



Public Health
Prevent. Promote. Protect.

Iredell County Health Department

Iredell County Health Department

2014 Re-Accreditation Narrative



June 1, 2014

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Making Public Health Excellent!

History & Geography

Iredell County was incorporated in 1788 when it was formed from adjacent Rowan County. It is named for Judge James Iredell (1751-1799), Attorney General of North Carolina during the Revolutionary War and a delegate to the Constitutional Convention of 1788. The name Iredell, originally Eyredale, dates back to year 1066 to the Battle of Hastings, and it means “a valley of flowing air”. The Iredell County Health Department was established in 1942 and was recognized as a department within Iredell County government.

Iredell County is in the central section of the State and is bounded by Rowan, Cabarrus, Mecklenburg, Lincoln, Catawba, Alexander, Wilkes, Yadkin and Davie counties. The present land area is 574.13 square miles. Statesville, established in 1789, is the county seat.

There are five divisions (Executive, Administration, Public Health Development & Promotion, Clinical Services and Environmental Health) within the department and they together employ 109 individuals.

Demographics

Population Estimate	164,517 (2013)
Race	White: 83% African American: 12%
Ethnicity	Hispanic or Latino: 7%

Economic Snapshot

Unemployment	5.8% (April 2014)
Median Household Income:	\$50,058
Below Poverty Line:	14%

Source U.S. Census Bureau: State and County QuickFacts:03/14

Education (25+ YOYA)

High School or GED	29.3%
Some college, no degree	23%
Associates Degree	9.6%
Bachelor's Degree	26.2%

Source U.S. Census Bureau, 2008-2012 American Community Survey

Locations:

Iredell County Health Department Statesville Central Office 318 Turnersburg Highway
Iredell County Health Department Mooresville Central Office & Environmental Health 610 East Center Avenue
Environmental Health Building Standards Center 349 North Center Street



Iredell County

The county seat of **Statesville** is approximately 45 miles north of Charlotte and approximately 130 miles west of Raleigh, the state capital. Lake Norman, the nation's largest manmade lake by surface area, extends into the southwest portion of the county with approximately 520 miles of shoreline.



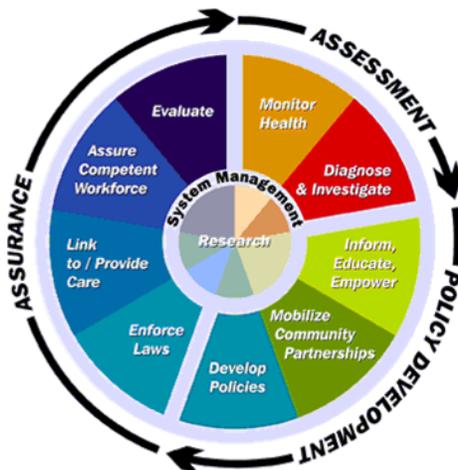
Inside the Executive Division

Jane Murray, RN, BSN, MS

Jane Murray became the Iredell County Health Director in September of 2013. Prior to her arrival in Iredell County, Jane was serving as the Chief Executive Officer of Hospice of Scotland County. Her public health background includes 5 years as the Scotland County Health Director with an additional ten years of nursing leadership experience at the health department. Jane holds a Bachelor of Science in Nursing from UNC-Charlotte and a Master of Science in Public Management from UNC-Pembroke. She is also a 2005 graduate of the Southeast Public Health Leadership Institute. Jane believes in community involvement and has served as the chair and vice-chair of Scotland County Board of Health, chair of the Scotland County Partnership for Children and Families, chair of the Scotland County Child Fatality Team and also served on the Scotland County Community Child Protection Team, Juvenile Crime Prevention Council and Aging Advisory Council. It is evident from Jane’s experience that she is dedicated to improving public health. She understands the value of strong community partnerships for achieving the most optimal health outcomes for

the community. Jane is pleased to be serving the citizens of Iredell County and looks forward to helping make Iredell County a healthier community.

The role of the public health director is to assure the core functions of public health and ten essential services are followed to provide the framework for all activities of the Department. Jane assures programs and services are administered appropriately, serves as the secretary to the Board of Health, enforces rules and helps to reduce public health nuisances and imminent hazards. The health director also searches to find causes of infectious, communicable and other diseases and advises local officials concerning public health issues. The public health director also exercises quarantine and isolation best practices, communicates urgent and non-urgent health information to reduce health risks in the community and considers community needs when planning, implementing and evaluating public health programs.



