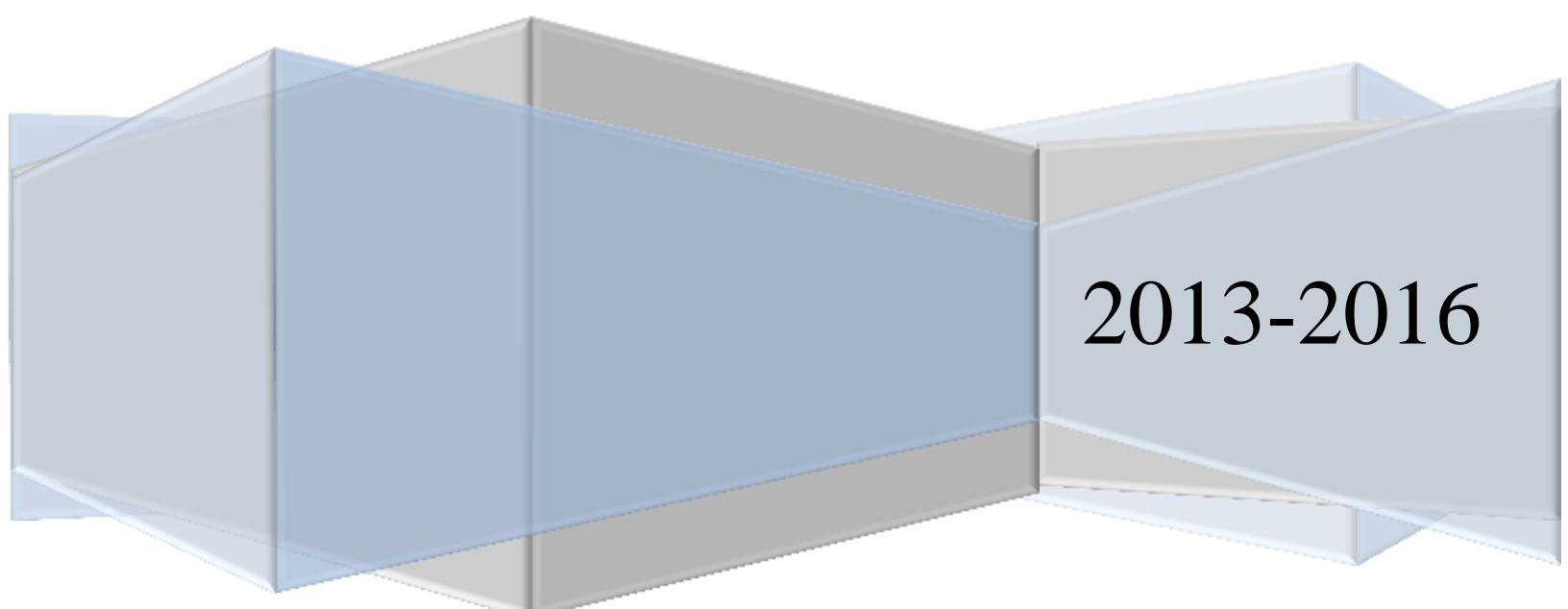


Central Valley Health District



Public Health
Prevent. Promote. Protect.

Agency Strategic Plan Stutsman & Logan Counties



2013-2016

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Organization Description

In addition to, providing comprehensive health services to Jamestown, North Dakota and surrounding communities in Stutsman and Logan counties, the Central Valley Health District (CVHD) is the lead agency for eight counties in southeast central North Dakota. Programs include: Nursing, Environmental Health, Family Planning, WIC, Women's Way, Tobacco Prevention, Emergency Preparedness and Response, HIV/STD testing, Immunizations, Car Seat and Safety, OPOP (Optimal Pregnancy Outcome Program), School Health, and The Sexual Assault Response Team.

