improvement. This strategic planning document serves as a road map for the Health Department for the next three years. It is not intended to be a stand-alone document. It aligns with other important assessment, planning, and evaluation work such as the community health assessment (CHA), community health improvement plan (CHIP), state of the county health report (SOTCH) and other operational work plans.

# County Demographics and Background

Hoke County is located in southeastern North Carolina and is comprised of approximately 392 square miles. Hoke County is located in the Sandhills regions of North Carolina and bordered by Cumberland, Moore, Robeson and Scotland Counties.

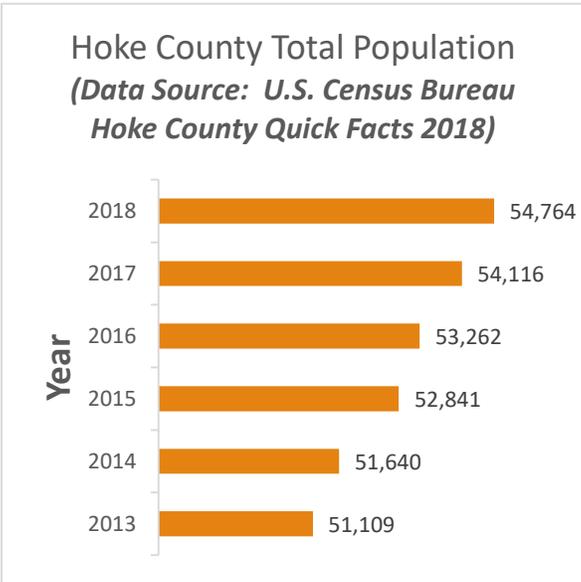


Hoke County has a rich history of agriculture; and the largest industries are Health Care & Social Assistance, Manufacturing and Retail Trade.

In addition to the County seat of Raeford, the County has six census-designated places including Ashley Heights, Bowmore, Dundarrach, Five Points, Rockfish, and Silver City. Townships include Allendale Antioch, Blue Springs, Fort Bragg Military Reservation, McLauchlin, Raeford which serves as the County Seat, Quewhiffle and Stonewall.

## Hoke County has the following:

- One (1) OB/GYN practice to care for female health issues including pregnancy
- One (1) Federally Qualified Health Center (FQHC)
- Two (2) eye clinics
- Two (2) full service hospitals
- Eight (8) medical clinics
- Four (4) dental practices
- Four (4) private pediatricians
- 15 physicians

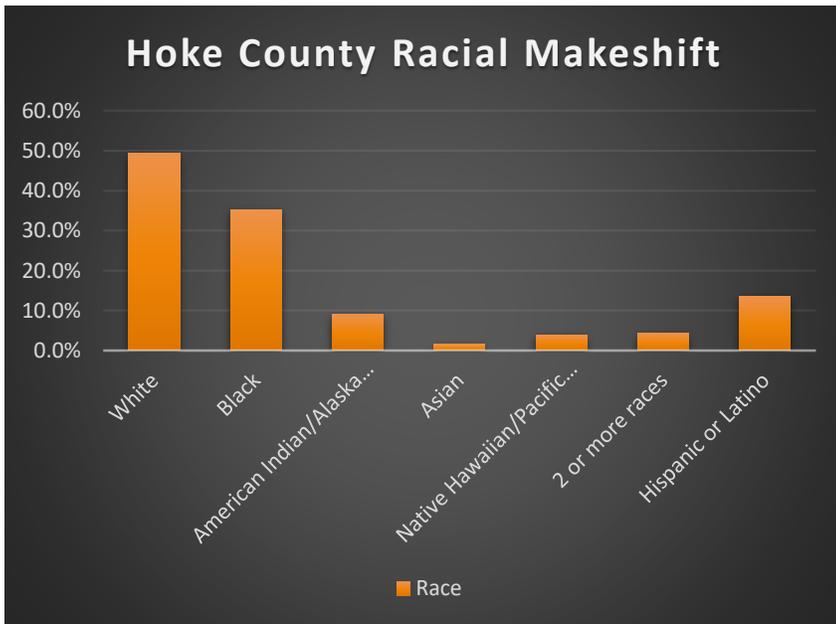


As of July 1, 2019, Hoke County’s population estimate was 54,764. Hoke is the second fastest growing county in North Carolina and the tenth largest in the nation. From 2000 to present, Hoke has seen a major influx of military and migrant workers. The population increased 47.2% during the years 1990-2000 and continues to grow. Total population growth for Hoke County between 2000 to 2019 increased by 16.7%, from 46,952 to 54,764 people. The median age within the county is 32.5. There were 28% under the age of 18, 63% age 18 to 64 and 9% age 65 and over.

GENDER	Male	Female
Hoke County	49.4%	50.6%
North Carolina	48.6%	51.4%

The number of households within the county were 17,722 of which 62% were married couples living together, 21% had a female householder with no husband present, 6% had a male householder and 11% were non-families. Just over 32% of all households were made up of individuals and 10.1% had someone living alone who was 65 years of age or older. The average household size was 2.92 and the average family size was 2.88.

