

Randolph County Public Health Strategic Plan

2020-2022 Final Report



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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

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Ernie Hall, Computer Support Technician
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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	<p>In October 2021, Health Promotion and Policy (HPP) Team met with Randolph County Information Technology to assess capacity for new website to host virtual community resource guide. HPP consulted with NC Department of Public Health to ensure a digital community resource guide meets state requirements.</p> <p>In January 2022, NC Department of Public Health approved the use of a digital resource guide. As a result, the community resource guide</p>

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				included in the 2022 Community Health Assessment will reference NC 211, https://nc211.org/ .
1.1b Support development of a Latinx coalition	Strengthen connection to Latinx community	Health Education	Year 3	<p>In March 2022, HPP staff met with several county residents to assess current coalitions focused on supporting Latinx residents of Randolph County. As there are not any active coalitions centered on Latinx health needs, HPP staff will work with community partners to develop a group to fill the gap.</p> <p>In November 2022, HPP staff met with Hogar del Immigrante to assess current landscape of coalitions addressing needs of Latinx residents in Randolph County. The discussion yielded a need for a Randolph County focused coalition. The organization agreed to partner with HPP to develop a coalition.</p>
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	<p>Randolph County Public Health (RCPH) sustained memorandum of agreements with the following providers to ensure access to care.</p> <ul style="list-style-type: none"> • Atrium Health Wake Forest Baptist Obstetrics and Gynecology - Asheboro (medical directors) • Medical Resource Center for Randolph County (MERCE) (dental care, prenatal/postpartum care, primary care) • Randolph Health (Breast and Cervical Cancer Control Program)
1.1d Collaborate with DSS to educate community on Medicaid Transformation plans enrollment	Increase access to care	Health Education DSS	Years 2-3	Nothing to report

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	In November 2020 , a nurse practitioner was hired to provide clinical services for male clients with sexually transmitted infections. Adding the nurse practitioner expanded family planning services.
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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	In April 2022 , patients with Medicaid coverage experienced difficulty finding dental care due to many dentists no longer accepting their insurance. In November 2022 , a search for Randolph County dental practices accepting Medicaid yielded seven practices. Medicaid enrollees may use a search engine managed by NC Medicaid Division of Health Benefits, https://ncmedicaidplans.gov/enroll/online/find/find-provider . Due to a limited number of practices accepting Medicaid, many adult enrollees may have difficulty in locating a dental practice to provide care.
1.2b Assess costs of providing comprehensive dental care for adults	Data to guide comprehensive services	Dental	Year 3	In February 2022 , a practice management assessment was conducted by D4 Practice Solutions. The assessment demonstrated adult dental services were not financially feasible due to costs associated for materials, staff time, and limited reimbursement rates. Providing dental services for adults in the future will require careful planning which includes a diverse payor mix.

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	Nothing to report
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	In 2017 , North Carolina Department of Health and Human Services (NCDHHS) created a validated social determinants of health screening tool for utilization among providers. However, it is not required. Beginning in fall 2019 , early implementation of Medicaid Managed Care required prepaid health plans to integrate the questions into their care management. Providers are encouraged to utilize the screening tool. As NCCARE360 uptake increases, providers may choose to utilize the screening tool.
1.3c Reinitiate NCCARE360	Increased access to community services and resources	Health Department Staff Community Partners	Years 2-3	In spring 2022 , a graduate student developed NCCARE360 informational materials, met with library-based social workers, conducted an awareness survey of community partners, and collaborated with Unite Us to connect partners to training.
1.3d Support NCCARE360 enrollment of three community partners	Access to statewide system	Health Director NCCARE360 Navigator	Years 2-3	In April-May 2022 , Randolph Community College Student Services and library-based social workers enrolled in NCCARE360.

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	Nothing to report
2.1b Establish meeting calendar (in-person or virtual)	Commit to meeting schedule	Health Education	Years 2-3	Nothing to report
2.1c Identify two health issues to begin work on	Action plans for two health issues	Health Education	Years 2-3	Nothing to report

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 and Support (DSMES) collaborative	Standardized diabetes education	Health Education	Years 2-3	In September 2021 , HPP collaborated with Prevo Drug and primary care providers who offer prediabetes/diabetes education services within the community to form a diabetes collaborative. They also plan to include Hodges Family Practice and potentially Randolph Health.

