



DEPARTMENT
2016-2017
Annual Report of the
Strategic Plan

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Annual Strategic Plan Report

Elkhorn Logan Valley Public Health Department's (ELVPHD) strategic issues are identified during the strategic planning process. Taken into consideration are the ongoing issues that the department needs to continue to prioritize, or new issues that have arisen and need to be addressed in some capacity. Every year the progress towards those strategic issues is mapped through the Strategic Plan Report in an effort to identify what programs or policies have been effective in addressing each issue, and in what ways the department can refocus, increase efficiency, and broaden impact. In an effort to address each strategic issue, specific goals are identified that can be quantifiable or monitored by completing defined steps towards a calculated target, by the completion of objectives, or by addressing priorities and the implementation of activities. The new strategic issues laid out in the new strategic plan 2016-2019 reflect the coming challenges and opportunities in the years ahead, and aim to solidify the progress made in previous years. The strategic issues for fiscal year 2016-2017 are:

1. **How can the ELVPHD provide more sustainable programs and activities that promote and improve health, increase community safety and decrease the potential for injuries?**
2. **How can ELVPHD educate the public about health importance and ELVPHD services throughout the district?**
3. **How can ELVPHD create and enhance collaboration and partnership among public health stakeholders?**
4. **How can ELVPHD continue to strengthen successes?**

Strategic planning updates are a standing agenda item at ELVPHD staff and manager meetings. This allows each issue an opportunity to be discussed in detail in order to establish an effective strategic plan to address each strategic issue. In the realization of these plans progress on each issue is monitored, initiatives are distinguished, timelines created, and responsibilities for completion assigned.

1. **How can the ELVPHD provide more sustainable programs and activities that promote and improve health, increase community safety and decrease the potential for injuries?**

The first of the strategic issues is at the heart of ELVPHD's aim to provide greater access to health care services to more people at a higher quality. Therefore, as its guiding principle, ELVPHD will offer opportunities for community organizations to participate in activities that promote healthy and safe living. This will be done by setting up programs for enhanced success, assuring adequate new-staff training, evaluating programs for effectiveness, and enhanced service outreach into new and/or underserved populations. Thus, creating more self-sustaining programs will be the priority.

ELVPHD's goal for addressing this strategic issue is based on the "Ladder of Community Participation". The Ladder describes a continuum of approaches that are used to broaden local health department involvement in communities. Although, ELVPHD has established itself as a

resource and center of “Limited Community Input/Consultation” its aim is to expand their strategy to include “Comprehensive Community Consultation”. In doing so, ELVPHD will have better tools to understand the health care issues and expand services to underserved communities. Furthermore, comprehensive community consultation denotes ongoing and in-depth community input perpetuating ELVPHD’s commitment to sustainable programs that create ongoing partnership between the health department, health providers, and the communities they service.

ELVPHD’s Commitment to broaden interaction with the community to include Comprehensive Community Consultation has permeated throughout how ELVPHD conducts its business, including in the formation of the 2016-2019 Strategic Plan, during which, ELVPHD conducted community focus groups in order to gain input from stakeholders into the Strategic Plan and ELVPHD Community Health Improvement Plan. Reworking both plans, in tandem, was an intentional way to satisfy the critical community input element.

ELVPHD has also been active in professional organizations with public health and political involvement, maintaining membership in Nebraska Association of Local Health Directors (NALHD), Public Health Association of Nebraska (PHAN), Friends of Public Health in Nebraska, Nebraska School Nurse Association, Community Anti-Drug Coalitions of America (CADCA), and the State and National Local Boards of Health (SALBOH and NALBOH).

Furthermore, through the combined efforts of exploring new and creative ways to involve community members in program designs, utilizing new and evolving technology for outreach and program expansion, and pursuing innovative venues to provide services, ELVPHD has continued to diversify programs and services broadening reach to new communities, especially vulnerable populations—including minorities, veterans, elderly, disabled, and rural communities, among others.

As acknowledgement of the strides ELVPHD has made in this endeavor toward more dynamic and comprehensive engagement with the community, ELVPHD has also been able to maintain accurate data on observances of community engagement. This not only provides data that can be used to assess the success of individual programs, but is also proof of performance towards the goal of expanding into Comprehensive Community Consultation as laid out in the Ladder of Community Participation. Accurate record keeping and data on consultation has also allowed ELVPHD to maintain insurance billing and third party payments (fee-for-services) as a method of generating revenue in an effort to become less reliant on grant funds. ELVPHD has expanded its expertise in this area, moving towards dental billing, health coaching billing, among other billing opportunities.

ELVPHD success on this strategic issue is evident not only in the occurrences of sustained community engagement; they were also recipients of the Model Practice Award from the National Association of County and City Health Officials (NACCHO) this year for the Operation Heart-to-Heart program. The Operation Heart-to-Heart program has reached over 3,000 people with education and screening services to prevent obesity and create healthier lifestyles.

2. How can ELVPHD educate the public about health importance and ELVPHD services throughout the district?

ELVPHD recognizes that an important component to its success in strategic issue number one is education and outreach on important health issues and the services provided by the health department within its jurisdiction. Out of this understanding, ELVPHD has worked to expand and maintain marketing efforts. It is because of these efforts that ELVPHD has been able to increase the span of its operations to a greater number of people in underserved communities.