**Data Source: U. S. Census Bureau Hoke County Quick Facts, 2018**



As of 2018, the median income for a household in the County was \$47,535, and the average per capita income for residents in Hoke County is \$20,656 (2018 inflation-adjusted dollars) with 18.0% of the population living in poverty. About 7.20% of families and 21% of the population were below the poverty line, including 28% under age 18 and 14% age 65 or over. This shows a 1.6 % decrease since the 2017 State of the County Health Report (2018 Hoke County Quick Facts - US Census Bureau). In 2017, according to the Kid Count

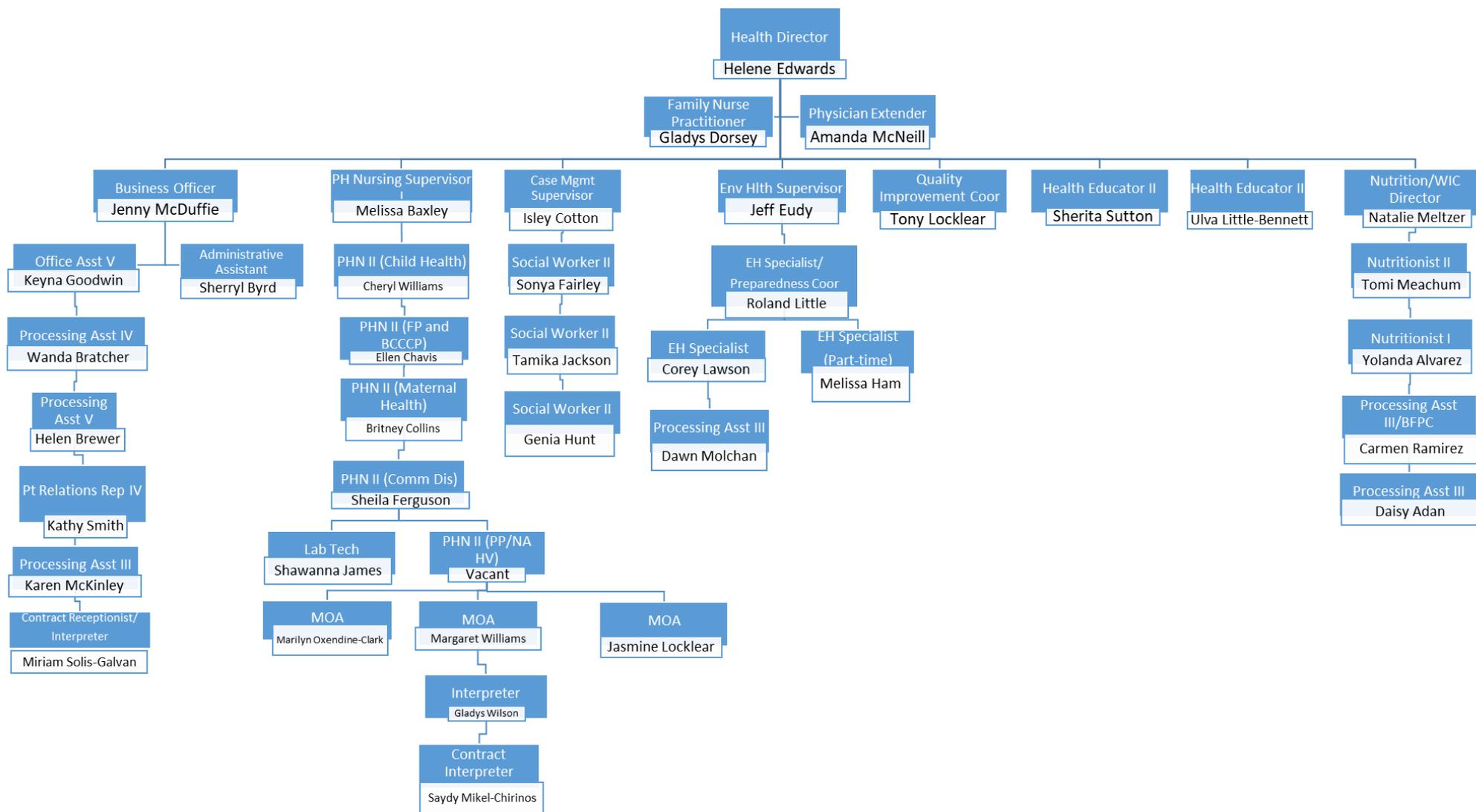
Data Center, 23.2% of children under 18 were below the poverty level. The unemployment rate as of November 2019 is 4.5% which is 1.1% higher than the state rate of 3.4%. (NC Department of Commerce Labor & Economics Division-November 2019 Demand Data Driven Delivery System).

# Health Department Divisions

The Hoke County Health Department provides health services through the following programs:

- **Business Management**
  - The Clerical and Business staff manages vital records, billing and coding, appointment scheduling, registration, financial screening for sliding fee scale eligibility, and medical records management. The business management staff protects the community's health by efficiently managing funds to ensure that resources are available through utilizing innovative strategies to maintain and increase the number of clients seen and decrease the no show rates.
- **Clinical Services**
  - The Health Services Department focuses on the health of individuals through services of targeted Public Health Concerns, Immunizations, Communicable Disease Surveillance and Prevention, Public Health Emergency Preparedness, Breast and Cervical Cancer Control Program, Family Planning and Maternal Health Services.
- **Environmental Health Services**
  - Environmental Health Services focuses on environment and sanitation issues by providing public health protection; offering educational and training opportunities; supplying beneficial information; and, enforcing health protection standards as outlined by the State of North Carolina or federal government guidelines. Primary responsibilities include assistance to citizens for regulatory compliance; inspections and reviews of food service establishments, public accommodations, pools and spas, campgrounds, trailer parks and body art facilities; investigations of food borne illnesses; on-site wastewater treatment system inspection and permitting; and, floodplain administration.
- **Health Promotion and Wellness**
  - The Health Promotion team facilitates community health improvement initiatives designed to support healthy choices in Hoke County. The team provides the information and resources needed to promote and protect the health of everyone in our community. Health Promotion also coordinates Public Health's participation in community events. The HCHD offers many wellness, testing and education programs to improve your health and that of our community.
- **Nutrition Services**
  - WIC is an essential component of the nutritional services provided by the HCHD. Services provide basic nutritious foods to eligible pregnant, breastfeeding and postpartum women, as well as infants and children (one to five years of age).
  - WIC serves as an adjunct to the health care system and has a reciprocal relationship with the health care community, receiving referrals from private and public health care providers and providing referrals as needed for health and social services. Breastfeeding promotion and support are integral parts of the WIC Program and support to increase the initiation, duration and exclusivity of breastfeeding among women enrolled in the Program is highly encouraged. Medical Nutrition Therapy is intensive nutrition education provided by a Registered Dietitian when referred by medical provider.
- **Pregnancy Care Management**
  - Our program's aim is to promote healthy mothers and healthy babies. This program provides care management services for high risk women during pregnancy and for two months after delivery by a social worker or nurse. Referrals are made to our program to provide additional support during pregnancy.