Rebecca Manning, Executive Assistant

The Executive Assistant provides high-level administrative support to the public health director and coordinates special projects with the leadership team. She provides administrative organizational and program support to the office of the health director. She coordinates special projects like the assurance of full compliance with all Public Health Accreditation standards related to Governance and the Board of Health. Rebecca assists the health director in the development and planning of the new service excellence initiative. She also researches and reviews data and information related to possible new initiatives or programs. Rebecca drafts documents and reports needed to substantiate and support the implementation of these programs and services. Furthermore, she provides administrative support to the Health Director related to Board of Health activities. Additionally, Rebecca assists with other external and internal communications with staff, division directors, the county manager, Board of Commissioner or community partners.



William Griffith, MHA

Inside the Administration Division

The Administrative Division of the Iredell County Health Department is responsible for the day to day administration of the business management functions of the department, as well as the Vital Records program. The business management functions include, but are not limited to, preparing, implementing, and administering the department's fiscal and budgetary operations, including purchasing, accounts payable and receivable, the administration of the department's management information technology systems, personnel and payroll administration, implementing applicable State and Federal health mandates, preparing/presenting applicable requests to the Iredell County Board of Health and the Iredell County Board of Commissioners, developing business related policies and procedures for the Health Department and preparing Federal and State grant budget requests.

Fiscal and Budgetary Operations Management:

The Administrative Division oversees the creation and monitors the individual budgets of each division (Executive, Administration, Clinical Services, Environmental Health, and PHDP), the consolidated budget for the department, over 25 individual DHHS State contract budgets and a program specific budget for the Medicaid Cost Review and Audit. All departmental expenditure requests must be approved and scrutinized for conformance to specific fiscal and budgetary guidelines; the collection of fees must be coordinated and monitored, along with grants and third-party insurance payments, including the deposit of said revenues into the proper accounts. County and North Carolina DHHS reporting of all expenditures and revenues is managed by the division.

Personnel and Payroll Administration Management:

The Administrative Division oversees the personnel and payroll administration activities of the Health Department, serving as a technical resource for human resource policies and procedures. In conjunction with the respective division managers, the division oversees the processing of recruitment activities, as well as the processing of new hires of health department personnel, including nurses, nurses' aides, social workers, health educators, environmental health specialists, laboratory personnel, supervisors and clerical personnel, as well as their orientation. The division also assures adherence to agency, state, and federal personnel and payroll regulations. The division oversees the maintenance of all personnel records and preparation of the payroll, leave reports, and all other statistical personnel reports.

Purchasing:

The Administrative Division oversees the purchasing of all departmental supplies, equipment, and maintenance and repair needs for each division, as well as the supplies and equipment for the Statesville and Mooresville building facilities. All purchase requests must be approved and each is scrutinized for conformance to specific budget guidelines and determination of need prior to approval. The division also oversees the bidding for materials and supplies from specific vendors.

Facilities Management:

The Administrative Division manages the maintenance of the keys and key log for the building facilities, analyzes and oversees any repairs or modifications to the building and assigns a team member to act as the Deputy Emergency Coordinator for the Statesville facility. Signing authority for all maintenance requests and all building invoices have been delegated to this division.

Vital Records:

The Administrative Division oversees vital records responsibilities of the department, including the processing of all birth/death certificates and the reporting to the Iredell County Registrar of Deeds and the State of North Carolina.

Information Technology Systems Management and HIPAA Security:

The Administrative Division oversees the integration of the Health Department's internal data systems, the coordination of the flow of data to and from various sources, the statistical reporting, training, HIPAA Security and the development of new systems. The division serves as a technical resource and interfaces with the NetSmart User's Group, as well as private computer vendors.



