

Strategic Plan 2024

Vision

Optimal health for the communities of the North Central District - Henry, Shelby, Spencer and Trimble counties.

Values

Collaboration in our communities

Accountability in Public Health

Respect in the workplace

Equity and inclusion in all we do

Service to others with integrity and compassion

The North Central District Health Department

CARES



NCDHD

Mission

Provide innovative, diverse and inclusive population-based public health as a leader through education, disease prevention, regulation adherence and communicable disease control.

Goal 1

NCDHD will increase community collaboration and public visibility to the communities it serves.
Objective 1 - Increase NCDHD visibility within the community it serves to expand inclusive population-based public health services.

Goal 2

Enhance the emotional, mental and physical well-being of NCDHD communities through collaborative partnerships.

Objective 1 - Educate, advocate for and implement a harm reduction program in North Central District communities.

Objective 2 - Promote mental health awareness through education and advocacy within the communities served by the NCDHD.

Objective 3 - Equip the community with knowledge and skills rooted in evidence-based practices that effectively prevent the transmission of communicable disease and promote widespread awareness, understanding and active engagement in disease prevention measures.

Objective 4 - Leverage data-driven decision making to facilitate the creation of community events aimed at addressing public health disparities and ultimately increasing access to opportunities that enhance health outcomes throughout the North Central District.

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 1 - Increase productivity through the implementation and enhancement of technology used throughout the North Central District.

Objective 2 - Create a plan for physical asset management for the North Central District.

Objective 3 - Create and execute an organizational focus on communication, recruitment opportunities and staff development that meets the needs of our diverse staff and communities.

Objective 4 - Enhance facilities to include better and more efficient service and opportunities for NCDHD communities.

Goal 1

NCDHD will increase community collaboration and public visibility to the communities it serves.

Objective 1

Increase NCDHD visibility within the community it serves to expand inclusive population-based public health services.

Strategy 1: To broaden outreach initiatives within the diverse population served by the North Central District Health Department by amplifying the number of patients benefiting from the HANDS program and the Safe Sleep/Cribs for Kids initiative. By strategically engaging with various communities and tailoring outreach efforts, we aspire to enhance the utilization of these crucial programs.

Measurable:

HANDS

1. Program Enrollment Rate: Measure the percentage increase in the number of families enrolled in the HANDS program compared to the previous fiscal year.
 - Target: Draw down the full allocation to show an increase in enrollment from 28 in FY23 to 84 in FY24.
2. Home Visit Frequency and Retention: Assess the average number of home visits conducted by HANDS educators per enrolled family.
 - Target: Maintain an average of at least 6 home visits per family throughout the fiscal year.
3. Community Events: Monitor the number of participants attending community workshops on child development and the HANDS program benefits.
 - Target: Host a minimum of 8 workshops across our four communities with an average attendance of 20 participants per workshop. HANDS community events will be provided through the Maternal and Child Health Local Grant.
4. Participant Satisfaction Survey Results: Administer participant satisfaction surveys to measure the impact and effectiveness of the HANDS program.
 - Target: Achieve a participant satisfaction rate of at least 90% on survey responses related to program benefits and educator support. Survey to be completed during the initial HANDS visit and at the termination of HANDS support.
5. Cultural Diversity of Participants: Track the diversity of enrolled families, including underrepresented communities with demographics such as race, ethnicity, language and socio-economic status.
 - Target: Increase representation of underrepresented communities by 20% in program enrollment.
6. Referral Source Analysis: Analyze the sources through which families are referred to the HANDS program (e.g., healthcare providers, community partners, self-referrals).
 - Target: Establish partnerships with at least 2 new referral sources, contributing to program growth across the district. Data for each section will be collected on a quarterly basis and used to track the progress of each metric.

