



DEPARTMENT

2017-2018

**Annual Report of the
Strategic Plan**

Developed:	August 29, 2018
Shared with Board of Health and Staff:	September 11, 2018
Health Director Signature:	

Annual Strategic Plan Report

Strategic planning is Elkhorn Logan Valley Public Health Department's (ELVPHD) process for defining and determining the department's roles, priorities, and direction over three years. The plan sets forth what ELVPHD planned to achieve, how it would achieve it, and how it would know if it has achieved it. The strategic plan provided a guide for making decisions, allocating resources and on taking action to pursue strategies and priorities. ELVPHD's strategic plan focused on the entire department. ELVPHD programs, in most cases, have program-specific work plans to complement and support ELVPHD's strategic plan.

A functional and useful strategic plan required that it be understood by staff and implemented by the health department Board and employees. ELVPHD's strategic issues were identified during the strategic planning process, and considered opinions and knowledge from across ELVPHD, taking into account an assessment of the larger environment in which ELVPHD operates, conserved its organizational strengths and addressed its weaknesses. In addition, the plan linked to the ELVPHD Community Health Improvement Plan that had been adopted by the community, and connected to ELVPHD's Quality Improvement Plan.

Taken into consideration were the ongoing issues that the department needed to continue to prioritize, as well as new issues that had risen and needed to be addressed in some capacity. Every year the progress towards the strategic issues is mapped through the Strategic Plan Report in an effort to identify what programs or strategies 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 were identified that could 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 strategic issues laid out in the 2016-2019 Strategic Plan reflected the coming challenges and opportunities in the years ahead, and aimed to solidify the progress made in previous years. The strategic issues for the reporting period were:

- 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 public health importance and ELVPHD's 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 continued to be a standing-agenda item at ELVPHD staff meetings. This allowed each issue an opportunity to be discussed in detail in order to establish an effective plan to be addressed. In the realization of these plans, progress on each issue was monitored, initiatives were 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 aimed to cast a wide net in the jurisdiction in order to provide more programs, activities and services. Therefore, as its guiding principle, ELVPHD offered opportunities for community organizations to participate in activities that promoted healthy and safe living. This was done by setting up programs for enhanced success, assuring adequate new-staff training, evaluating programs for effectiveness, and enhancing service outreach into new and/or underserved populations. Thus, creating more self-sustaining programs was the priority.

ELVPHD’s goal for addressing this strategic issue was based on the “Ladder of Community Participation”. The Ladder describes a continuum of approaches that were used to broaden local health department involvement in communities. Although, ELVPHD had established itself as a resource and center of “Limited Community Input/Consultation,” ELVPHD aimed to expand their strategy to include “Comprehensive Community Consultation.” By September 2019, ELVPHD aims to increase ELVPHD’s community engagement on at least five occurrences.

At the time of this writing, four of the occurrences have been achieved for the 3-year plan period, leaving at least one occurrence on the slate for the 2018-2019 Strategic Plan year. Of the four engagements, two occurred during the reporting period. Those included:

- Healthcare providers in the jurisdiction were surveyed regarding the National Diabetes Prevention Program (NDDP) and their familiarity with the program, referral patterns into the program, feelings about the program, perceived benefits of the program, tperceived drawbacks of the program, as well as their input regarding a workable referral system.
- Clinic coordinators in the jurisdiction served as key informants for the Chronic Care Management program. Interviews contained questions regarding chronic disease management efforts, care coordination and transition, team-based care, perceptions of what was working well, challenges that being experienced, educational needs of clinic staff, and their perceived community health needs.

Other activities with notable progress included:

Activity	Progress
Stay active in professional organizations with public health and political involvement	ELVPHD actively participated in 12 organizations. The extent of this involvement is reported to the ELVPHD Board of Directors at bi-monthly Board meetings.
Pursue public health funding opportunities that align with the CHIP priorities.	ELVPHD pursued several funding streams, three which aligned with the CHIP plan. Those included: Tobacco Free Nebraska, Health Literacy, and Mental Health First Aid.
Apply for NACCHO recognition	<ul style="list-style-type: none"> • ELVPHD accepted a Model Practice designation at the 2017 NACCHO conference. The model practice awarded to ELVPHD was in regards to the Operation Heart to Heart program- a program that was noted to achieve 11 of its 14 intended outcomes in relation to cardiovascular health of agricultural workers. • Of equal importance, ELVPHD submitted an application to the National Coalition Institute for the 2018 <i>Got Outcomes!</i> Coalitions of Excellence Awards. The outcome of the application is unknown at the time of this writing.
Vulnerable populations expansion	ELVPHD expanded involvements in the Making Connections project. Dental services were expanded to include dental hygiene services at long-term care facilities in the area.