# Hoke County Health Department Organizational Chart

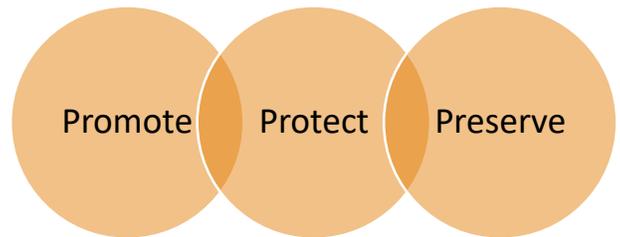


## The 2019-2022 HCHD Strategic Plan:

- Outlines our new mission, vision and core values defining the purpose, direction, and guiding principles of our department
- Defines our strategic priorities, goals, and objectives which represent our commitment to assuring a healthy community for all of our residents
- Provides guidance for decisions about future activities and resource allocation
- Acts as a tool to improve public health services, value, and accountability to stakeholders
- Lays the groundwork for our department to continue to be a leader in public health

## Mission and Purpose

The mission of the Hoke County Health Department is to provide public health services that promote, protect and preserve the wellness of those served.



## Vision Statement

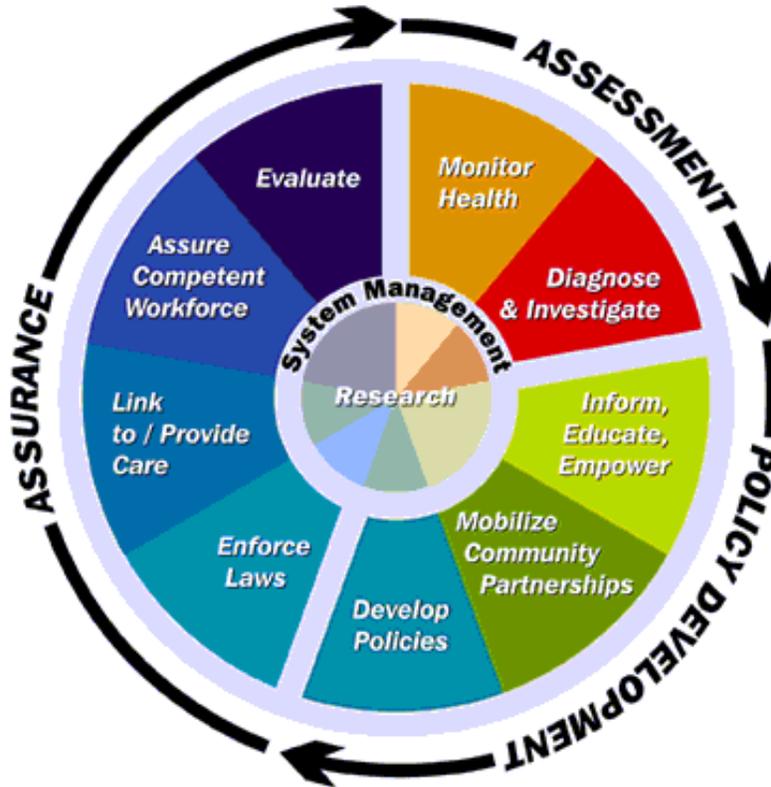
The vision of the Hoke County Health Department is to advocate, educate and empower Hoke County citizens in improving their health by achieving health equity and eliminating disparities.

## Core Values

To establish a culture that reinforces our vision we will live out our core values:



The Strategic Planning Process serves as a vital instrument to evaluate and assure that the 3 (three) Core Functions and 10 (ten) Essential Public Health Services are being met at the HCHD.



- **Monitor** health status to identify community health problems.
- **Diagnose and investigate** health problems and health hazards in the community.
- **Inform, educate**, and empower people about health issues.
- **Mobilize** community partnerships to identify and solve health problems.
- **Develop policies and plans** that support individual and community health efforts.
- **Enforce** laws and regulations that protect health and ensure safety.
- **Link** people to needed personal health services and assure the provision of health care when otherwise unavailable.
- **Assure** a competent public health and personal health care workforce.
- **Evaluate** effectiveness, accessibility, and quality of person and population-based health services.
- **Research** for new insights and innovative solutions to health problems.

