

2009

Maine Public Health Nursing Program Strategic Plan, 2009-2011

Maine Center for Disease Control and Prevention

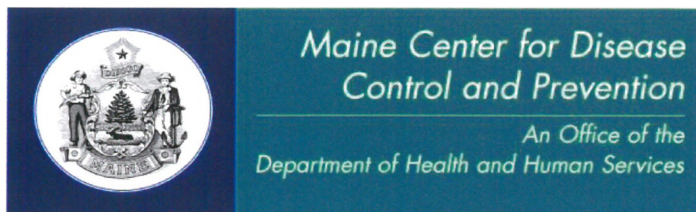
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John E. Baldacci, Governor

Brenda M. Harvey, Commissioner

Maine Public Health Nursing Program

Strategic Plan

2009 – 2011

State of Maine
Department of Health and Human Services
Maine Center for Disease Control and Prevention

Caring..Responsive..Well-Managed...

We Are DHHS

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Maine Public Health Nursing Strategic Plan

2009 - 2011

Introduction and Background

Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide Public Health Nursing (PHN), with a focus on the future. This process requires information gathering, development and an exploration of strategic themes. The plan helps to facilitate communication and participation, accommodates divergent interests and values, fosters analytical decision making, and promotes successful implementation of overall programming. PHN must develop effective strategies to cope with change and changing circumstances in Maine, and to develop a coherent and defensible basis for decisions.

Public Health Nursing will continue to have as its center the three core functions of Public Health and the 10 essential public health services.

Core Functions:

- Assessment
- Assurance
- Policy development

Essential public health services:

- Monitor health status
- Diagnose and investigate health problems and health hazards
- Inform, educate, and empower people
- Mobilize community partnerships to identify and solve health problems
- Develop policies and plans
- Enforce laws and regulations
- Link people with health services and ensure the provision of health-care otherwise unavailable
- Ensure a competent public health workforce
- Evaluate the effectiveness, accessibility and quality of health services
- Conduct research



PHN entered into a strategic planning process for a variety of purposes, including the following:

- To clearly define the purpose of PHN and to establish realistic focus areas that are consistent with PHN's mission and vision.
- To communicate the focus areas
- To direct PHN's resources on key priorities
- To provide a mechanism to measure progress
- To gather and organize stakeholder feedback to identify current PHN status and to define future directions
- To provide a clear view of the PHN program, producing more efficiency and effectiveness
- To create a team approach and a shared vision
- To assist in major problem identification and problem solving

This strategic plan will guide the work of Maine PHN by effectively defining the identified strategic themes. PHN strategic planning works towards accomplishing a shared vision within Maine Health and Human Services (DHHS) and Maine Center of Disease Control and Prevention (CDC) to further strengthen Maine's commitment to public health. It reinforces PHN beliefs in PHN workforce, collaborative community partnerships, external stakeholders and customers. It commits PHN to a path of excellence whereby PHN can continue to serve the people of Maine.

Public Health Nursing Strategic Planning Process

May 29, 2008	• Strategic Planning (SP) meeting to discuss process and timelines
June 16, 2008	• SWOT planning meeting and identification of stakeholders: internal and external. Decision to utilize electronic survey tool.
June 30, 2008	• SP team meeting to review stakeholder list and finalize SWOT process and questions
July 2008	• Electronic format SWOT conducted
Sept. 10, 2008	• SP team meeting to review initial survey results
Oct. 1, 2008	• SP team meeting to review final SWOT results, draft the mission and vision statements and the strategic issues, and to evaluate the 2004 SP.
Oct. 17, 2008	• SP team meeting to review final ASTDN white paper, redefine the strategic issues, finalize the mission and vision statements, and assign writing teams
Nov. & Dec. 2008	• SP writing teams worked independently
Jan. 22, 2009	• SP team meeting to review the work of the writing teams, and to readjust the format of the document
Feb. 5, 2009	• SP team meeting to write as a group, and to review the new format development.
Feb. 25, 2009	• SP team meeting to edit the writing and develop the final draft
March 2009	• Submit the final SP draft to outside consultant for review
April 2009	• Disseminate the final draft

Public Health Nursing Function and Responsibility

PHN operates as part of the Maine Department of Health and Human Services, within the Maine Center of Disease Control and Prevention, Division of Family Health. PHN has been a vital component of the Department of Health and Human Services since 1920.

PHN in Maine has defined its role as: “assessing health status, defining health options, developing policies, and assuring access to services for individuals, families, and communities,” with a goal of disease prevention and health promotion. PHN services in Maine are provided in homes, clinics, schools, community and other settings. Public Health Nurses promote, support and collaborate with other State of Maine Programs.