Insurance billing and 3 rd party fee-for-services as a method of generating revenue and becoming less reliant on grant/contract funds	<ul style="list-style-type: none"> • VFC immunizations program increased (comparing Q1 and Q2 of 2017 to the same period in 2018) by 450% and expenses went down using the same comparison by about 20%. • Private immunizations increased from by 56% in Q1 and 200% in Q2 of 2018. • An application was submitted and is pending with DHHS Nebraska Medicaid for the ability to bill Medicaid for applicable oral health charges.
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2. How can ELVPHD educate the public about public health importance and ELVPHD’s services throughout the district?

ELVPHD recognizes that an important component to its success is education to the public regarding the general importance of public health and overall marketing effort of the department. To satisfy this goal, ELVPHD recognizes that despite the fifteen-year existence of the department, there are still many people and organizations that are not aware of ELVPHD and the services provided by the department.

The goal under this initiative is to pursue at least 26 marketing venues each fiscal year, of which 6 must be new venues/locations. To this end, ELVPHD distributed marketing flyers, engaged in public presentations, provided tours of their facilities, conducted face-to-face marketing visits, initiated mass mailings and hosted booths at various public events throughout the district. For clarity purposes, the efforts of this measure are focused on general marketing for the department as a whole, and does not include program-specific marketing efforts.

During the reporting period—July 1, 2017 to June 30, 2018, 33 venues were visited. Examples of marketing locations included:

- Chamber of Commerce events
- Health fairs
- Worksites
- Schools
- Long-term care facilities
- Colleges through the development of the intern program
- Other

ELVPHD has placed effort to increase their prominence online. In relation to this, ELVPHD tracked various social media indicators, as well as the average number of website guests that visited www.elvphd.org. The following table outlines the accomplishments of the department in this area, as well as social media progress during the same time periods:

		2016-2017	2017-2018
Average number of website visits		3,647 visits	4,203 visits
Increase in the number of Facebook followers		71 people	157 people
Twitter	Increase in the number of followers	48 people	37 people
	Tweet Impressions	June 2017 3,248	June 2018 3,611
Activity on Pinterest	Average monthly viewers	183 viewers	125 viewers
	Average monthly engaged	2 viewers	4 viewers

In addition, ELVPHD has made progress in its social media presence. Throughout the reporting period, ELVPHD increased its Facebook followers by 157 individuals (increasing from 1,452 followers to 1,609 followers). This was a 120% increase from the previous fiscal year where Facebook followers increased by 71 individuals. ELVPHD saw increases in followers via Twitter, however, the rate of increase was less than the previous fiscal year. During the 2016-2017 fiscal year, ELVPHD gained approximately 48 Twitter followers, and for the 2017-2018 fiscal year gained approximately 37 followers. Although any increase in followers is deemed a success through the rationale of more people reached, however, it was noted that the rate of increase was lower than the previous year's average by about 23%. From an alternate standpoint, although the rate of new followers had decreased, the number of tweet impressions had increased by about 11% from the previous fiscal year. A similar trend was noted in Pinterest engagement in that while the average monthly viewers had actually decreased, the engagement rate had doubled; however, the low volume of engaged viewers is insignificant.

One strategy that contributed to a larger reach was the conscious effort to acknowledge and publicize monthly health-related observances. Some examples of such observances included: Cervical Health Awareness Month, American Heart Month, National Colorectal Cancer Awareness Month, Alcohol Awareness Month, and National Public Health Week, among many others.

Other areas of progress under this strategic issue included:

Activity	Progress																									
Regular outreach to area colleges regarding internship opportunities for marketing	Health Director reached out to Wayne State College, Northeast Community College, Central Community College and University of Nebraska Medical Center (UNMC) on two occasions during the reporting period. This resulted in a total of four larger-scale internships hosted by ELVPHD during the reporting period. In addition, ELVPHD holds agreements with local nursing colleges. Throughout the year, ELVPHD hosted a multitude of student nurses and provided these students with real-life public health clinical experiences.																									
Public Health Week Campaign	Staff members made a 30-second commercial entitled " <i>We Are Public Health.</i> " The commercial was publicized on social media throughout Public Health Week. In addition, staff added the National Public Health Week logo to the footer of all outgoing emails throughout the week, in addition to several other activities that were conducted.																									
ELVPHD initiated a blog component on the ELVPHD website in April 2018	Eight blog posts were posted during the reporting period. Topics included nutrition, emergency planning, vaccinations and bed bugs.																									
Periodic producing and distribution of the ELVPHD newsletter	Three electronic newsletters were disseminated during the past fiscal year. Details regarding those were as follows: <table border="1" data-bbox="683 1518 1414 1675"> <thead> <tr> <th>Date</th> <th># sent</th> <th># opens</th> <th># clicks</th> <th># shares</th> </tr> </thead> <tbody> <tr> <td>09/2017</td> <td>1,144</td> <td>261</td> <td>2</td> <td>2</td> </tr> <tr> <td>12/2017</td> <td>1,157</td> <td>254</td> <td>2</td> <td>0</td> </tr> <tr> <td>6/2018</td> <td>1,161</td> <td>350</td> <td>8</td> <td>24</td> </tr> <tr> <td>Totals</td> <td>3,462 sent</td> <td>865 opens</td> <td>12 clicks</td> <td>26 shares</td> </tr> </tbody> </table>	Date	# sent	# opens	# clicks	# shares	09/2017	1,144	261	2	2	12/2017	1,157	254	2	0	6/2018	1,161	350	8	24	Totals	3,462 sent	865 opens	12 clicks	26 shares
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3. How can ELVPHD create and enhance collaboration and partnership among public health stakeholders?