## ***2016-2019 Strategic Plan Highlights***

<ul style="list-style-type: none"> <li>• Serviced 196 unduplicated high school participants in Baby Think it Over</li> </ul>
<ul style="list-style-type: none"> <li>• Serviced 50 unduplicated alternative school participants STD and Pregnancy Prevention Education</li> </ul>
<ul style="list-style-type: none"> <li>• Serviced 121 unduplicated teens through Teen Time Wellness Clinic</li> </ul>
<ul style="list-style-type: none"> <li>• Serviced 200 unduplicated youth around Nutrition, Physical Activity, Diabetes, High Blood Pressure and Personal Hygiene</li> </ul>
<ul style="list-style-type: none"> <li>• Sexual Health Education provided to over 57 unduplicated older adults</li> </ul>
<ul style="list-style-type: none"> <li>• Serviced 15 unduplicated participants through the Diabetes Self-Management Program</li> </ul>
<ul style="list-style-type: none"> <li>• Sponsors Adult and Youth Mental Health First Aid training through two nationally certified instructors</li> </ul>
<ul style="list-style-type: none"> <li>• Sponsored an annual Diabetes Symposium and Holiday Delight Workshop to raise awareness and education related to diabetes</li> </ul>
<ul style="list-style-type: none"> <li>• Provided Personal Hygiene, Healthy Relationships and Self-Esteem Education to 100 students</li> </ul>
<ul style="list-style-type: none"> <li>• Faithful Families Training</li> </ul>
<ul style="list-style-type: none"> <li>• Assisted in implementation of the Minority Diabetes Prevention Project</li> </ul>
<ul style="list-style-type: none"> <li>• Smoking Policy updated to include outlined signage</li> </ul>
<ul style="list-style-type: none"> <li>• Trained over 20 Lay Leaders on Faithful Families Program, 5 (five) sessions held with over 170 participants</li> </ul>
<ul style="list-style-type: none"> <li>• Assisted in the establishment and implementation of the Hoke Syringe Exchange Program</li> </ul>
<ul style="list-style-type: none"> <li>• Assisted in becoming the first county in North Carolina to have breastfeeding rooms in every K-12 school in Hoke county</li> </ul>
<ul style="list-style-type: none"> <li>• Established a Safe Routes to School program targeting all 8 (eight) elementary schools</li> </ul>
<ul style="list-style-type: none"> <li>• Provided Doulas services to 4 (four) families</li> </ul>
<ul style="list-style-type: none"> <li>• Distributed 80 Safe-Sleep Cribs with Safe Sleep Survival Kits (60 English kits/20 Spanish kits)</li> </ul>

### **SWOT Analysis**

HCHD conducted an agency-wide Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT analysis is a tool to learn how our organization is functioning and helps determine where changes are needed and help establish priorities. All employees, partners, stakeholders, and community members were invited to participate in the SWOT analysis through focus groups, stakeholder interviews and a survey. Valuable information was gained by learning perceptions about department strengths, weaknesses, opportunities, threats, challenges, values, purpose and direction.

The following SWOT themes were extracted from the above-mentioned:

	<b>Helpful</b>	<b>Harmful</b>
<b>Internal Origin (attributes of organization)</b>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Health Education Classes</li> <li>• CPR &amp; First Aid</li> <li>• Adult and Youth Mental Health First Aid</li> <li>• Daymark onsite (Wed.) Licensed Mental Health Professional Counselor</li> <li>• Case Management for Pregnant and Young Children &lt;5 years old</li> <li>• Family Planning</li> <li>• Health Promotion</li> <li>• Small-town Relationship</li> <li>• Hope-N-Hoke Overdose Prevention Coalition</li> <li>• Syringe Exchange Program (HSEP)</li> <li>• Fully accredited</li> <li>• Bilingual staff</li> <li>• Monthly Childbirth Classes</li> <li>• Quality Customer Service</li> <li>• Registered Dietician (Medical Nutrition Therapy Services)</li> <li>• Two Doulas (Labor Coaches)</li> <li>• Diabetes Self-Management Program</li> <li>• Diabetes Prevention Program</li> <li>• Safe Routes to School</li> <li>• Monthly breastfeeding program in English/Spanish</li> <li>• Child Safety Seat Program</li> <li>• Cribs for Kids Program</li> <li>• Lactation Rooms for Moms in all Public Schools</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Multi-media outreach (i.e. geofencing, radio, tv, digital board, newspaper, social media)</li> <li>• Lack of physical fitness options</li> <li>• Limited transportation available</li> <li>• Strengthen Quality Improvement</li> <li>• Identify referral/resources network</li> <li>• Misconceptions of PH Services</li> <li>• Advertisement of PH hours of operation</li> <li>• Men's Health Initiatives</li> <li>• Awareness of community events</li> <li>• Customer Service, Security and Safety Concerns</li> </ul>
<b>External Origin (attributes of the environment)</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Radio presentations and Education</li> <li>• Use media outlets</li> <li>• Increase community education outreach</li> <li>• Continue building relationships with local providers</li> <li>• Patient feedback on service delivery/personnel</li> <li>• Establish collaborative efforts with new FQHC (Goshen)</li> <li>• Maternal Health Enhancement (i.e. Baby bucks, Community Baby Shower)</li> <li>• Use of Parks &amp; Rec. facilities</li> <li>• Increase Community Preparedness</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Potential cuts to state and local funding</li> <li>• Reduction of marketing budget</li> <li>• Loss of leveraged resources</li> <li>• Confidentiality</li> <li>• Medicaid Transformation</li> <li>• Future Medicaid reform uncertainties</li> <li>• Patient not taking ownership of their health</li> <li>• Staff Retention</li> <li>• HIPAA violations</li> <li>• As a tier 2 county, limited funding to address social determinants of health</li> </ul>

