

Randolph County Public Health Strategic Plan

2020-2022



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Introduction

Randolph County Public Health's Strategic Plan describes the agency's operational framework and key priority areas for the years 2020-2022. Through a collaborative process involving public health staff and community partners, health priorities have been identified for the county. By thinking creatively and critically, we will be better able to address priorities determined by staff and community partners over the next two years. The Strategic Plan outlines the department's commitment to focus on these areas while still meeting the operational goals of the agency.

Randolph County Public Health serves as the lead in many of the goals outlined in this report. However, a successful outcome is only achieved through the collaboration of agencies, organizations and committees working together toward these common goals. The strategic plan focuses on the entire health department. It is not intended to be a stand-alone document. It purposefully aligns with other important assessment, planning, and evaluation work such as the community health assessment, community health improvement plan, and other operational work plans.

The strategic plan will be revised as projects are addressed and completed. A report will be compiled and presented to Randolph County Board of Health annually.

Mission

To preserve, protect and improve the health of the community through collection and dissemination of health information, education and service programs aimed at the prevention of disease, protection of the environment and improvement of the quality of life for our citizens.

Strategic Planning Process

Members of Randolph County Public Health's Management Team and partnering agencies, organizations and committee members met for a day in December 2019 to determine the needs of key partners and to establish strategic priorities for public health.

Framework for Strategic Planning

- SWOT – strengths, weaknesses, opportunities and threats
- Identify/define gaps in services and programs
- Identify current programs/resources (prevent duplication of services)
- Identify missing partners/stakeholders
- Identify core areas for goal setting for strategic plan

Strategic Planning Session

- Overall goals for Randolph County Public Health
- Develop objectives and action items
- Next steps
- Evaluation

Contributors

Health Department Staff

Susan Hayes, Health Director
Tara Aker, Assistant Health Director
Kathi Auman-Einig, WIC/Nutrition Director
Ernie Hall, Computer Support Technician
Jaron Herring, Environmental Health Supervisor
Brooke Hogan, Executive Assistant
Darlene Hill, Finance Officer
Rebecca Hinshaw, Nurse Manager
Alison Johnson, Health Educator
Wayne Jones, Environmental Health Supervisor
Wendy Kennon, Health Education Supervisor
Kendall Phillips, Health Educator
Lynsay Saunders, Nurse Manager
Misty Smith, Clerical Supervisor
Cindy Trogdon, Childcare Nurse Consultant
Wesley Vann, Animal Services Manager
April Wilburn, Director of Nursing

Board of Health

Marty Trotter

External Support

Alejandra Chavez, Public Health Education Intern
Elworth Cheek, Mt. Nebo Holiness Church
Tremonteo Crawford, Randolph Health
Ashley Duggins, Prevo Drug
Roxanne Elliot, First Health
Jennifer Ferguson, School Nurse RCSS
Amber Fernando, WIC Dietetic Intern
Kathryn Gillispie, School Nurse RCSS
Mark Hensley, Senior Adults Association
Zeb Holden, Archdale City Manager
Elbert Lassiter, Randolph Community College
Mary Joan Pugh, Community Partner
Amber Scarlett, WIC Dietetic Intern

The SWOT analysis conducted by the Strategic Planning Advisory Committee identified the following strengths, weaknesses, opportunities, and threats Randolph County Public Health should consider when drafting the 2020-2022 Strategic Plan. Randolph County Public Health’s Management Team reviewed the SWOT analysis results and selected focus areas based on staff capacity, funding, and current resources.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Electronic Medical Records – Analytics • Community Connection <ul style="list-style-type: none"> ○ Community Health Assessment Survey ○ Collaboration “conveners” • Broad approach to public health • Strong support from leadership <ul style="list-style-type: none"> ○ Board of Health ○ Board of County Commissioners • Reliable • Strong, experienced staff • Well-rounded staff • Adaptable • Team approach – internal and external 	<ul style="list-style-type: none"> • Family life instability <ul style="list-style-type: none"> ○ Lack of resources (mental health, opioid) • Lack of awareness of public health responsibilities <ul style="list-style-type: none"> ○ Roles of public health vs. Department of Social Services (DSS) • Lack of education going out to the public <ul style="list-style-type: none"> ○ Reach out to communities / schools • Access to healthy food • Getting uninsured signed up for Medicaid <ul style="list-style-type: none"> ○ Language barrier ○ Transportation barriers • Representation of health care providers <ul style="list-style-type: none"> ○ Engage with providers • Instability of the future of Randolph Health <ul style="list-style-type: none"> ○ Buyout ○ People employed • Lack of provider who can see male clients

Opportunities

- Corporate wellness messaging
- Social determinants of health
- Succession planning for public health
- Social media – snap chat, twitter
- Appointments via text
- NCCare360
- Updating mission statement
- Creation of vision statement
- Better align partnerships
 - Ensure services are not duplicated
 - Ensure services are accessible
- New staff as a result of retirements
- Dental clinic expanding services to adults
- Grants – local and regional
- Expand outreach (program cards, brochures, expansion of website)
- Continued presence in community and schools
- Health education workforce and workflow (# issues per educator)
- Integration of health outreach into clinical environments
- Animal services transition
- Technology-public health app and patient portal
- Telehealth access for patients

