

Randolph County Health Department Strategic Plan

2017 - 2019



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Introduction

The Randolph County Health Department's Strategic Plan describes the agency's operational framework and key priority areas for the years 2017-2019. Through a collaborative process involving health department staff, partnering agencies, organizations and community members, health priorities have been identified for the county. The Strategic Plan outlines the Randolph County Health Department's commitment to focus on these areas while still meeting the operational goals of the agency. The Randolph County Health Department serves as the lead in many of the strategies 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.

Strategic Planning Process

Members of the Randolph County Health Department Management Team, Board of Health, and community partners met December 8, 2016 at the Randolph Community College Foundation Conference Center to determine the needs of key partners and to establish strategic priorities for the health department. Advisory Committee Members helped define the strategic framework by:

- Review of the health department's mission statement
- SWOT – strengths, weaknesses, opportunities and threats
- Defining stakeholders
- Developing priorities, objectives and strategies
- Outlining next steps

Contributors

Health Department Staff

Susan Hayes, Health Director
Tara Aker, Assistant Health Director
Ava Harrington, Clerical Supervisor
Jaron Herring, Environmental Health Supervisor
Brooke Hogan, Accounting Technician
Becky Hinshaw, Nurse Manager
Wayne Jones, Environmental Health Supervisor
Wendy Kennon, Lead Health Educator
Kendall Phillips, Health Educator
Arey Rash, Nursing Director
Beth Thomas, Dental Hygienist
Cindy Trogdon, Child Care Nurse Consultant
Wesley Vann, Animal Control/Shelter Supervisor

Board of Health

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External Support

Tammy Bennett, Insight Human Services
Courtney Chavis Polk, Family Support & Community Collaboration
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Stephanie McClure, Healthy Randolph
Martha Ogburn, Randolph County Senior Adults
Kim Richau, Asheboro City Schools
Morgan Ruggiero, Public health intern
Lewis Schirloff, Randolph County Emergency Management
Teresa Shackelford, Randolph Family Care at MERCE

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.

Strengths

- Adaptable/flexible/reliable/dependable
- Staff supportive of stakeholders
- Strong and quick responses during a public health crisis
- Staff network, partner, link and collaborate well with outside agencies/organizations
- Prevention
- Leadership
- Good resource for education (information, services, data)
- Stable, strong staff with experience
- Dedicated to improve health and wellness of every resident in Randolph County

Weaknesses

- Financial instability (Medicaid reimbursement, State funding)

- Lack of Community Awareness about Public Health
- Marketing/Signage
- Provider Limitations

Opportunities

- Better utilization of social media
- Be present at schools and community events

Threats

- Decrease in client numbers
- Political climate: impacts on funding, Affordable Care Act, Medicaid expansion
- Stigma

Priorities, Objectives and Strategies

Based on issues identified in the 2016 Randolph County Strategic Plan, input from the Strategic Planning Advisory Committee, and the community through the 2016 Community Health Needs Assessment, the Randolph County Health Department identified four strategic priorities.

1. Obtain funding through grants and health department revenue to meet and/or exceed revenue budget targets.
2. Enhance communication and marketing.
3. Promote wellness and lifestyle changes.
4. Enhance integrated clinic services.

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: Obtain funding through grants and health department revenue to meet and/or exceed budget targets.

| Objective 1: By December, 2019, maximize reimbursement by using new electronic medical record (EMR) to full capacity. | | | | |
|--|--|-------------------------------------|------------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 1.1a Implement EMR | EMR functioning – No paper charts | Nursing Director | January – June 2017 | |
| 1.1 Quarterly review of billing/coding reports | Quarterly reviews conducted Revenue on track | Billing/clerical support | Ongoing | |

Objective 2: By December, 2019, secure 4-6 new grants to support health department focus areas.

| Strategies | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
|--|--|---|---------------------|--|
| 1.2a Participate in Minority Diabetes Prevention Program (Prevent Type 2) | Implement 1 class in county with 15-20 individuals | Health Director Health Education <i>Partner: Randolph Health</i> | January – June 2017 | |
| 1.2b STD grant submitted to Randolph Hospital Community Health Foundation | Award \$10,000 - \$12,000 | Lead Health Educator Nursing Supervisor <i>Partner: Randolph Health</i> | Pending | February 12, 2017 – awarded grant in the amount of \$5000. |
| 1.2c Youth Empowered Solutions (YES!) grant funding | Secure corner store mini-grant | Health Education | Years 1-3 | |
| 1.2d Safe Kids program grants | Secure annual grants | Health Education | Years 1-3 | |
| 1.2e ABC Board annual grant | Secure annual grant | Health Education | Years 1-3 | |

Objective 3: By December, 2019, explore at least 3 – 5 potential funders/grants.

| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
|--|--|--|------------|-------------------|
| 1.3a Continually seek grant funding | Review available grant opportunities and apply for grants that match our needs | Health Director Health Education Health Department Staff | Years 1-3 | |

Priority 2: Enhance Communication and Marketing

Objective 1: By December, 2019, increase use of Social Media for Marketing.

| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress / Outcome |
|--|--|--|------------|--------------------|
| 2.1a Contact Human Resources and Information Technology to obtain permission and update policy if needed. | Activate social media accounts Educate employees Have established policy | Health Educator Administration Human Resources Information Technology | June 2017 | |

| Objective 2: Identify branding through a tag line. | | | | |
|---|---|--|----------------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 2.2a Develop Tagline | Include tagline in email, publications, social media, attire, etc. - Increase Public Awareness/Interest | Health Department Staff | December 2017 | |
| 2.2b Implement Tagline | Increase awareness about health department services by enhancing use of social media | Health Education Health Department Staff | March 2017 – December 2018 | |

Priority 3: Promote wellness and lifestyle changes

| Objective 1: By September, 2019, increase physical activity. | | | | |
|--|-------------------------------|---|-------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 3.1a Expand PlayDaze for child care centers into at least three other municipalities within the county. | Increase participation by 50% | Health Education <i>Partners:</i> Randolph Health; City/Town Management; Randolph County Partnership for Children | Years 1-3 | |
| 3.1b Expand PlayDaze for the community (child and adult) into three municipalities. | Hold 3 events | Health Education <i>Partners:</i> Randolph Health; City/Town Management; Randolph County Partnership for Children | Years 1-3 | |
| 3.1c Expand fitness challenges into at least three other municipalities. | Increase participation by 50% | Health Education <i>Partners:</i> Healthy Communities–A3; Randolph Health; | Years 1-3 | |

| | | | | |
|--|--|----------------------|--|--|
| | | City/Town Management | | |
|--|--|----------------------|--|--|

| Objective 2: By September, 2019, increase access to healthier food options. | | | | |
|--|---|--|-------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 3.2a Incorporate healthy food and beverage items in convenient or corner stores | Increase number of convenient/corner stores who participate to ten Increase the access to healthier food and beverage items to residents who live within a food desert | Health Education <i>Partners:</i> Randolph Health; Convenient/Corner Store Owner/Operators | Years 1-3 | |

| Objective 3: By September, 2019, increase the number of smoke/tobacco free environments. | | | | |
|---|---|--|-------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 3.3a Increase/strengthen smoke/tobacco-free policies. | Decrease number of Randolph County residents who smoke and who are exposed to secondhand smoke. | Health Education <i>Partners:</i> Local Government; City/Town Management; Randolph Health; worksites | Years 1-3 | |

| Objective 4: By September, 2019, increase education efforts related to substance abuse. | | | | |
|--|---------------------------|---|-------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 3.4a Offer educational opportunities on the topic of underage drinking to youth and their families. | Hold at least two events. | Health Education <i>Partners:</i> Randolph Health | Years 1-3 | |

| Objective 5: By September, 2019, increase awareness of Opioid epidemic. | | | | |
|---|---|---|-------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 5.1a Collaborate with community partners to start a conversation around the opioid epidemic. | Decrease number of unintentional overdoses. | Health Director Health Education <i>Partners:</i> Emergency Services; Local Law Enforcement; Project Lazarus; Randolph Health; Daymark; Sandhills Center | Years 1-3 | |

Priority 4: Enhance integrated clinic services.

| Objective 1: By December, 2019, implement and utilize the EMR to identify/monitor clients needing education/referral/follow-up. | | | | |
|--|--|-------------------------------------|-------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 4.1a Implement CureMD EMR | Clients identified with health issues receive education, care, referral, and improved health | Nursing Director | October 2017 | |
| 4.1b Utilize EMR reports | Identify demographic and service priorities and/or gap | Health Director Nursing Director | December 2017 | |
| 4.1c Set potential targets for health outcomes goals | Targets are identified for 2019-2020 plan | Health Director Nursing Director | December 2018 | |

| Objective 2: By December, 2019, expand sexually transmitted infection and family planning male services. | | | | |
|---|---|-------------------------------------|-------------------|--------------------------|
| Strategy | Outcome | Responsible Program/Position | Time Frame | Progress/ Outcome |
| 4.2a Hire PA or FNP to see male clients | Increase number clients served | Health Director Nursing Director | June 2017 | |
| 4.2b Explore feasibility of hiring Medicaid eligibility specialist | Increase the number of clients who would receive subsidy (Medicaid/Family | Health Director | Years 1-3 | |

| | | | | |
|--|---|--|--|--|
| | Planning Medicaid) by receiving eligibility same time clinic services received. | | | |
|--|---|--|--|--|