Norma K. Rife,

Inside the Public Health Development & Promotion Division

There are two sections within the Public Health Development & Promotion (PHDP) Division. The sections are Health Promotion Section and the Development Section. This division has four full time employees: an administrator, two health planners and one administrative assistant. The division lost a few positions before 2011 due to reduced and limited external funding. The five year trend is for positions to turnover every few years so retention is challenging. A health education position was proposed for FY 14-15; however, it was not approved. A primary goal is to have each team member work at their highest level possible and this is partially achieved through advanced training. Team members struggle with prioritizing duties because of numerous and varied internal and external requests for services, programs or specialty support. Some lean practices are implemented to better meet needs. See the divisional report at http://www.co.iredell.nc.us/Departments/Health/Newsletters/Public_Health/2012-2013_Annual_DP_Report_Newsletter.pdf

Development Director (D), Health Promotion Section (P), Administrative Assistant (A)

Strategic Planning (D): The development component is an innovative public health position that facilitates strategic planning to provide a touchstone to the organization for how business decisions are made so prioritized data driven action plans and objectives are designed, implement and measured.

Public Health Accreditation Management (D): A strategic focus on continuous improvement to protect the health of the public by advancing the quality and performance of local public health processes, systems, core functions and ten essential services of public health.

HIPAA Compliance (D): The primary goal of the law is to make it easier for people to keep health insurance, protect the confidentiality and security of healthcare information and help the healthcare industry control administrative costs. The agency assures HIPAA compliance, adherence to the privacy and security rule, manages breach notifications and conforms to the HITECH ACT and Omnibus Rule. HIPAA risk analysis and management are key components of compliance as well.

Partner Development (D) & (P): This agency partners with local, regional and state level individuals for various public health purposes. High-quality development is the key to transforming local economies and creating shared prosperity to improve healthy behaviors that will in turn improve top health concerns. Since this division has extremely limited resources, local, regional and state level partners provide critical resources to deliver public health related services to the general and targeted populations.

Program Development (D) & (P): The administrator and health planners strategically work with internal and external partners to research, plan, implement and evaluate evidence-based practices that improve opportunities for enhanced health.

Lean Health Care (D): Process improvement methodologies, strategies and tools are used to impact quality, efficiency, effectiveness, cost and customer satisfaction. This division works with internal and external local, state and regional partners to identify improvement opportunities to enhance public health practices. There are limited human resources for this critical work.

Resource Development (D) & (P): The health planners request external funding for programs that they deliver and the director of the division has the capacity to write larger grants for any division within the agency; however, very limited time is available to focus on this due to limited human resources constraints.

Public Information Officer (PIO) (P): The PIO offers urgent and non-urgent releases of public health information at times to the general and targeted populations to reduce health risks. The PIO is also responsible for marketing services and creating critical documents using appropriate health literacy techniques.

Healthy Carolinians, Community Transformation & Healthy Communities Programs (P): Programs and services delivered impact the top health concerns in Iredell County. Health planners gather and analyze data to assess the need for policy, systems and environmental changes that positively impact health outcomes. Current evidence-based action plan focuses are healthy eating, active living and tobacco-free living.

School & Community Based Programs (P): A health planner works with the schools and community agencies to provide information, education and programs not limited to the following topics: puberty, HIV/STD, personal hygiene, breast cancer, prostate cancer, bullying, postponing sexual involvement, contraception options and child fatality.

Volunteer Program (A): The administrative assistant works to recruit interns and volunteers from the community and universities to provide public health related learning experiences while enhancing public health in multiple ways.



Inside the Clinical Services Division

Over the past four years Clinical Services has seen the number of visits completed in all programs decline just as they have across the State. This division has seized this opportunity to focus on quality and efficiency improvements.

One efficiency improvement has been to offer walk in flu shots rather than having large community clinics that required patients to wait in long lines. Making this change improved availability to the clients with improved efficiency and decreased cost to provide the service. This division continues to offer on-site flu shots to assisted living facilities.

Susan Johnson, RN, BSN

In 2011, team members embarked on a major medical record scanning project, scanning all records from 2007 to present. This project took two years to complete with the help of Advanced Imaging Systems, who did the actual scanning, and Once Source Document Solutions from whom **Laserfiche software** was purchased in order to easily access the scanned documents. An interface was created between Laserfiche and the **Insight electronic medical record (EMR) system** so that staff can press a “hot key” while in a patient’s EMR to access the scanned documents. During the scanning project records were managed in such a manner that their location was known at all times so that they could be easily located for quick access. The timing of the scanning project and the roll out of future EMR modules was strongly considered when managing the project. All remaining records from 2006 have been logged and archived to our Mooresville storage room.