Threats

- More staff retiring
- Medicaid, state and county funds
- Healthy lifestyle / quality of life
 - Obesity
 - Nutrition
 - Opioid crisis
 - Economy
- Hospital services
- Access to mental health services
- Lack of public empathy
- Emerging communicable disease
- Lack of foresight of emerging public health issues from the public and funders
- Diminishing support resources – faith-based communities due to lack of connectedness to the community; buy-in
- Perpetuation of stigma
- Lack of health equity focus, transportation, access to care, employment

Priorities, Objectives and Strategies

Randolph County Public Health identified the following five strategic priorities based on issues identified in the 2016 Randolph County Strategic Plan; 2017 Needs Assessment and Health Equity Data Analysis Randolph County report; input from the Strategic Planning Advisory Committee; and the community through the 2019 Community Health Needs Assessment.

1. Enhance access to medical, dental and mental health services in the community.
2. Promote wellness and lifestyle changes through outreach and education.
3. Enhance communication and marketing.
4. Integrate technology into clinic services, education and outreach, communication strategies and data analysis to ensure patient focused care.
5. Obtain funding through grants and public health department revenue to meet and/or exceed revenue budget targets.

This section outlines the strategies and objectives for each priority. The primary strategies that will support the objectives are listed below with the lead individual and key partners responsible for implementation.

Priority 1: Enhance access to medical, dental and mental health services in the community.

Objective 1: By December 2022, collaborate with community partners to remove barriers to health care services.				
Strategy	Outcome	Responsible Program/Position	Time Frame	Progress / Outcome
1.1a Create organic, virtual community resource guide which includes criteria to receive services and documents required to apply	Improve access to community services or resources	Health Education Assistant Health Director	Year 3	
1.1b Support development of a LatinX coalition	Strengthen connection to LatinX community	Health Education	Year 3	

1.1c Establish memorandum of agreement with providers in the community to accept referrals from RCPH (i.e. specialists, dental)	Increase access to specialty care	Health Director Director of Nursing	Years 2-3	
1.1d Collaborate with DSS to educate community on Medicaid Transformation plans enrollment	Increase access to care	Health Education DSS	Years 2-3	
1.1e Hire PA or FNP to see male clients for sexually transmitted infections	Increase number of clients served	Health Director Director of Nursing	Years 1-2	

Objective 2: By December 2022, evaluate capacity for the department to provide comprehensive dental care for adults.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
1.2a Assess need for comprehensive dental care for adults	Data to guide comprehensive services	Dental	Year 3	
1.2b Assess costs of providing comprehensive dental care for adults	Data to guide comprehensive services	Dental	Year 3	

Objective 3: By December 2022, enhance integration of clinical services to increase access to services for medical, dental, mental health and social determinants of health.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
1.3a Identify an existing Randolph County group for local primary care providers for collaboration	Systems wide approach	Health Director Director of Nursing	Years 2-3	
1.3b Train RCPH staff and make training available to local providers on social determinants of health screening tool	Clients linked to needed services	Director of Nursing NCCARE360 Navigator	Years 2-3	
1.3c Reinitiate NCCARE360	Increased access to community services and resources	Health Department Staff Community Partners	Years 2-3	
1.3d Support NCCARE360 enrollment of three community partners	Access to statewide system	Health Director NCCARE360 Navigator	Years 2-3	

Priority 2: Promote wellness and lifestyle changes through education and outreach.

Objective 1: By December 2022, re-establish Healthy Randolph wellness subcommittee.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
2.1a Reach out to community partners	Expand committee	Health Education	Years 2-3	

2.1b Establish meeting calendar (in-person or virtual)	Commit to meeting schedule	Health Education	Years 2-3	
2.1c Identify two health issues to begin work on	Action plans for two health issues	Health Education	Years 2-3	

Objective 2: By December 2022, implement evidence-based programs in the community related to chronic diseases.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
2.2a Establish a Diabetes Self-Management Education collaborative	Standardized diabetes education	Health Education	Years 2-3	
2.2b DSME collaborative drafts action plan to provide evidence-based diabetes education	Action plan for DSME program	Health Education	Years 2-3	
2.2c Identify two satellite locations to host DSME programs	Expand access to DSME	Health Education	Year 3	

Objective 3: By December 2022, re-establish Healthy Randolph mental health subcommittee.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
2.3a Reach out to community partners	Expand committee	Health Education	Years 2-3	
2.3b Establish a meeting calendar (in-person or virtual)	Commit to meeting schedule	Health Education	Years 2-3	
2.3c Develop a community resilience action plan	Action plan	Health Education	Year 3	