2.2b DSMES collaborative drafts action plan to provide evidence-based diabetes education	Action plan for DSME program	Health Education	Years 2-3	In January 2022 , RCPH and Prevo Drug collaborated with NCDHHS DSMES Quality Coordinator to build a DSMES program and secure accreditation/recognition. In November 2022 , the collaborative initiated completing accreditation requirements to ensure reimbursement of classes offered in the future.
2.2c Identify two satellite locations to host DSMES programs	Expand access to DSMES	Health Education	Year 3	Nothing to report

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	Nothing to report
2.3b Establish a meeting calendar (in-person or virtual)	Commit to meeting schedule	Health Education	Years 2-3	Nothing to report
2.3c Develop a community resilience action plan	Action plan	Health Education	Year 3	Nothing to report

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	In fall 2021 , the Randolph County Opioid – Drug Community Collaborative reconvened. New partners are added as current collaborative members recommend.
2.4b Establish a meeting calendar (in-person or virtual)	Commit to meeting schedule	Health Education Assistant Health Director	Years 2	A meeting schedule has been established for 2022 . The collaborative meets bi-monthly and features a guest speaker. In fall 2022 , workgroups to address prevention, harm reduction, and connect to care were developed.
2.4c Encourage local primary care providers to participate in evidence-based training related to substance use disorders	Increase in screening for substance use disorders Increase in referrals for care	Assistant Health Director	Years 2-3	Nothing to report
2.4d Evaluate the comprehensive action plan to address opioid/substance use disorders	Action plan	Health Education	Year 3	In January 2022 , a final report of the initial action plan and outcomes was shared with collaborative. Opportunities were identified to build on previous successes. A comprehensive action plan will be developed with workgroups using the Results-Based Accountability (RBA) framework. In September 2022 , workgroups initiated action planning sessions to draft a comprehensive action plan to address opioid/substance use disorders.

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	Nothing to report
3.1b Implement tagline	Increase awareness of RCPH	Health Department Staff	Year 3	Nothing to report

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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	Beginning in February 2022 , HPP collaborated with Family Planning staff to design social media graphics and posters to promote services and increase interest. Collaboration is ongoing to identify opportunities to promote program awareness and services.
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> In April 2022 , media review of social media graphics and posters was conducted. Posters were placed in high traffic areas by HPP staff.

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3.2c Develop awareness campaign regarding RCPH dental services	Increased awareness of dental services	Health Education Dental RC Media Communication Specialist	Year 2	Nothing to report
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> Nothing to report

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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	In 2022 , the director of nursing consulted with providers to determine feasibility of telehealth service provision. Due to type of services provided in RCPH clinic, the team determined telehealth is not feasible.
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	Nothing to report

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4.1c Promotion of telehealth services	Increase utilization of telehealth services	Health Education Clinic	Years 2-3	Nothing to report
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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	Nothing to report
4.2b Implement text reminders for appointments	Reduce missed appointments	Director of Nursing Nursing Supervisor	Year 2-3	Nothing to report

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 (February 2020) The grant enabled the purchase of endodontic equipment and supplies to increase the range of services provided to patients. This reduced the need for patients to be referred to services out of county. • NC Oral Health Collaborative Teledentistry Grant- \$1,913.00 (April

				<p>2020) The grant provided an annual subscription for teledental health software.</p> <ul style="list-style-type: none"> • BCBS of NC Foundation Grant - \$65,000.00 (September 2020) The grant enabled the dental clinic to transition from Eaglesoft to Dentrix software which improved reporting. • Duke Endowment Grant - \$375,000.00 (July 2021) The grant will enable the dental clinic to expand the comprehensive school-based oral health program by purchasing a vehicle and mobile dental equipment to provide dental screenings in Randolph County schools at no cost to families. Students with identified dental needs, such as dental caries, are referred to receive additional care at local dental offices. • Bright Ideas Grant - \$23,278 to purchase a trailer and emergency shelter supplies.
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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	<p>The grant amount of \$10,650 will be available annually as long as the NC General Assembly continues to provide funding.</p> <p>HPP implemented the third class in January 2020 at First Pentecostal Church, Asheboro. There were six participants. The</p>

				<p>class was cancelled in March 2020 due to COVID-19.</p> <p>In 2022, an additional HPP staff member was trained to facilitate MDPP. Due to reduced restrictions regarding gatherings, classes resumed. The staff collaborated with Eastside community to plan for future classes.</p>
5.2b Safe Kids program grants	Secure annual grants	Health Education	Years 1-3	<p>In April 2020, Safe Kids Randolph County was awarded 24 helmets from NC Department of Transportation.</p> <p>In 2020, Safe Kids Randolph County 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.</p> <p>In 2021, Safe Kids Randolph County was awarded \$1,200 in July for participating in a social media campaign related to various safety initiatives. Additionally, the coalition was awarded \$500 for “Never Leave Your Child Alone” campaign.</p> <p>In April 2022, Safe Kids Randolph County was awarded 100 helmets from NC Department of Transportation.</p>
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
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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	NC Medicaid Managed Care launched in July 2021 . Registration, check out, and billing staff refined processes to ensure correct collection of insurance information to reduce unpaid claims for services.
5.3b Bill for COVID-19 vaccine administration	Receive reimbursement for services offered during COVID-19	Health Director Finance	Years 2-3	Nothing to report