**Goal One: To enhance health programs that address emerging issues affecting Hoke County Citizens.**

<b>Goal I</b>	<b>To enhance health programs that address emerging issues affecting Hoke County citizens.</b>
<b>Objective #1</b>	By June 30, 2022, decrease number of teen pregnancies among females ages 15-19 by 5%.
<b>Baseline Data</b>	The 2017 Teen pregnancy rate (15-19-year-old girls) in Hoke County was 29.9 per 1,000, with the county ranking 33 <sup>rd</sup> in the state. For more information: <b>Hoke County 2018 CHA.</b>
<b>CHA Priority Addressed</b>	STDs/Unintended Pregnancy

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
<b>To enhance the Baby Think It Over Program which is currently being used in the Child Development and Parenting Classes at Hoke County High School and in the Community.</b>	Hoke County Health Department (HCHD) Health Education Staff	Hoke County Schools Hoke County Civic League Youth	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Annual review of teen pregnancy data.</li> <li>2. Number of participants attending classes.</li> <li>2. Expected Outcome: Promote Abstinence among teens. Reduce the number of teen pregnancy</li> </ol>
<b>After Hours Clinic Family Planning/STD Services</b>	HCHD Clinical Staff HCHD Health Education Staff	Hoke County Schools Private Medical Providers	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Monthly review of encounter forms</li> <li>2. Number of teens receiving Family Planning (FP) Services and methods of birth controls selected.</li> </ol>
<b>Collaborative with local Pediatric Practices.</b>	HCHD Family Planning Coordinator	HCHD Health Education Staff HCHD PA, FNP Pediatric-MD	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Number of FP referrals</li> </ol>
<b>Develop Media Campaign</b>	Health Education Staff	FirstHealth Community Health Services, Hoke County Schools, Agency/Community Organizations	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Assess media campaign through surveys.</li> <li>2. Review data for SOTCH Report.</li> </ol>
<b>Social Media for Teens</b>	Health Education Staff	Hoke County IT Department	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Assess use of social media site for future use.</li> </ol>

<b>FP/STD Prevention Class in English and Spanish</b>	Health Education Staff	Hoke County Schools Agency/Community Organizations	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Assess the participants attending classes.</li> </ol>
<b>Making Proud Choices/Baby Think It Over Program (BTIO)</b>	HCHD Health Education Staff	Maggie’s Outreach Center, Faith Community, Other Community Agencies	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Annual review of teen pregnancy data.</li> <li>2. Number of participants attending classes.</li> <li>2. Expected Outcome: Promote Abstinence among teens. Reduce the number of teen pregnancy</li> </ol>
<b>Wise Guy Program</b>	HCHD Health Education Staff	Maggie’s Outreach Center, Faith Community	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Annual review of teen pregnancy data.</li> <li>2. Number of participants attending classes.</li> <li>2. Expected Outcome: Promote Abstinence among teens. Reduce the number of teen pregnancy</li> </ol>

<b>Goal 1</b>	<b>To enhance health programs that address emerging issues affecting Hoke County citizens.</b>
<b>Objective #2</b>	To reduce the rate of new HIV infection diagnosis.
<b>Baseline Data</b>	In 2018, Hoke County ranked 36 <sup>th</sup> in the state for the number of newly diagnosed HIV rates and 34 <sup>th</sup> in the state for the number of newly diagnosed AIDS (Stage 3) rates. In 2018, Hoke had 8 new HIV cases at a rate of 18.4% and 2 new AIDS cases at a rate of 4.6%.
<b>CHA Priority Addressed</b>	STDs

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
<b>After Hours Clinic Family Planning/STD Services</b>	HCHD Clinical Staff HCHD Health Education Staff	Hoke County Schools Private Medical Providers	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Monthly review of encounter forms</li> <li>2. Number of teens receiving Family Planning (FP) Services and methods of birth controls selected.</li> </ol>
<b>Provide awareness of STD rates in Hoke County</b>	Communicable Disease Coordinator Health Director	Private Medical Providers	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. HCHD Communicable Disease statistics reported in Triple H newsletter.</li> <li>2. HCHD Communicable Disease statistics available on county website</li> </ol>
<b>Develop Media Campaign</b>	Health Education Staff	FirstHealth Community Health Services, Hoke County Schools, Agency/Community Organizations	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Assess media campaign through surveys.</li> <li>2. Review data for SOTCH Report.</li> </ol>
<b>Social Media for STI/HIV information</b>	Health Education Staff	Hoke County IT Department	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Assess use of social media site for future use.</li> </ol>
<b>FP/STD Prevention Class in English and Spanish</b>	Health Education Staff	Hoke County Schools Agency/Community Organizations	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Assess the participants attending classes.</li> </ol>
<b>Making Proud Choices/Baby Think It Over Program (BTIO)</b>	HCHD Health Education Staff	Maggie's Outreach Center, Faith Community, Other Community Agencies	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Annual review of teen pregnancy data.</li> <li>2. Number of participants attending classes.</li> <li>2. Expected Outcome: Promote Abstinence</li> </ol>

				among teens. Reduce the number of teen pregnancy
<b>Wise Guy Program</b>	HCHD Health Education Staff	Maggie's Outreach Center, Faith Community	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Annual review of teen pregnancy data.</li> <li>2. Number of participants attending classes.</li> <li>2. Expected Outcome: Promote Abstinence among teens. Reduce the number of teen pregnancy</li> </ol>