Late in 2011 a workgroup was formed with members of various front line staff to develop **multiple EMR modules** for use. The group systematically went through each screen of each module to develop the drop down boxes, special EMR note screens, etc. and detailed instructions based on patient flow. The Lab module was the first to be rolled out, followed by STD, Child Health, Family Planning, Maternal Health and TB. Prior to each roll out, staff received detailed training and an opportunity to work in a test setting. Following the roll out of each module, the group continued to evaluate weekly how the module was working on the front line. The group would discuss problems that had been identified and reported to them by other front line users, develop solutions, and re-evaluate until the module was working smoothly. The final module was rolled out in February 2014.

In March 2011, **CSC and MCC converted to the now CC4C and PCM programs** which have their own electronic medical record system, CMIS. Later in 2014 the WIC program will begin using fully electronic documentation with Crossroads software from the State.

In August 2013, we began offering **“walk-in” lab services** to the general public. These services are not meant to compete with similar existing services, but are meant to offer low cost lab services to those in the community without insurance or with insurance that does not cover the cost of labs. Due to outstanding pricing we received from our reference lab, ICHD is able to offer testing at much reduced rates compared to other drawing facilities. Patients simply present their physician orders, are registered, make payment and have their blood drawn. Results are faxed to their physician the next day in most cases. This division also offers a select number of tests on standing order from our medical director so that patients can walk in and simply request the test. In these cases, every effort is made to identify a physician to whom we can send the results as well as to the patient. This has received much positive feedback from physicians and patients, with many patients stating that this has allowed them to get blood work they have needed for years but could not afford.

In an effort to tap into other revenue sources, in July 2014, this division will begin offering **post- partum newborn home visiting services to newborns with Medicaid and their mothers**. Registered nurses will make one home visit between 7 and 14 days following the newborn’s discharge from the hospital in order to assess both the mother and baby for any problems. If problems are found, appropriate referrals will be made.

In addition, we will start offering sports, work, college, women’s health, and DOT physicals for flat rate fees. All these additional services will be provided with existing staff.



Inside the Environmental Health Division

The Environmental Health Division serves as the local governmental arm of the North Carolina Department of Health and Human Services (NCDHHS). As agents of the State, staff provide environmental education as well as enforcement of state laws, rules and local ordinances pertaining to food sanitation, wastewater disposal, private drinking water wells and other public health concerns.

Brady Freeman, REHS

The Environmental Health Division has two offices due to the two main population centers that have had significant political influence in this county, which are the southern end of the county and the Statesville area or northern end of the county. The political influence, along with the unusual length of Iredell County, has made it a natural fit for the existence of two offices. In April 2012, the Statesville EH office was relocated from the Health Department at 318 Turnersburg Highway to the Building Standards Center at 349 N Center St, Statesville. This move was part of a Central Permitting approach for the various construction-related permitting agencies in Iredell County.

Over the past many years, staff in one office may have seen changing trends quicker than the other. The range of issues experienced in each site has created gained knowledge and improvements. Diversity among staff, in both locations, provides the varied talent needed to meet tough challenges. This division is currently involved in a quality improvement project to convert paper installed septic permits to a digital format, in hopes to eventually provide online access. The lessons learned and tools obtained from the NC Center for Quality Improvement provided an avenue to create numerous efficiencies that are now saving this division time. Efficiency is critical for this division, since the economic downturn stimulated the need for three environmental health specialists to be let go, due to the reduction in force need.

Due to volume and skills needed, the Environmental Health Manager position has a supervisor for the Food, Lodging and Institutional Sanitation Section and a supervisor for the On-Site Wastewater Section. This was necessary to provide the oversight and guidance needed so team members can best protect and promote environmental health in Iredell County.

Services Provided

<ul style="list-style-type: none"> • Inspection of Food, Lodging & Institutional Establish- 	<ul style="list-style-type: none"> • Public Swimming Pool Permitting & Inspection
<ul style="list-style-type: none"> • Investigation of Environmental Complaints 	<ul style="list-style-type: none"> • Septic Tank System Permitting & Inspection
<ul style="list-style-type: none"> • Lead Poisoning Investigation 	<ul style="list-style-type: none"> • Tattoo Parlor Permitting & Inspection
<ul style="list-style-type: none"> • Private Drinking Water Well Permitting and Inspection 	<ul style="list-style-type: none"> • Inspection of Child Care Facilities