This initiative has taken place in predominantly three areas: expanded traditional marketing campaigns, such as, outreach to area colleges, finding new venues for messaging; Social media and new online marketing techniques; and customer care center marketing, which emphasizes quality care that encourages more participation and promotes better awareness about other health services ELVPHD offers.

In further expanding traditional marketing campaigns, ELVPHD has recommitted themselves to marketing techniques that have been proven successful. These techniques include providing tours of the health department facilities, and disseminating fliers at community events. The health department has also expanded its outreach in the form of mass mailings, which emphasize ongoing services, or upcoming events. ELVPHD has also coordinated agency-specific marketing to administrators at local companies. These techniques increase health department exposure to people who might not have time or previous exposure to the services provided. The health department's outreach to area colleges led to the start of an internship program. The opportunity, which was sent to Wayne State, NECC, Central Community College, and the UNMC College of Public Health, received 7 inquiries with 6 interns being assigned over the past year. This program has also contributed to written agreements with NECC and UNMC colleges of nursing to host student nurses at ELVPHD for public health clinical.

ELVPHD has also taken steps to increase their prominence online. Staff assignments for social media awareness for monthly health related observances such as: STD Awareness Month, which focused on general STD education and testing options; National Safety Month, with a focus on motor vehicle safety; and National Family Health History Day. Along with maintaining the Elkhorn Logan Valley Public Health Department Facebook page, staff members are required to include social marketing into work plans of events.

Lastly, the health department has made staff a central part of marketing efforts by providing quality services that aim to retain current participants in programs and concerted effort to inform participants of other services provided. As such, ELVPHD is working to develop staff training for "elevator speeches" that effectively communicate its work in public health in general. Friendly staff competitions have been put in place to note historical public health achievements that show the importance of public health programs (iron lung, Broad Street pump, prior disease epidemics, etc.).

3. How can ELVPHD create and enhance collaboration and partnership among public health stakeholders?

Enhancing collaboration and partnerships will help ELVPHD achieve each program's mission and make full use of the agency's time and resources. In focusing on expanding collaboration opportunities, the department has seen quantifiable growth in partners. Although ELVPHD already maintains 96 formal partnerships they hope to gain at least five new partnerships. These partnerships will be solidified in a written agreement of some kind or through a Memorandum of Understanding (MOU).

ELVPHD aims to maintain and attract partnership and collaboration that represent a wide range of interests and ideas bringing the community together around health care, and thereby expanding the reach and impact of the health department. Partnerships and collaborations with community organizations, service agencies, education institutions, faith-based organizations, law enforcement, healthcare providers/facilities, senior centers, childcare providers, schools, worksites, and media are among the sought after groups.

Over the past year, ELVPHD has been building connections with education services to provide health care services and health education to younger people. They developed formal partnerships/MOUs with two new childcare centers for dental services, connecting two new dental hygienists to provide the dental services, two new Tai Chi instructors to provide fall prevention education and one ophthalmologist to provide vision education.

Continued partnership with government entities working in the area and continued good standing with area doctors has been a focus of the ELVPHD administration. In doing so, the health department worked with the Department of Agriculture to receive information on restaurant inspection results along with the Department of Health and Human Services (DHHS) for blood lead investigations. Furthermore, ELVPHD was active in the Nebraska Health Information Initiative (NeHII) to compile and receive medical records and data pertaining to disease investigations.

4. How can ELVPHD continue to strengthen successes?

ELVPHD has re-examined the mission, vision, and values of the department to better address the needs of the community and increase efficiency and effectiveness of programming. To aid in this exploration, the health department incorporated customer satisfaction surveys throughout its programs. In January through February 2017, ELVPHD sent out a survey to assess ELVPHD's competence, impact and coordination with partners and community stakeholders. The survey was sent out to 285 individuals with 85 individuals responding. Reviews of ELVPHD were overwhelmingly positive with 87.2% indicating that they were either satisfied or very satisfied with his/her overall experience. The remaining 2.8% indicated a neutral rating. 95.8% felt that

ELVPHD adequately met the diverse needs of the service area population and 97.2% believed that the health department offers adequate opportunities to access services.

This shows that ELVPHD has had great success with past programs; however, it is important to continue to strive to perform better. Therefore, ELVPHD has established a formal Quality Improvement process that aims to increase quality, effectiveness and efficiency for ELVPHD and thus make the best use of time and resources. In the last year, the department has utilized performance management under the quality improvement framework to improve skills related to program evaluation, health impact assessments and focus groups. Thirteen quality improvement projects were suggested in this fiscal year, and currently, ELVPHD is working on three complex projects that were launch in January of 2017.

Staff training has also gained attention as a way to increase the effectiveness of the department, and its programs. Mandatory training has been implemented with ELVPHD training and safety committees given the responsibility for each staff member's preparedness. ELVPHD has prioritized finding ways to track competency in programs and staff without hindering duties. This is in addition to maintaining program-specific new-employee orientation with in-depth procedure manuals, which helps to minimize the learning curve for new staff members.

Finally, in keeping with its aim to integrate and coordinate with the greater community, ELVPHD has begun to share data, research reports and program accomplishments with the general public and community partners. This allows greater transparency and accountability in ELVPHD's work as well as provides a platform for the health department to show its successes. In the last year nearly 200 reports, documents, and data sets were shared and logged as part of this new initiative. These logged interactions act as a platform for dialogue among partners gathering insight on how ELVPHD can continue to better serve the community.