Safe Sleep/Cribs for Kids

1. Safe Sleep Education Reach: Measure the number of individuals who have been exposed to safe sleep education through various channels (workshops, online resources, community events).
 - Target: Reach a minimum of 150 individuals with safe sleep education. Compile data on the number of infant sleep-related deaths within the NCDHD throughout the fiscal year and compare to previous years data.
2. Crib Distribution: Keep track of the number of cribs distributed to families, ensuring that infants have a safe sleep space. Create an anonymous survey to track demographics, economic status, residence areas to ensure equitable distribution across our communities.
 - Target: Distribute a total of 150 cribs to eligible families.
3. Cultural Diversity of Participants: Track the diversity of enrolled families, including demographics such as race, ethnicity, language, and socio-economic status.
 - Target: Collaborate with at least 3 community leaders from underrepresented backgrounds to amplify initiative messaging – Including Seven Counties and Tri-County Community Action Agencies, NAACP, local churches, Centro Latino and more.
4. Social Media Engagement: Monitor engagement metrics on social media platforms where safe sleep content is shared (likes, shares, comments).
 - Target: Achieve a total of 500 engagements (likes, shares, comments) on safe sleep posts. Increase use of hashtags to draw more attention, including national hashtags like #SafeSleep used by Cribs for Kids, American Academy of Pediatrics, National Institute of Health and more nationwide programs.
5. Crib Distribution Equity:
 - Low-Income Families: Keep track of the number of cribs provided to families from low-income backgrounds.
 - Target: Ensure that at least 60% of distributed cribs go to families with demonstrated financial need.

Person/Area Responsible: HANDS team, Community Health Education Team

Quarterly Progress:

Outcome: Not met. Broken down by program and target.

HANDS:

Target 1: HANDS showed an increase in families from 28 in FY23 to 33 in FY24, a 17.86% increase. This did not draw down our full allocations as the program was at a \$41,910 deficit.

Target 2: The HANDS team averaged 4.7 visits per family, falling short of the goal of 6 visits per family. These numbers were reduced

For more, See Page 4

Goal 1

NCDHD will increase community collaboration and public visibility to the communities it serves.

Objective 1

Increase NCDHD visibility within the community it serves to expand inclusive population-based public health services.

Strategy 2: To promote equitable access to essential healthcare services by targeting diverse demographics based on race, gender, ethnicity and socio-economic status. This strategy aims to expand the utilization of core clinic services including Women, Infants, and Children (WIC), Tuberculosis (TB) care, childhood and adult immunizations, as well as Sexually Transmitted Infection (STI) testing and treatment. Additionally, the strategy seeks to revitalize the Kids Smile and Pediatric Exam Programs, elevating service provisions throughout FY24.

Measurable: Create an end-of-the-month ezEMRx report by county to monitor services and populations served by race, gender, ethnicity and socio-economic status. Outreach efforts include developing tailored advertising campaigns that resonate with specific demographic groups, implementing automated electronic reminders for appointments, engaging in community events and collaborating with community partners.

Clinic Metric Information FY23 vs. FY24 (June-July) updated

Services	FY23 District	Percent increase FY24	FY24 Projected	FY24 update*
712 Dental Varnish	5	1,000%	55	155
800 Pediatric Exam	20	275%	75	240
801 Immunization	2,454	15%	2,822	1,701
804 WIC	2,154	20%	2,586	2,390
806 TB	250	10%	275	185
807 STI	42	20%	50	105
811 Lead Screening	4	750%	30	5

*Through May 10, 2024

Person/Area Responsible: Clinical, Community Health Education Team

Quarterly Progress:

Outcome: Not Met, see updated chart.

Goal 2

Enhance the physical, emotional and mental well-being of NCDHD communities through collaborative partnerships.

Objective 1

Educate, advocate for and implement a harm reduction program in North Central District communities.

Strategy 1: To raise the profile and engagement of the Substance Use Disorder (SUDS) Coalition by fostering collaboration with both new and past partner organizations. This will provide updates on the coalition's progress, foster renewed involvement and inspire active participation from a broad spectrum of stakeholders.

Measurable: Identify target groups, organizations and communities with a higher proportion of ethnic and racial minorities, LGBTQ+, youth, faith-based communities, disabilities and low-income populations and present tailored SUDS Coalition messages to actively recruit for new program participation. The current average coalition participation is 20 per meeting with 20% representing diverse membership. By actively engaging the targeted groups, increase in the groups serving our diverse population will increase to 25%.

Person/Area Responsible: Community Health Education Team, Epidemiology, Public Information Officer

Quarterly Progress:

Outcome: Not Met.

While the coalition has grown in number, we have not seen the expected increase in diverse membership. We have reached out to various organizations, but haven't gained traction yet.