As a department, we recognized that collaborations and partnerships are essential in strengthening the public health system. A strategized effort to strengthen the public health system helps ELVPHD achieve each program’s mission and make full use of the agency’s time and resources.

As a component of this expansion, ELVPHD measured and achieved a quantifiable growth in formal partnerships. Formal partnerships were defined as any partnership that resulted in a written agreement to substantiate the partnership. When the plan was written in 2016, a total of 96 formal agreements were on file, with the intention of increasing said agreements to 101 by September of 2019. On June 30, 2018, ELVPHD had a total of 113 unduplicated partners with agreements on file. Throughout the reporting period, a total of 13 new partnerships were put into writing, most which derived from the implementation of the new HRSA Healthy Teeth Forever project—a project implemented in schools and long-term care facilities, primarily. This achievement was significant in that it marked an over 100% increase from the previous reporting period (2016-2017) when a total of 6 new partnerships were initiated.

Other activities in this area included:

Activity	Progress
Partnership with hospitals on Community Health Assessments and other pertinent activities	During the reporting period, ELVPHD staff met with each hospital in the health district on multiple occasions. Topics discussed ranged from the upcoming rollout of the 2019 Community Health Assessment, as well as partnership opportunities for Chronic Care Management through the value-based model for primary care.
Partnership representation- formal partnership agreements cover the following sectors:	<ul style="list-style-type: none"> • Colleges • Schools/Head Start Centers • Municipalities • Medical clinics/Hospitals/FQHCs/Tribal Clinics • Long-term Care Facilities • Community-based Organizations • Dental Hygienists • Community-based Tai Chi instructors • Businesses • Physical Therapists • Pharmacists • Optometrists • State entities • Emergency managers

4. How can ELVPHD continue to strengthen successes?

ELVPHD is dedicated to quality improvement practices and processes for the continuous improvement of ELVPHD’s operations, programs, services and activities in order to make the best use of the department’s time and resources. Quality improvement is a continuous and ongoing effort to achieve measurable improvements in efficiency, effectiveness, performance, accountability, and outcomes (PHAB, 2013).

The goal of ELVPHD under this priority was to achieve PHAB Accreditation. One of ELVPHD’s biggest departmental achievements was the accomplishment of this goal in

November 2017. This feat was the result of a 4-year journey through the accreditation process. During the latter half of the reporting period, ELVPHD shifted the focus to maintenance of accreditation fundamentals and initial preparation of the upcoming annual report to PHAB.

ELVPHD’s Health Director was involved in the recording of a *Journey to Accreditation* video. The video featured several of Nebraska’s local health departments and was recorded with the intention of helping departments that are considering pursuing accreditation be aware of the benefits and challenges of accreditation, as well as the impact on the Board of Health.

Progress on other activities is highlighted below:

Activity	Progress
Customer satisfaction surveys	Customer satisfaction surveys were disseminated to gauge the satisfaction of program participants across six program areas: <ul style="list-style-type: none"> • CPR • Responsible Beverage Server Training • Tai Chi • Stepping On • Eating Smart, Being Active • QPR
Ongoing tracking of performance measures	A total of 82 measures were tracked during the fiscal year. Results are as follows: <ul style="list-style-type: none"> • Quarter 1: 77.3% of measures were met • Quarter 2: 73.0% of measures were met • Quarter 3: 88.0% of measures were met • Quarter 4: 81.0% of measures were met

Conclusion: ELVPHD has demonstrated allegiance to its strategic plan—as evidenced by the notable areas of achievement outlined in this report. The plan served as a guiding force behind the internal operations of the department—the behind-the-scenes strategy that ELVPHD put into play in their attempt to accomplish the priorities set forth in program-specific work plans, as well as in ELVPHD’s Community Health Improvement Plan, Communications Plan, Emergency Response Plan, Workforce Development Plan, and the Quality Improvement/Performance Management Plan. ELVPHD’s purpose in preparing this report is to maintain the department’s accountability and transparency to the constituents in terms of demonstrating reasonable effort, loyalty and commitment to the goals that ELVPHD has laid out for itself.

Opportunities for improvement or further development:

- One or more initiatives that includes community engagement
- Completion of DHHS Medicaid application
- Continued increase in social media presence
- Utilization of ELVPHD website features: blog, pursuing fillable forms, and newsletters
- Customer satisfaction across additional program areas
- General marketing throughout the jurisdiction
- General publicity of ELVPHD program-related outcomes and achievements

For any questions regarding this report, please contact the ELVPHD offices via the following:

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- 402.529.2233
- Send a message via the www.elvphd.org website under the *Contact Us* feature