Public Health Nursing practice is based upon interventions. These interventions are defined as actions that public health nurses take on behalf of individuals, families, systems, and communities to improve and/or protect health status. Public Health Nursing interventions are unique in that they meet the following criteria:

- Based on community need
- Focused on populations at risk
- Address broad determinates of health
- Are preventative in nature

Public Health Nursing continues to work towards maximizing the overall health of individuals with the resources available, while at the same time seeking and advocating for improved resources.

PHN adheres to the public health approach in addressing health issues with the:

- Identification of risk factors
- Identification of at risk populations
- Addressing of risk factors
- Assessment of interventions
- Identification and addressing of high priority areas
- Assuring the quality of service delivery
- Measuring the outcomes of PHN interventions

Public Health Nursing’s purpose is to assist people in developing strategies that will lead to longer and healthier lives regardless of age, gender, income, or ethnicity. This can only be accomplished in collaboration with other health care providers, populations and communities, and the individuals who comprise them. The challenge is addressing and meeting the *Healthy Maine 2010* health objectives, while also being prepared to address the unexpected and/or unplanned public health emergencies that could impact the people of Maine.

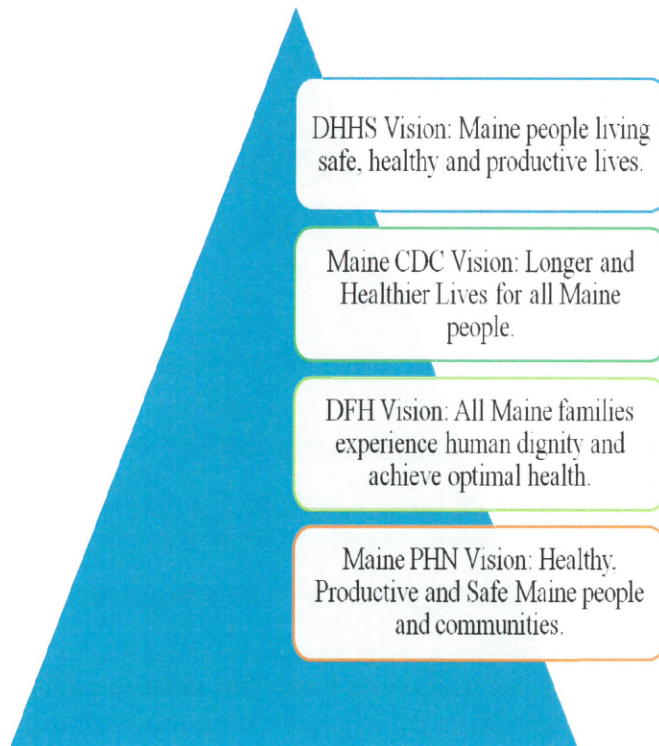
PHN Role



PHN Vision and Mission

Vision: Healthy, productive and safe Maine people and communities.

Mission: Public Health Nursing provides expertise and leadership to improve the health of populations.



Public Health Nursing accomplishes this by the following:

- Utilizing Maine Department of Health and Human Services' District Health Profiles to determine Public Health Nursing interventions
- Case Finding for the purpose of locating individuals and families with identified risk factors, diseases, conditions, disorders, and connecting them with resources
- Participating in research as an independent Public Health Nursing project or in cooperation with Maine CDC and other state programs, with local community initiatives, or with other professional initiatives
- Contributing to the ongoing research, review, and revision of the Omaha System, an international standardized nursing language

STRENGTHS

- Staff has a high level of expertise
 - Public Health is a *specialty*:
 - PHNs are not 'Jacks of all Trades'
 - Population based services
 - Role serves as a safety net for at-risk populations
 - Data management is electronic;
- Creates potential for improved communication and research

WEAKNESSES

- Lack of marketing, public relations:
 - "PHN is a well kept secret"
 - Territories are too large
- Staff numbers are insufficient for caseload
 - Services are not equitably balanced:
- There are other needy populations such as the elderly who are not being addressed
- Lack of educational opportunities for PHNs
- Lack of career ladder

2008 Public Health Nursing Task Force SWOT Analysis

OPPORTUNITIES

- Collaboration with other agencies to address public health issues
- Primarily prevention i.e. childhood obesity, healthy lifestyle choices
- Re-districting: PHN can maximize services by closer collaboration with other agencies
- Improve population based services that are needed, e.g. aging population

THREATS

- Poor salaries
- Negative impact of state financial situation
- Lack of educational and career ladder opportunities for staff
 - No flexibility in work schedules
 - Increased demands for services
- Anti-state sentiments present a barrier
- Nursing shortage, aging workforce

Strategic Themes

The following themes constitute the strategic direction for PHN over the next two years. Included in these themes is consideration of programmatic elements and a comprehensive internal and external assessment (SWOT Analysis). Each theme is addressed in terms of the three core functions of Public Health.