<b>Goal I</b>	<b>To enhance health programs that address emerging issues affecting Hoke County citizens.</b>
<b>Objective #3</b>	By June 30, 2022, decrease the amount of Hoke County residents with cardiovascular disease and diabetes, and other chronic illnesses for which obesity is a risk factor.
<b>Baseline Data</b>	Age-adjusted mortality rates for heart disease and stroke related deaths between 2013-2017 according to latest available statistics show 330 deaths (180.5. per 100,000 death rate) for Heart Disease and 67 deaths (38.5 per 100,000) for Cerebrovascular Disease. For more data information: <b><u>Hoke County 2018 CHA</u></b>
<b>CHA Priority Addressed</b>	Chronic Disease (Diabetes, Colorectal Cancer, Cardiovascular Disease & Obesity)

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
<b>Stanford Chronic Disease Program</b>	Health Education Staff	FirstHealth Community Health Services Hoke County Schools Agency/Community Organizations	July 1, 2019 – June 30, 2022 (Ongoing)	1. Number of participants in program, weight, BP, A1C, exercise and meal plans, wellbeing assessment, and number of health education material disseminated.
<b>Faithful Families Eating Smart Moving More Program</b>	Health Education Staff	Cooperative Extension Faith Community Parks and Recreation	July 1, 2019 – June 30, 2022 (Ongoing)	1. Number of participants in program, weight, BP, A1C, exercise, diet and nutritional assessment, and number of health education material disseminated.
<b>Know Your Numbers High Blood Pressure Program</b>	Health Education Staff	Faith Community Senior Centers Cooperative Extension Service	July 1, 2019 – June 30, 2022 (Ongoing)	1. Number of participants in program, weight/BMI, BP, A1C and participation in an exercise program. 2. Mode, duration and frequency of physical activity 3. Knowledge and specific diet and nutrition behaviors 4. Self-rated well-being and assessment of coping strategies and frequency of use 5. Distribute flyers and letters to faith/civic groups on educational programs and events available to encourage participation. 6. Healthy lifestyle changes.
<b>ADA Diabetes Self-Management Program</b>	Health Education Staff	Medical Providers	July 1, 2019 – June 30, 2022 (Ongoing)	1. Number of participants in program, decrease in weight/normal BMI, BP, A1C

				<p>and participation in an exercise program</p> <ol style="list-style-type: none"> <li>2. Goal attainment</li> <li>3. Exercise and meal plans</li> <li>4. Healthy lifestyle changes made at each session.</li> </ol>
<b>Diabetes Support Group</b>	Health Education Staff	HCHD	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Number of participants, attitudes/perceptions of diabetes and lifestyle, self-rated wellbeing</li> </ol>
<b>Medication Nutrition Therapy</b>	HCHD-Nutritionist (RD)	Medical Providers	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Number of participants in program, decrease in weight, BP, A1C, foods eaten (log sheets) and participation in an exercise program.</li> <li>2. Participants will set goals for weight loss, BP and A1C to be decreased</li> <li>3. Participants will develop an exercise and meal plan to include portion control and healthy food choices.</li> </ol>
<b>Health and Wellness Coaching</b>	HCHD-Certified Health Coach	Community at Large Cooperative Extension Service Communities of Faith Parks and Recreation Hoke County organizations and agency's Worksites	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Number of participants in program, decrease in weight, BP, A1C, foods eaten (log sheets) and participation in an exercise program.</li> <li>2. Participants will set goals for weight loss, BP and A1C to be decreased</li> <li>3. Participants will develop an exercise and meal plan to include portion control and healthy food choices.</li> <li>4. Participant will report of making at least one healthy lifestyle change.</li> </ol>
<b>Safe Routes to School</b>	HCHD Safe Routes to School Coordinator	Hoke County Schools	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Audit observations of engineering activities</li> <li>2. observations and data collection of enforcement activities</li> <li>3. Survey, tally and observation of education activities</li> <li>4. Interviews, surveys, tallies and observation of encouragement activities.</li> </ol>

<b>Goal 2</b>	<b>To promote and support personal health and safety for Hoke County Citizens.</b>
<b>Objective #1</b>	All government buildings, grounds, and parks will be 100% Tobacco-Free.
<b>Baseline Data</b>	2018 BRFSS: Current smokers for Eastern NC Region- All ages-18-65+ was 19.9% and former smokers was 27.7% for the same age groups. Date source NC State Center for Health Statistics-BRFSS Survey Results-2018
<b>CHA Priority Addressed</b>	Cancer

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
<b>Established the need to require 50-ft away from all buildings occupied by health department employees for smoking.</b>	Health Education	HCHD Management Team Hoke County Manager Hoke County Board of Commissioners (BOCC) Hoke County BOH Region 6 Tobacco Collaborative	July 1, 2019 – June 30, 2022 (Ongoing)	1. Tobacco Use Policy
<b>HCHD Tobacco Use Policy Update</b>	Health Education	BOH HCHD employees Region 6 Tobacco Collaborative MCH Grant-CEASE Program	July 1, 2019 – June 30, 2022 (Ongoing)	1. BOH Approval
<b>Re-introduction of Tobacco/Smoke-free Government grounds and parks</b>	Health Education	HCHD Management Team First Health BOH Region 6 Tobacco Collaborative Hoke County Manager Hoke County BOCC	July 1, 2019 – June 30, 2022 (Ongoing)	1. BOH Approval 2. BOCC Approval 3. Awareness and Interest in of other Ordinances
<b>Education Awareness &amp; Media Campaign on Tobacco/Smoking Initiatives</b>	Health Education Region 6 Tobacco Collaborative	HCHD BOH BOCC City of Raeford First Health	July 1, 2019 – June 30, 2022 (Ongoing)	1. Signage of Tobacco/Smoke Free at locations designated 2. Documentation of Referrals to Quitline