CVHD is governed by an eight member board of health appointed by the county commissioners of both Stutsman and Logan counties, along with a medical director. The Board of Health meets monthly to review program needs and approve financial statements. The medical director meets monthly with the nurses and on an individual case by case basis when need. The board of health and the medical director actively encourages growth of CVHD programs and services.

The history of CVHD is one of growth and expansion and of change in response to the evolving health needs of the people. It began in October of 1973 when the Jamestown City Health Department merged with the Stutsman County Health Department becoming the first combination of its kind in the state. Then in 1977, Logan County merged with the City-County Health Department thus becoming the Central Valley Health Unit. The name was later changed to the Central Valley Health District in 2005 in compliance with the North Dakota Century Code when the organization purchased a building and moved to its current location. Today, CVHD has 25 employees and continues to provide services based on funding from local, state, and federal resources.

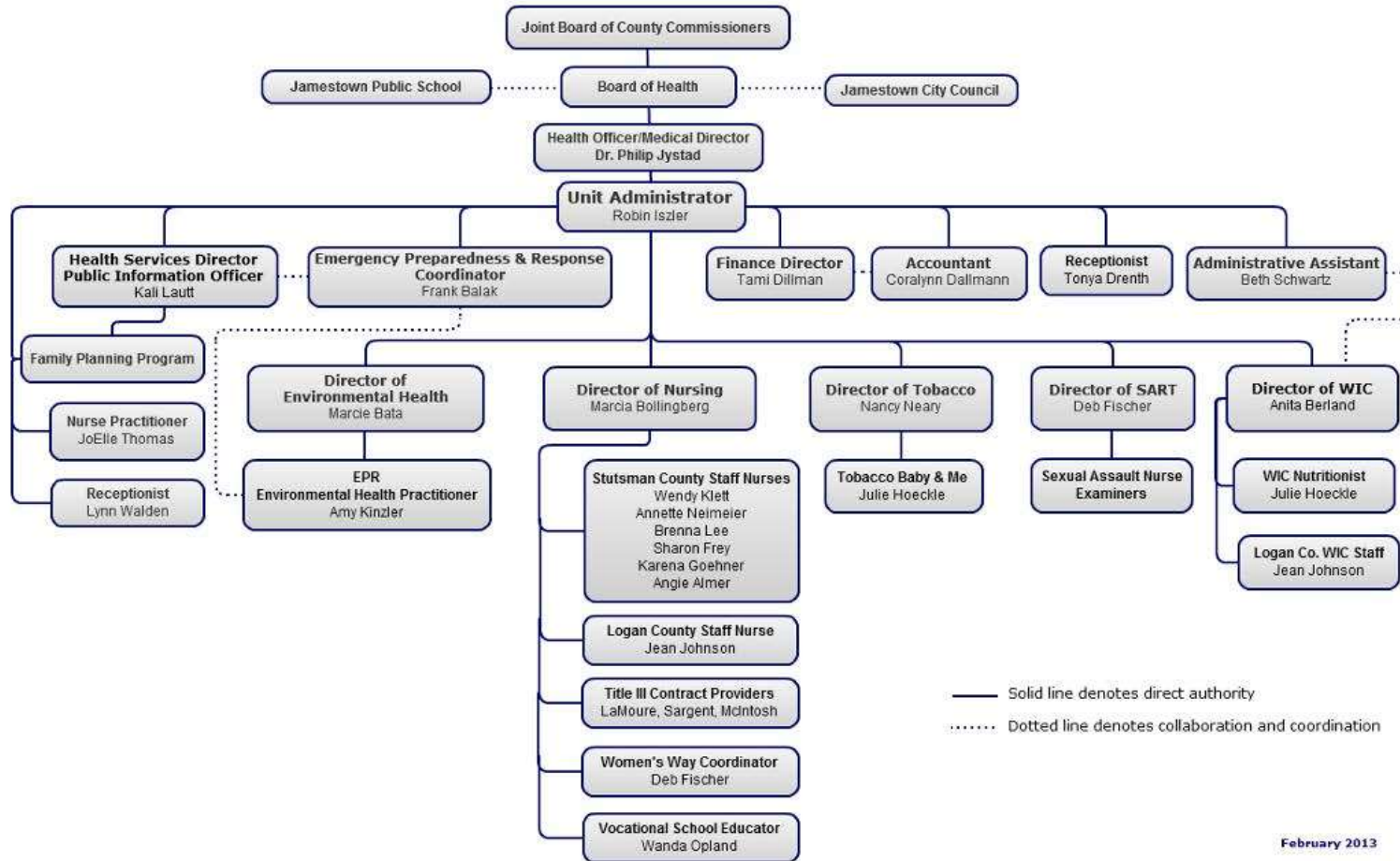
Board of Health

Dr. James Torrance – Doctor
Darla Reed – Logan County Representative
Heidi Larson – School Representative
Dean Entzminger – Logan County Commissioner
Laurel Haroldson – Pharmacist
Dennis Ova – Stutsman County Commissioner
Dr. Ed Anderson – Dentist
Cynthia Schaar – Attorney

Dr. Philip Jystad – Medical Director - Doctor

Organizational Chart

Central Valley Health District Organizational Chart



February 2013

Agency Strategic Planning Process

Central Valley began the agency strategic planning process in January 2008 with a SWOT analysis, employee survey, and a personality assessment. The Central Valley Health District for the past four years has scheduled strategic planning time with staff to determine the agency goals and progress. In 2011, the agency identified new goals and objectives during a staff in-service, which was followed by a survey to staff that were unable to attend. In January 2011, the following goals were identified:

- Expand Public Health services.
- Ensure effective and efficient management and administration of Public Health services.
- Improve data collection.
- Sustain services.
- Marketing and outreach.

Then in 2012, through a staff in-service and multiple surveys the agency developed its vision, values, and strategic priorities and updated its mission. This information was then combined with the goals and objectives from 2011 to complete the agency 2011-2012 Strategic Plan.

Next steps for 2013 include a staff in-service to conduct a SWOT analysis, review the current goals and objectives, and identify new goals and objectives. We will also link our strategic plan to the health improvement plan and quality improvement plan. Central Valley Health District continues to strive to meet accreditation standards and improve community health.

Our Guidance

Our Mission: Prevent, promote, and protect for optimal community health.

Our Vision: To be the healthiest community to live, learn, work, and play.

Core Values:

- **Collaboration** - Working with other facilities and services in the community to promote optimal health
- **Respect** - Embrace the dignity and diversity of individuals, groups, and communities
- **Science** - Support and promote evidence-based practices
- **Teamwork** - Working together to share purpose and common goal
- **Excellence** - Achieve the highest quality in what we do
- **Innovation** - Integrating new ideas and technology into practical processes to improve our effectiveness
- **Prevention** - Using knowledge to prevent disease and injury and make smart decisions to stay healthy

Key Stakeholders:

- Employees
- Clients
- Community Members
- Board of Health
- Political Leaders
- ND Public Health Departments

Strategic Priorities

- Increase awareness of value and role of public health in our community.
- Develop and implement strategies to obtain sustainable, adequate public health.
- Ensure optimal competent work force to fulfill our mission.
- Focus public health practice to address the determinants of health.
- Practice collaborative/integrative leadership.
- Commit to continuous quality improvement.
- Enhance our ability to respond to emerging health issues.