Objective 4: By December 2022, re-establish Randolph County Opioid Collaborative/substance use task force.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
2.4a Reach out to community partners	Expand committee	Health Education Assistant Health Director	Years 2	
2.4b Establish a meeting calendar (in-person or virtual)	Commit to meeting schedule	Health Education Assistant Health Director	Years 2	
2.4c Encourage local primary care providers to participate in evidence-	Increase in screening for substance use disorders	Assistant Health Director	Years 2-3	

based training related to substance use disorders	Increase in referrals for care			
2.4d Evaluate the comprehensive action plan to address opioid/substance use disorders	Action plan	Health Education	Year 3	

Priority 3: Enhance communication and marketing

Objective 1: By December 2022, expand public health branding.				
Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
3.1a Develop tagline to pair with RCPH branding	Incorporate tagline in all communications, publications, etc.	Health Department Staff	Years 2-3	
3.1b Implement tagline	Increase awareness of RCPH	Health Department Staff	Year 3	

Objective 2: By December 2022, increase awareness of RCPH services (family planning, dental).

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
3.2a Develop awareness campaign regarding RCPH family planning services	Increased awareness of family planning services	Health Education Clinic RC Media Communication Specialist	Year 2	
3.2b Launch campaign regarding family planning services	Increased utilization of family planning services	Health Education Clinic RC Media Communication Specialist	Year 3	<i>Measure: "How did you hear about us?" included in registration</i>
3.2c Develop awareness campaign regarding RCPH dental services	Increased awareness of dental services	Health Education Dental RC Media Communication Specialist	Year 2	
3.2d Launch campaign regarding dental services	Increased utilization of dental services	Health Education Dental RC Media Communication Specialist	Year 3	<i>Measure: "How did you hear about us?" included in registration</i>

Priority 4: Integrate technology into clinic services, education and outreach, communication strategies and data analysis to ensure patient focused care.

Objective 1: By December 2022, increase utilization of telehealth in public health services.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
4.1a Develop workflow to utilize telehealth in clinic	Increase # of service provided by telehealth	Director of Nursing Nursing Supervisor Providers	Years 2-3	
4.1b Ensure equitable access to telehealth services to Spanish speaking clients (translator/language line)	Increase access to care to high-risk populations	Interpreters	Years 2-3	
4.1c Promotion of telehealth services	Increase utilization of telehealth services	Health Education Clinic	Years 2-3	

Objective 2: By December 2022, reduce missed appointments by utilizing text reminders for clients.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
4.2a Assess feasibility of text reminders using CureMD software	Determine use of text for appointment reminders	Director of Nursing	Year 2-3	

4.2b Implement text reminders for appointments	Reduce missed appointments	Director of Nursing Nursing Supervisor	Year 2-3	
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Priority 5: Obtain funding through grants and health department revenue to meet and/or exceed budget targets.

Objective 1: By December 2022, expand financial reporting, debt-setoff collections for dental health

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
5.1a Continually seek grant funding for dental health program	Review available grant opportunities and apply for those that match our needs	Health Director Dentist	Years 1-3	Dental Health received grants from: <ul style="list-style-type: none"> • Delta Dental Foundation Grant - \$5,000 • NC Oral Health Collaborative Teledentistry Grant- \$1,913.00 • BCBS of NC Foundation Grant - \$65,000.00 • The Duke Endowment Grant - \$375,000.00

Objective 2: By December 2022, secure 2-4 new grants to support health department focus areas.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
5.2a Participate in Minority Diabetes Prevention Program (MDPP) (Prevent Type 2)	Implement 1 class in county with 15-20 individuals	Health Director Health Education	Annually	The grant amount is \$10,650 annually as long as the NC General Assembly continues to provide funding. Health Education implemented the third class in January, 2020. The location for the class First Pentecostal Church, Asheboro. There were six participants. The class was cancelled in March, 2020 due to COVID-19.
5.2b Safe Kids program grants	Secure annual grants	Health Education	Years 1-3	In April 2020 , Safe Kids was awarded 24 helmets from NC Department of Transportation.

				In 2020 , Safe Kids was awarded funding for: \$400 in June for Operation Medicine Drop; \$400 in July to participate in Safe Kids Day, and \$400 in November for fire prevention. In 2021 , Safe Kids was awarded \$1,200 in July for participating in a social media campaign.
5.2c Health Education program/project grants	Secure grants for corner store initiative, diabetes education, etc.	Health Education	Years 1-3	Nothing to report.
5.2d ABC Board annual grant	Secure annual grant for underage drinking prevention campaign, promoting Good Samaritan Law, etc.	Health Education	Years 1-3	Nothing to report

Objective 3: By December 2022, billing/coding quality assurance and quality improvement – increase Medicaid claims paid.

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
5.3a Medicaid transformation	Billing/Medicaid cost settlement, ensuring client eligibility	Health Director Director of Nursing Processing Assistants	Years 2-3	
5.3b Bill for COVID-19 vaccine administration	Receive reimbursement for services offered during COVID-19	Health Director Darlene	Years 2-3	