Goal 2

Enhance the physical, emotional and mental well-being of NCDHD communities through collaborative partnerships.

Objective 1

Educate, advocate for and implement a harm reduction program in North Central District communities.

Strategy 2: Enhance awareness and understanding of harm reduction strategies by creating presentations with a focus on the advantages of syringe exchange programs for local boards, government entities and the community to foster informed discussions and active engagement regarding harm reduction. These efforts are to advance the goal of obtaining approvals to develop harm reduction programs in the North Central District.

Measurable: Create and present an informative presentation for the Trimble County Board of Health, Trimble County Fiscal Court, Bedford City Commission and community organizations to show the effects of substance use disorder and how harm reduction efforts, including a syringe exchange program, can create positive change in a marginalized portion of our communities. This initiative is the first of four that the North Central District Health Department will undertake through its jurisdiction.

Person/Area Responsible: Community Health Education Team, Epidemiology, Public Information Officer

Quarterly Progress:

Outcome: Not Met.

Work was put on hold as Trimble County decided not to pursue interest in the program.

Work then shifted to Spencer County after a vote by the Spencer County Board of Health in favor of the program.

Work has also resumed on Trimble County after the board received more information on SEPs and expressed more interest.

Both counties will receive presentations in FY25.

Goal 2

Enhance the physical, emotional and mental well-being of NCDHD communities through collaborative partnerships.

Objective 2

Promote mental health awareness through education and advocacy within the communities served by the North Central District Health Department.

Strategy 1: Utilize events centered around physical activity to alleviate stress and enhance mental well-being while increasing physical activity. Encourage individuals of all ages, backgrounds and fitness levels to join these events, promoting inclusivity and community engagement with a focus on reaching populations that have limited or no access to physical and mental health resources. Organizers will create a flyer and event coupon to distribute to NCDHD health departments, faith-based organizations, community-based organizations and other targeted population areas to encourage community participation across the North Central District.

Measurable: Organize a series of events promoting physical activity, such as community walks or outdoor fitness sessions as tools to combat stress and support mental health. NCDHD will create distinct physically inclusive activities that encourage people to walk to reduce stress and improve mental health. Events will have incentives to join and keep participants interested.

Event 1 - "Get Healthy, Get Happy" holiday event

Provide 100 pedometers to NCDHD residents who bring a coupon to the event, provide instructions and collect feedback from participants regarding the impact of the physical activity on their mental health and overall well-being. Each participant will receive a goodie bag participation.

Event 2 - Take Healthy Smart Steps (Trimble, Henry, Shelby, Spencer): A month long challenge in all four counties to log steps. Provide instructions and collect feedback from participants regarding the impact of the physical activity on their mental health and overall well-being. Participants will receive a T-shirt for participation.

Person/Area Responsible: Community Health Education Team, Public Information Officer

Quarterly Progress:

Outcome: Not Met.

Due to scheduling issues, neither event was made possible. The Outlet Shoppes of the Bluegrass did not have time to work with NCDHD during the holiday season, but has expressed interest in working with us in the fall.

The spring challenge ended up being the same time as the UK Extension Office statewide challenge, which is a similar event, so our event was placed on hold.

Both will be re-evaluated for FY25.

Mental health information was still shared at a variety of events through FY24.

Goal 2

Enhance the physical, emotional and mental well-being of NCDHD communities through collaborative partnerships.

Objective 3

Equip the community with knowledge and skills rooted in evidence-based practices that effectively prevent the transmission of communicable diseases and promote widespread awareness, understanding and active engagement in disease prevention measures.

Strategy 1: Educate the community through the dissemination of best practices for communicable disease prevention by sharing visually engaging educational materials through social media, websites and other public platforms.

Measurable: Enhance accessibility to educational materials via a comprehensive video library offering guidance on best practices and practical instructions for preventing communicable diseases in our four communities. These videos will incorporate closed-captioning, multiple languages and will be easily accessible through our website and social media platforms and digital copies will be shared with our community partners. The goal is to compile 10 informative videos on communicable disease prevention, covering a range of topics within the next fiscal year. All videos will include closed-captioning and Spanish versions.

Person/Area Responsible: Community Health Education Team, Public Information Officer

Quarterly Progress:

Outcome: Not met.