				NC for Smoking Cessation 3. Media information on file at Health Department
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<b>Goal 2</b>	<b>To promote and support personal health and safety for Hoke County Citizens.</b>
<b>Objective #2</b>	To increase the number of women receiving breast and cancer screening services.
<b>Baseline Data</b>	2018 BRFSS: Number of women who had a mammogram within the past 2 year (Age 40+) was 24.5%. Number of women age 21-65 who have had a pap test in the past three years was 7%. Date source NC State Center for Health Statistics-BRFSS Survey Results-2018
<b>CHA Priority Addressed</b>	Cancer

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
<b>Establish educational awareness campaign to increase cancer screening services</b>	Health Education	Medical Providers/Other healthcare providers Hoke County Agencies and Organizations Community at Large Communities of Faith	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. # of women screened for breast cancer screenings</li> <li>2. # of women screened for pap test screenings</li> <li>3. # of public educational materials produced and disseminated</li> </ol>

<b>Goal 2</b>	<b>To promote and support personal health and safety for Hoke County Citizens.</b>
<b>Objective #3</b>	To increase the number of men who are aware of prostate screenings and had a PSA test
<b>Baseline Data</b>	2018 BRFSS: 89% of men have never had a doctor, nurse or other health professional talk with them about the disadvantages of the PSA test. Date source NC State Center for Health Statistics-BRFSS Survey Results-2018
<b>CHA Priority Addressed</b>	Cancer

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
<b>Establish educational awareness campaign to increase cancer screening services</b>	Health Education	Medical Providers/Other healthcare providers Hoke County Agencies and Organizations Community at Large Communities of Faith	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li># of men familiar with disadvantages of the PSA test</li> <li># of men recommended to have a PSA test</li> </ol>

<b>Goal 2</b>	<b>To promote and support personal health and safety for Hoke County Citizens.</b>
<b>Objective #4</b>	Develop Effective Communication Plans
<b>Baseline Data</b>	None
<b>CHA Priority Addressed</b>	None

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
<b>Increase external communication through collaborative partnerships, educational presentations and educational capacity building among staff</b>	Health Education	Hoke County Schools FirstHealth Cape Fear Cooperative Extension Service Communities of Faith	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>Number of presentations</li> <li>Number of partners</li> <li>Number of marketing materials disseminated</li> </ol>

		Sheriff's Department Police Department Community Based Organizations		
<b>Establish a resource directory that is current and a standardized procedure in place for updates</b>	HCHD Management Team	Hoke County Community Agencies and Organizations	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Creation of contact list</li> <li>2. Creation of procedure for updating</li> </ol>
<b>Review, maintain and enhance HCHD's website for increased awareness</b>	Health Education IT Coordinator	Hoke County Community Agencies and Organizations	July 1, 2019 – June 30, 2022 (Ongoing)	<ol style="list-style-type: none"> <li>1. Awareness</li> </ol>

<b>Goal 3</b>	<b>To strengthen the Hoke County Health Department daily operations.</b>
<b>Objective #1</b>	Support efforts to improve the efficiency and effectiveness of Hoke County Health Department employees.
<b>Baseline Data</b>	None
<b>CHA Priority Addressed</b>	None

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
<b>Participation in educational opportunities per HCHD program requirements</b>	HCHD employees	HCHD Management Team State Program Consultants Educational Training Sponsors	(Ongoing)	<ol style="list-style-type: none"> <li>1. Awareness</li> <li>2. Job-efficiency</li> </ol>
<b>Participation in webinars or conference calls for information</b>	HCHD employees	HCHD Management Team State Program Consultants	(Ongoing)	<ol style="list-style-type: none"> <li>1. Awareness</li> </ol>
<b>Maintain current resources for employees</b>	HCHD Management Team	DPH Staff State Program Consultants Hoke County IT Professional Memberships	(Ongoing)	<ol style="list-style-type: none"> <li>2. Job-efficiency</li> </ol>