Central Valley Health District Agency Strategic Plan

2013-2016 Goals & Objectives

Priority Area: Mental Health Awareness and Suicide				
Goal No. 1: Increase awareness and improve access to mental health services.				
Objective #1: Improve mental health awareness among clients through screenings and referrals by December 31, 2016.				
Strategies	Evaluation	Responsibility	Progress	Completion Date
1. Assess client risk of depression				
a. WIC assessment	# of assessments	WIC Staff		12/31/2016
b. School nursing assessments	# of assessments	School Nurse		12/31/2016
c. Family Planning suicide prevention project PHQ tests	# of PHQ tests completed	Family Planning Staff		12/31/2016
d. Women's Way assessment	# of assessments	Women's Way Staff		12/31/2016
e. SANE assessment	# of assessments	SANE Cord.		12/31/2016
f. Nursing assessment	# of assessments	Nursing Staff		12/31/2016
g. Title III assessment	# of assessments	Nursing Staff		12/31/2016
h. Family Planning violence assessment	# of assessments	Family Planning Staff		12/31/2016
2. Medication management	# of clients	Nursing Staff		12/31/2016
3. Provide referrals as needed	# of referrals	All Staff		12/31/2016
Notes:				

Central Valley Health District Agency Strategic Plan

Objective #2: Assist our community in identifying individuals with mental health concerns to improve access to services by December 31, 2016.				
Strategies	Evaluation	Responsibility	Progress	Completion Date
1. ID and develop methodology for reaching vulnerable populations				
a. EPR planning for mental health concerns during an emergency	Plans developed	EPR Coordinator		12/31/2016
b. EPR assessment vulnerable populations	Assessment completed	EPR Coordinator		12/31/2016
2. Educate the public	Copies of educational materials/ information provided	All Staff		12/31/2016
3. Assist with inspections of group home environments and social service complaints	Inspections completed	Director of Environmental Health		12/31/2016
4. Anger management classes at the Jamestown Middle School	Classes provided	School Nurse		12/31/2016
Notes:				

Central Valley Health District Agency Strategic Plan

Priority Area: Safe Driving				
Goal No. 2: Promote safe driving in our community.				
Objective #1: Promote safe driving habits in our community until December 31, 2016.				
Strategies	Evaluation	Responsibility	Progress	Completion Date
1. Increase the usage of seatbelts.				
a. Assess seat belt usage among clients through program assessments	# of assessments	Nursing Staff		12/31/2016
b. Car seat distribution and checks	# of car seats distributed and checks provided	Child Passenger Safety Technician		12/31/2016
c. Support community efforts	Documentation of efforts	All Staff		12/31/2016
d. Education	Car seat checks	All Staff		12/31/2016
2. Reduce exposure to second hand smoke in vehicles.	Passage of state law	Tobacco Prevention Coordinator	100%	11/2012
3. Increase awareness about winter weather driving	Ads & education	EPR Coordinator		12/31/2016
4. Support injury prevention activities				
a. Latch key	# attended	Nursing Staff		12/31/2016
b. Bike safety	# attended	Nursing Staff		12/31/2016
Notes:				

Central Valley Health District Agency Strategic Plan

Priority Area: Obesity and Physical Activity				
Goal No. 3: Increased activity in our community.				
Objective #1: To reduce obesity and increase physical activity in Stutsman and Logan counties by December 31, 2016.				
Strategies	Evaluation	Responsibility	Progress	Completion Date
1. Support school nursing activities				
a. Letter to parents regarding screenings	# of letters			12/31/2016
b. Fresh fruits in schools	School lunches	School Staff		12/31/2016
c. Play 60 in schools		School Lunches		12/31/2016
d. Education on obesity and physical activity				12/31/2016
2. Community awareness				
a. Attend community coalitions	Meeting minutes	Unit Administrator		12/31/2016
b. Support New Year New You	# of attendees	All Staff		12/31/2016
c. Provide worksite wellness services	# of screenings	Nursing Staff		12/31/2016
d. Monitor swimming and school facilities for safe recreational activities	# of inspections provided	Director of Environmental Health		12/31/2016
3. Client assessments weight and physical activity levels and client education				
a. Nursing assessment	# of assessments	Nursing Staff		12/31/2016
b. WIC assessment	# of assessments	WIC Staff		12/31/2016
c. Family Planning assessment	# of assessments	Family Planning Staff		12/31/2016
d. Title III assessment	# of assessments	Nursing Staff		12/31/2016
e. Provide education on how not to gain weight when quitting tobacco use	# of education sessions	Director of Tobacco Prevention		12/31/2016
Notes:				