Three videos were created on handwashing (English and Spanish) and glow germs for children. In conjunction with the videos, posters with proper handwashing directions and information were created to place in bathrooms throughout out all our school districts and in NCDHD bathrooms. Stickers with handwashing information and directions were also created for Environmental to handout during restaurant inspections in our four counties. All items are branded with NCDHD logo.

Goal 2

Enhance the physical, emotional and mental well-being of NCDHD communities through collaborative partnerships.

Objective 4

Leverage data-driven decision making to facilitate the creation of community events aimed at addressing public health disparities and ultimately increasing access to opportunities that enhance health outcomes throughout the North Central District.

Strategy 1: Use evidence-based resources (Environmental Public Health Tracking Network, Behavioral Risk Factors Surveillance System, Kentucky Injury Prevention Research Center, Kentucky Cancer Registry and more) to develop programs and events that are informed by what's effective, replicable, scalable and sustainable to address the top three (3) health issues in our counties - heart disease, obesity and tobacco use.

Measurable: Create a program or event to target the top three (3) health issues in our four counties.

- **Heart Disease:** Offer CPR classes in each county, use NCDHD health fairs in each county to provide blood pressure checks. Organize golf scrambles in each county to raise awareness of heart disease issues, especially in men.
- **Obesity:** Partner with the extension office in each county to collaborate on health eating information and provide recipes.
- **Tobacco use:** Collaborate with Kentucky Cancer Program on supporting course to aid Freedom from Smoking courses. Offer hybrid in-person/Zoom courses to provide more opportunity for attendance.

Person/Area Responsible: Community Health Education Team, Epidemiology, Public Information Officer

Quarterly Progress:

Outcome: Met.

Heart Disease: The Community Health Education Team provided CPR/First Aid classes in all four counties, certifying more than 75 people with life-saving skills. Hosted a golf scramble to promote stroke awareness. However, after having to reschedule once due to weather conditions, poor weather on the second try caused a poor turnout.

Obesity: The Community Health Education Team partnered with the Trimble and Spencer county extension offices and libraries to host healthy lifestyle/healthy eating events. NCDHD also hosted the pop-up Farmers' Markets in Shelby County, which offered healthy eating information with the Shelby County Extension Office. And NCDHD hosted health fairs in Shelby and Henry county, which offered healthy lifestyle, healthy eating and recipes.

For more, See Page 10

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 1

Increase productivity through the implementation and enhancement of technology used throughout the North Central District.

Strategy 1: Sustaining and enhancing technology infrastructure across all five (5) district buildings to ensure continued functionality and advancement of technology by executing upgrades and improvements in all district buildings.

Measurable: Deploying servers in each North Central District building that are designed to function as backup systems for each county in the event of main server failure and safety and electronic information storage redundancy. Along with identifying opportunities for improvement and enhancing staff portability between offices for a more fluid workflow.

Person/Area Responsible: Information Technology, Maintenance

Quarterly Progress:

Outcome: Met.

In reassessment of the situation, the IT department concluded that the district is most effectively and efficiently served by utilizing two servers, instead of one in each county location. One serves as the centralized master server and the second as the master's backup and storage.

The servers were installed by CDP in June and the primary server is situated in the District Office, while the backup server is located at the Shelby County Health Department. Both servers are online.

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 2

Create a plan for physical asset management for the North Central District.

Strategy 1: Expand the current digital asset management system to include physical assets.

Measurable: Inventory all physical assets across the districts - for example: desks, chairs, file cabinets and all non-digital items.

Person/Area Responsible: Information Technology, Maintenance

Quarterly Progress:

Outcome: Met.

The IT department has purchased TigerAssets, an online asset-tracking system. This software enables the tracking of equipment purchased with designated funds, monitors capital expenses for depreciation calculations, keeps tabs on equipment assigned to employees for efficient reclamation upon departure from the agency and records the purchase dates of equipment for warranty purposes, among other functionalities. Digital assets have been added and physical assets are on scheduled to be completed before July 1, 2024.

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 3

Create and execute an organizational focus on communication, recruitment opportunities and staff development that meets the needs of our diverse staff and communities.

Strategy 1: Increasing visibility throughout the North Central District with the intent of diversifying recruitment by attending targeted events to attract a staff that resembles the population of the communities served by the North Central District.