<b>Initiation of Monthly Provider meetings</b>	Health Director HCHD Providers	Medical Providers State Program Consultants	(Ongoing)	<ol style="list-style-type: none"> <li>1. Awareness</li> <li>2. Job-efficiency</li> <li>3. Employee experience</li> <li>4. Patient experience</li> </ol>
<b>Network with peers or other local medical professionals</b>	HCHD employees	HCHD Management Team Professional Memberships State Program Consultants	(Ongoing)	<ol style="list-style-type: none"> <li>1. Awareness</li> </ol>
<b>Employee emails need to be read at least twice a day (AM &amp; PM)</b>	HCHD employees	Hoke County IT	(Ongoing)	<ol style="list-style-type: none"> <li>2. Job-efficiency</li> </ol>
<b>Creation of Quality Improvement and Safety Committee</b>	HCHD employees	HCHD employees	(Ongoing)	<ol style="list-style-type: none"> <li>1. Number of meetings</li> <li>2. Review of Action Steps</li> </ol>
<b>Employees will view the Hoke County web site at least once a day.</b>	HCHD Management Team	Hoke County IT	(Ongoing)	<ol style="list-style-type: none"> <li>1. Awareness</li> </ol>
<b>Employees will participate in Motivational Interviewing Training</b>	Health Director	Southern Regional AHEC	(Ongoing)	<ol style="list-style-type: none"> <li>1. Job-efficiency</li> </ol>
<b>Employees will participate in de-escalation training</b>	Health Director	Southern Regional AHEC	(Ongoing)	<ol style="list-style-type: none"> <li>1. Job Efficiency</li> </ol>
<b>Increase internal communication methods to heighten staff's knowledge of each other and agency current events</b>	HCHD Management Team	HCHD employees	(Ongoing)	<ol style="list-style-type: none"> <li>1. Staff knowledge</li> </ol>
<b>Increase opportunities for community preparedness</b>	HCHD Employees Emergency Preparedness Coordinator	Hoke County Community Agencies and Organizations	(Ongoing)	<ol style="list-style-type: none"> <li>1. Awareness</li> </ol>
<b>Enhance the Quality Improvement in each program area and evaluate implementation merit.</b>	HCHD Management Team HCHD Quality Improvement Coordinator	HCHD Employees	(Ongoing)	<ol style="list-style-type: none"> <li>1. Customer Satisfaction Surveys</li> <li>2. Data Analysis</li> <li>3. Interviews</li> <li>4. Job-efficiency</li> <li>5. Patagonia EHR reports</li> </ol>

<b>Goal 3</b>	<b>To strengthen the Hoke County Health Department daily operations.</b>
<b>Objective #2</b>	To maintain a strong fiscal department within the Hoke County Health Department.
<b>Baseline Data</b>	None
<b>CHA Priority Addressed</b>	None

<b>Activities</b>	<b>Lead Person</b>	<b>Partners</b>	<b>Timeframe</b>	<b>Evaluation</b>
HCHD will follow the Hoke County Government Finance Dept. policies.	Business Officer	County Finance HCHD Management Team	July 1, 2019 –June 30, 2022 (Ongoing)	1. Accountability
Medical encounter forms will be billed daily.	Processing Assistant IV  Billing Personnel (1)	Business Officer Medical Providers	July 1, 2019 –June 30, 2022 (Ongoing)	1. Accountability 2. Revenue
Billing and Coding training sessions	Providers Nurses Registered Dietitian Health Educator	Business Officer Billing Personnel (1)	July 1, 2019 –June 30, 2022 (Ongoing)	1. Accountability 2. Revenue 3. Job-efficiency
Annual evaluation of all HCHD program fees	Program Coordinators	HCHD Management Team BOH BOCC	July 1, 2019 –June 30, 2022 (Ongoing)	1. Accountability 2. Revenue
Presentation of HCHD proposed fees to BOH	Health Director Business Officer	HCHD Management Team	July 1, 2019 –June 30, 2022 (Ongoing)	1. Accountability 2. Revenue 3. BOH approval
Presentation of HCHD proposed fees to BOCC	Health Director	BOH HCHD Management Team	July 1, 2019 –June 30, 2022 (Ongoing)	1. Revenue 2. BOCC approval
Monthly BOH update on HCHD finances	Business Officer	HCHD Management Team	July 1, 2019 –June 30, 2022 (Ongoing)	1. Accountability 2. Revenue 3. Job-efficiency
HCHD program coordinator will complete a cost analysis proposal for any new programs that require additional funds for initiation.	Health Director Business Officer	HCHD Management Team County Finance	July 1, 2019 –June 30, 2022 (Ongoing)	1. Fiscal Management 2. Accountability 3. Value Assessment

## Putting Our Plan into Action

### Staff Roles & Responsibilities

In order to successfully carry out the goals, strategies, and action steps outlined in the Strategic Plan, each HCHD staff member/team is expected to:

1. Fully understand the **mission** of HCHD and conduct work built upon defined **strategic priority areas** in order to successfully carry out the **mission** of HCHD.
2. Fully understand the **vision** of HCHD and carry out daily tasks to reflect established **core values** in order to reinforce the **vision** of HCHD.
3. Know the purpose of the **Strategic Plan** and strive to reflect upon this purpose in conducting everyday roles.
4. Have a working understanding of **goals** defined within the Strategic Plan and be able to identify places where they are responsible for assisting the department in implementing action steps to meet each **goal**.

## “Looking Back, Moving Forward”

In conclusion, the Hoke County Health Department is committed to promoting healthy lifestyles while creating and maintaining a clean and safe environment for all county residents. We hope this strategic plan serves as a roadmap for the next three years on how to achieve this vision by outlining specific goals and objectives and carefully and thoughtfully analyzing our strengths, weaknesses, opportunities, and threats (SWOT). Guided by this strategic plan, HCHD will continue to strive to uphold Professionalism, Compassion, and Adaptability while fulfilling its mission “to provide public health services that promote, protect and preserve the wellness of those served.” We will strive to fulfill our mission in a culturally competent manner that ensures the highest quality of life for all of the residents served. As we look back on the progress of addressing local health disparities and challenges, we will continue to advocate, educate and empower Hoke County citizens in improving their health by achieving health equity and eliminating disparities.

## Next Steps

The approved Hoke County Health Department Strategic Plan 2019-2022 will be available on the county website ([www.hokecounty.net](http://www.hokecounty.net)) for community awareness. Paper copies of the Strategic Plan will be available at the Hoke County Health Department upon request. This information will be communicated via the local media.

The Hoke County Health Department Strategic Plan 2019-2022 will be reviewed annually by agency staff and the Hoke County Board of Health in an effort to address the changing needs of the community.