Central Valley Health District Agency Strategic Plan

Priority Area: Tobacco and Alcohol Use				
Goal No. 4: Decrease alcohol and tobacco use in our community.				
Objective #1: To provide evidence based strategies to decrease the number of individuals using tobacco products in Stutsman and Logan counties through December 31, 2016.				
Strategies	Evaluation	Responsibility	Progress	Completion Date
1. Ask, advise, and refer clients that present for Central Valley Services				
a. Nursing assessment	# of assessments	Nursing Staff		12/31/2016
b. WIC health assessment	# of assessments	WIC staff		12/31/2016
c. Title III assessment	# of assessments	Nursing Staff		12/31/2016
d. Women’s Way assessment	# of assessments	Women’s Way Staff		12/31/2016
e. Family Planning risk assessment	# of assessments	Family Planning Staff		12/31/2016
f. Fax in Quit line referrals for clients	# of assessments	Nursing Staff		12/31/2016
2. Provide education				
a. Participate in statewide media campaigns	# of ads	Director of Tobacco Prevention		12/31/2016
b. Clear air		Director of Tobacco Prevention		12/31/2016
3. Support policy change				
a. Tobacco program policy changes	Copies of policy changes	Director of Tobacco Prevention		12/31/2016
b. Policy changes in schools	Copies of policy changes	Director of Tobacco Prevention		12/31/2016
4. Provide incentives to individuals that quit				
a. Baby and Me (Promising Practice)	# of participants	Director of Tobacco Prevention		12/31/2016
Notes:				

Central Valley Health District Agency Strategic Plan

Priority Area: Awareness of the value and role of Public Health				
Goal No. 5: Develop and implement strategies to obtain sustainable, adequate public health.				
Objective #1: Develop and implement adequate public health services in our community that align with community health needs or address essential public health services by December 31, 2016.				
Strategies	Evaluation	Responsibility	Progress	Completion Date
1. Support programs that address PH emergency preparedness activities and public safety				
a. Expand Fit testing for other community partners	# of community partners that receive fit testing	EPR Coordinator		12/31/2016
b. Sharp drop off points	Community drop off point established	Environmental Health		12/31/2016
c. Address vulnerable populations and cultural differences	Meeting Minutes	EPR Coordinator		12/31/2016
2. Protect the environment through inspections, enforcement, education and planning.	# of inspections education and enforcement activities	Director of Environmental Health		12/31/2016
3. Provide a point of access to medical services by providing nursing care through a variety of activities.				
a. Patient navigation	# of clients	Nursing Staff		12/31/2016
b. Immunizations	# of immunizations	Nursing Staff		12/31/2016
c. Service programs: WIC, Family Planning, SANE nurses,	Program goals and objectives	Program Coordinators/ Directors		12/31/2016
4. Strengthen community partnerships by coordinating information sharing and community coalitions				
a. Centralized resource center				12/31/2016
b. Educational sessions in the community	# of presentations	Program Staff		12/31/2016

Central Valley Health District Agency Strategic Plan

5. Provide public information on public health issues				
a. Texting, Facebook, Advertising	Documentation of activities	PIO		12/31/2016
b. Community education	# of educational sessions	Unit Administrator		12/31/2016
6. Support workforce development and succession planning for staff				
a. Ergonomics				12/31/2016
b. Team building activities				12/31/2016
c. Sharing information between programs				12/31/2016
d. Employee wellness				12/31/2016
7. Assess client satisfaction				
a. Client surveys	Survey results	Program Coordinators/ Directors		12/31/2016
Notes:				