1. Population-focused Services

Assessment

- PHN gathers and uses data that identifies populations who suffer disproportionately from disease, injury or poor health
- PHN makes data available and accessible to the public
- To assure accuracy of assessment and realistic planning for community services, PHN establishes trust with individuals and populations

Policy Development

- PHN promotes and engages in diverse and expanding partnerships to learn about health disparities and work with communities to formulate sustainable solutions to health inequities
- To provide policy leadership, PHN works with teams or serve on boards of health to direct efforts to clarify the role of state and local health departments toward elimination of health disparities
- PHN collaborates with governmental agencies, non-governmental partners and community leaders to create dialogue that increases understanding of the social determinants of health and how policies and laws can improve health for all

Assurance

- PHN identifies population groups who are not in the system or who do not present for care, and then provides case management for these high risk population groups
- PHN systematically and reflectively examines policies and programs with communities and recommends change where needed to assure that public health policies and programs are culturally competent.
- PHN uses quality improvement methods (Plan, Do, Check, Act) involving diverse communities to pilot and test health promotion and disease prevention programs prior to large scale mobilization in the community
- PHN addresses the population's needs by collaboration, service, training, and outreach
- Population-focused efforts integrate primary prevention, such as education about childhood obesity and promoting healthy lifestyle choices
- Secondary prevention, such as teaching children to manage their asthma or providing an influenza vaccination program to state employees

2. PHN Workforce Development

Assessment

- PHN utilizes data to identify workforce development needs.
- PHN activities and capabilities are promoted through reports, website postings, collaborations, and other communication methods.

Policy Development

- PHN is inclusive and assumes a diverse and balanced representation in policy development by including non-traditional partners, groups with opposing views, and clients of various demographic groups.
- PHN ensures cultural competency is incorporated into all policies and procedures.
- PHN strengthens relationships with higher education organizations to generate interest in the specialty of Public Health Nursing.

Assurance

- PHN adheres to nondiscrimination policies and hiring practices to promote a diverse and welcoming workforce.
- PHN advocates for workforce diversity in state and local health departments with a special focus on the recruitment of professional nurses and the core public health disciplines.
- PHN provides a visible presence to elementary, middle, and high school students encouraging them to consider nursing as a profession.
- PHN internalizes cultural competence as a core value and major job expectation.
- PHN reaches out to newly licensed nurses at the local, state, and national levels to introduce and recruit them into the Public Health Nursing profession by serving as a coach, preceptor, or mentor.
- PHN undertakes educational opportunities that support advancement and keep the knowledge base current.
- Budget constraints are addressed in an equitable manner for the optimal operation of the Program.

3. Eliminating Inequities in Health

Assessment

- PHN identifies inequities within specific populations and identify vulnerable groups.
- PHN translates data into information that identifies opportunities to address the health disparities and needs in a particular locality which inform and direct plans and activities.

Policy Development

- PHN raises the awareness of the root cause of health disparities
- PHN offers education on the causes of disease.
- PHN listens with an open mind and advocates for and with clients and communities to identify barriers to health care services.
- PHN acts as an advocate for both individuals and groups to remove organizational and institutional barriers to health care services.

Assurance

- PHN adheres to and support laws and regulations that protect health and ensure safety.
- PHN works with state and other health departments to assure that professional nurses and core public health disciplines are represented.
- PHN participates in and contribute to community and professional advisory boards and committees to assure that inequities are addressed.

Measuring Progress

Over the next two years PHN will measure compliance and progress with the themes established in this strategic plan by an annual assessment of the inclusion of each theme's components.

To measure the progress PHN will utilize the following:

- All materials published by PHN, including the PHN Annual Report.
- New and revised PHN policies, procedures, and protocols
- Growth in PHN collaborative efforts with population groups, communities, educational institutions, and other public health programs.
- Electronic health record outcome data

Conclusion

By utilizing the three strategic themes of population focused services, PHN workforce development, and elimination of inequities in health, to guide PHN decision making strategies, the PHN program will meet its mission of providing expertise and leadership to improve the health of populations.

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Date