Measurable: Identify through DEI training best practices to promote the NCDHD both through Human Resources and employee interactions. An HR report will be produced quarterly to track recruitment events, staff growth and diversity.

Person/Area Responsible: Human Resources

Quarterly Progress:

Outcome: Met.

Please see included spreadsheet with report.

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 3

Create and execute an organizational focus on communication, recruitment opportunities and staff development that meets the needs of our diverse staff and communities.

Strategy 2: Increase opportunities for growth by developing and implementing a policy for equitable promotions and continuing career paths.

Measurable: Create a policy for developing equitable opportunities and expanded career paths by the end of the December 2023 and complete implementation by end of April 2024.

Person/Area Responsible: Human Resources

Quarterly Progress:

Outcome: Not Met.

In developing career paths the direction changed. A new organizational chart with the new titles of positions specific to NCDHD will be created. Once completed, new job descriptions and progression will be added. This work will continue when the new HR Director is hired. The position is currently posted. The promotion process will be reviewed by the director before sending to leadership for review. The deadline has been extend to FY25 and is included in the next Strategic Plan.

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 3

Create and execute an organizational focus on communication, recruitment opportunities and staff development that meets the needs of our diverse staff and communities.

Strategy 3: Continue recognition and appreciation of staff through the evolving Employee Recognition Plan.

Measurable: Provide monthly opportunities for employee engagement outside of work boundaries to inspire camaraderie and build relationships. An exit survey will be completed quarterly to gauge satisfaction, effectiveness and inclusiveness of the plan.

Person/Area Responsible: Public Information Officer/Human Resources

Quarterly Progress:

Outcome: Met.

Surveys have been conducted to gauge effectiveness with social hour events. Staff have reported being on average very pleased with events, with all questions receiving a score of either Pleased or Very Pleased. We continue to look for ways to make the social events more inclusive, including a soup contest in February, and team-building game in May.

NCDHD Community Health Worker and Minority Outreach specialist has been invited to join the Employee Recognition Committee to help ensure plans are viewed through a DEI lens.

A final survey is being completed and will be sent to staff and completed before June 30.

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 4

Enhance facilities to include better and more efficient service and opportunities for NCDHD communities.

Strategy 1: Create a new easily accessible facility to provide a home for maintenance and storage, and to help in the efficient and equitable distribution of clinical services with mass vaccination.

Measurable: Develop and construct a versatile drive-thru facility capable of accommodating mass vaccination clinics while also serving as a maintenance office and providing extra storage space for district needs.

Person/Area Responsible: Maintenance

Quarterly Progress:

Outcome: Not met.

Maintenance met with leadership and board member Jennifer Herrell to create a floor plan. The plan was submitted to generate a drawing. Drawings were received and a bid package was set up.

The company expected to bid decided not to bid and no other bids were received.

The project has been bid out again, and the timeline re-adjusted to November 2024. One bid has been received.

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 4

Enhance facilities to include better and more efficient service and opportunities for NCDHD communities.

Strategy 2: Evaluate current space in each county facility to explore opportunities for cohabitation partnerships that would benefit the needs of the community.

Measurable: Identify available space in each district facility and evaluate opportunities for partnerships that would increase community access to services, specifically extra space in Trimble and Spencer counties.

Person/Area Responsible: Deputy Director/Public Information Officer

Quarterly Progress:

Outcome: Met.

Space was evaluated with a double-occupancy office available at the Spencer County Health Department and a single office available at the Trimble County Health Department.

No new partners have been identified as of yet for these locations. We will consider under-represented services in these areas and try to identify any partnerships that can be created.

Goal 3

Improve and plan for the enhancement and addition of physical and organizational structures needed for the operation of NCDHD.

Objective 4

Enhance facilities to include better and more efficient service and opportunities for NCDHD communities.

Strategy 3: Evaluate NCDHD facilities for continuous improvement opportunities to build infrastructure and aesthetics.

Measurable: At the start of each fiscal year, consider required and needed physical improvement and maintenance for each district building - i.e. flooring, paint, roof, lighting, HVAC, landscaping, etc.

Person/Area Responsible: Maintenance

Quarterly Progress:

Outcome: Met.

Evaluations continue at each location. The Henry, Spencer and Trimble county health departments are scheduled to receive new flooring this year and painting, lot resurfacing and more are currently ongoing.