Central Valley Health District Agency Strategic Plan

2011- 2012 Goals & Objectives

Goal No. 1: Expand Public Health Services by December 31, 2012.				
Objective: By December 31, 2012 to expand the service area in which CVHD provides a number of its services.				
Strategies	Evaluation	Responsibility	Progress	Completion Date
Provide services to small county communities including schools, health maintenance clinics, and home visits.	# of clinics conducted Client participation	Marcia Bollingberg	100%	12/31/2012
Partner with Barnes County to expand Chronic Disease Management (CDM) services to Stutsman and Logan counties.	# of clients enrolled	Marcia Bollingberg	100%	Ended March 2012
Expand environmental health services to counties in the region.	# of services provided	Marcie Bata	100%	12/31/2012
Expand Family Planning services to Foster County.	# of clients	Kali Lutt	100%	12/31/2012
Notes: CDM services were provided for 2 years but due to lack of funding ended.				

Goal No. 2: Ensure effective and efficient management and administration of Public Health Services by December 31, 2012.				
Objective:				
Strategies	Evaluation	Responsibility	Progress	Completion Date
Maintain financial controls in Family Planning.	Financial reports	Finance Dept	100%	12/31/2012
Improve inter-agency communication.	# of participants	Robin Iszler	100%	12/31/2012
Increase knowledge and training of the Environmental Health staff.	Staff certifications Trainings	Marcie Bata	100%	02/2//2012
Monitor the health status of the community.	CHA CHIP	CVHD Staff	100%	12/31/2012
Improve client satisfaction.	Surveys	WIC & FP	100%	11/2012
Monitor program budgets for spending trends	Reports	Finance Dept	100%	12/31/2012
Capture reimbursement from third party payers and clients eligibility.	Amount of funds from Ins	Coralynn Dallmann/ Kali Lutt	100%	12/31/2012
Notes:				

Central Valley Health District Agency Strategic Plan

Goal No. 3: Improve data collection at Central Valley Health District				
Objective: By December 31, 2012 improve the collection of data				
Strategies	Evaluation	Responsibility	Progress	Completion Date
Record tobacco status in all client charts and refer to the Quit-line if appropriate.	Number of charts that contain tobacco information	All Staff	100%	05/2012
Improve the front desk staff ability to assist with data collection on Public Health services provided.	Front desk staff are trained	Kali Lutt	100%	08/2012
Notes: The agency implemented an EMR to assist with data collection in May of 2012.				

Goal No. 4: Continue to sustain services until December 31, 2012.				
Objective:				
Strategies	Evaluation	Responsibility	Progress	Completion Date
Continue to provide school nursing visits and screenings.	# of kids screened	Marcia Bollingberg	100%	12/31/2012
Continue to provide immunizations to children and adults.	# of immunizations	Marcia Bollingberg	100%	12/31/2012
Continue to provide contraceptive methods and services to Family Planning Clients.	# of clients # of outreach sites	Kali Lutt	100%	12/31/2012
Improve the use of the SART crisis line by obtaining a toll free number.	# of calls to a toll free number	Deb Fischer	0%	12/31/2012
Sustain SART by collecting community donations.	# of Donations	Deb Fischer	100%	12/31/2012
Advocate for funding for Public Health programs and services.	# of programs	Robin Iszler	100%	12/31/2012
Get assistance from local health care providers to increase new referrals and returned forms to Women's Way.	# of women enrolled	Deb Fischer	100%	12/31/2012
Increase clients to all programs.	# of services provided	CVHD Staff		12/31/2012
Notes:				

Central Valley Health District Agency Strategic Plan

Goal No. 5: Improve the agency's marketing and outreach.				
Objective: By December 31, 2012 to improve the agency's marketing plan and community outreach.				
Strategies	Evaluation	Responsibility	Progress	Completion Date
Increase the number of local, newly enrolled clients in Woman's Way.	Total number of clients enrolled	Deb Fischer	100%	12/31/2012
Promote Public Health services to partners, clients, and the general public.	Copy of media materials produced	Robin Iszler	100%	12/31/2012
Improve the agency's overall marketing plan.	Number of total outlets utilized and the number of times	Robin Iszler	100%	12/31/2012
Notes:				

Central Valley Health District Agency Strategic Plan

2008-2009 Goals & Objectives

Goal 1: Employee Performance Development.

Objective 1.1: Improve the performance of daily tasks at the health district.

Strategy 1.1A: Provide computer training to staff.

Tasks	Progress	Completion Date
1 Solicit input from staff as to what training they would like to receive.	100%	12/17/2009
2 Gather a list of available trainings in the community.	100%	12/17/2009
3 Determine the appropriate trainings for each staff.	100%	12/17/2009
4 Determine available funds for trainings.	100%	12/17/2009
5 Register for trainings.	100%	12/17/2009
6 Employees attend the trainings.	100%	12/17/2009

Strategy 1.1B: Cross training of employees.

Tasks	Progress	Completion Date
1 Identify the limits of each program.	100% ongoing	12/17/2009
2 Have program coordinators provide in-services during weekly staff meetings.	100% ongoing	12/17/2009
3 Provide weekly updates on program activities.	100% on going	12/17/2009
4 Schedule time for staff cross training.	100%	ongoing

Goal 2: To change the image of the Health District and communicate that to the public.

Objective 2.1: To provide excellent customer service.

Strategy 2.1A: Determine the areas of need to improve customer service.

Tasks	Progress	Completion Date
1 Develop a client satisfaction survey.	100%	11/2010
2 Solicit input from staff.	0%	
3 Solicit input from the community.	0%	
4 Analyze results.	0%	
5 Conduct an annual client satisfaction survey.	0%	

Strategy 2.1B: To identify and maximize resources to improve customer service.

Tasks	Progress	Completion Date
1 Explore the use of volunteers.	100%	12/17/2009
2 Utilize the senior college nursing students.	100%	12/17/2009
3 Find better ways to provide community education.	100%	12/17/2009
4 Explore partnerships with other community organizations.	100%	12/17/2009

Central Valley Health District Agency Strategic Plan

Objective 2.2: Market the Central Valley Health District to the public.

Strategy 2.2A: Develop a marketing plan.

Tasks		Progress	Completion Date
1	Assign someone or a committee to be the marketing leaders for CVHD.	100%	12/17/2009
2	Change the CVHD Logo	100%	12/17/2009
3	Update and improve CVHD website.	100%	12/17/2009
4	Update the CVHD brochure.	100%	12/17/2009
5	Develop a monthly newsletter. (changed to quarter instead of monthly)	0%	ongoing
6	Develop weekly articles for radio and newspaper.	100%	12/17/2009

Goal 3: To expand program services and availability to the community.

Objective 3.1: Explore the possibilities of expanding services and increase availability to the community.

Strategy 3.1A:

Tasks		Progress	Completion Date
1	Explore hiring a social worker.	0%	12/17/2009
2	Explore hiring a nutritionist.	0%	
3	Explore physical activity grants.	0%	
4	Develop and promote CVHD as “Ask a Nurse”.	0%	12/17/2009
5	Explore hiring a physician.	0%	12/17/2009
6	Train someone as a diabetic educator.	100%	12/17/2009
7	Increase hours of operation.	100%	12/17/2009

Goal 4: Update and improve the organizational culture.

Objective 4.1: Revise current policies and procedures.

Strategy 4.1A: Evaluate the Health District policies and procedures.

Tasks		Progress	Completion Date
1	Develop a policy assigning term limits for Board of Health members.	0%	
2	Define what true public health services are.	50%	ongoing
3	Implement a fee structure that is based on client income.	100%	12/17/2009
4	Develop polices to set limits for clients.	100%	
5	Explore the possibility of CVHD becoming a foundation (501 (c) 3 status).	0%	12/17/2009
6	Develop an employee orientation manual.	100%	12/17/2009