

# Randolph County Public Health Strategic Plan

2023-2025 Report



2222-B South Fayetteville Street

Asheboro, NC 27205

Phone: 336-318-6200

<https://www.randolphcountync.gov/415/Public-Health-Data>

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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 2023-2025. 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 the Randolph County Board of Health annually.

## **Mission**

To preserve, protect and improve the health of the community through the 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 staff, partnering agencies, organizations, and committee members met for a day in December 2022 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**

Tara Aker, Health Director  
Amaris Avalos, Health Educator I  
Elizabeth Avilez Gonzalez, Foreign Language Interpreter/Reception Supervisor  
Jonathan Crews, Environmental Health Specialist  
April Grant, Lab Technician  
Ernie Hall, Computer Support Technician  
Darlene Hill, Finance Director  
Sharon Inman, Finance Officer  
Wayne Jones, Environmental Health Supervisor  
Wendy Kennon, Health Educator II  
Jennifer Layton, Assistant Health Director  
Brittany McGee, Dental Hygienist  
Jodi Meier, WIC Director  
Lynsay Saunders, Clinic Nurse Manager  
Brooke Thomas, Executive Assistant  
Melissa Thomson, Health Education and Outreach Support Specialist  
Cindy Trogdon, Childcare Nurse Consultant  
Wesley Vann, Public Health Technician  
April Wilburn, Director of Nursing  
Virginia Zell, Health Promotion and Policy Supervisor

**Board of Health**

Marianne Evans

**External Support**

Chelsey Butler, Randolph County Public Information Officer

Elworth Cheek, Mt. Nebo Holiness Church

Roxanne Elliot, First Health

Betty Foust, Community Member

Lisa Hayworth, Randolph County Partnership for Children

Mark Hensley, Randolph Senior Adults Association

Gabriela Hurtado, Hogar del Inmigrante

Christie McCorquodale, Randolph County Emergency Management Coordinator

Lashanda McDonald, Asheboro City School Nurse

Mary Joan Pugh, Community Partner

Erin Robertson, Randolph County School System

Connie Trejo, Hogar del Inmigrante

Sam Varner, Randolph County Wellness Administrator

Denise Velez, Hogar del Inmigrante

## Strengths, Weakness, Opportunities, and Threats

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 2023-2025 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

- Staff cross-trained staff
- Applying/obtaining grants
- Newer staff - fresh ideas
- Staff are community-centered
- Bilingual and diverse staff
- Support from leadership and County administration
- Flexible Mindsets
- Problem-solvers
- Leadership tuned into State matters
- Passion for the work
- Staff looking to grow and improve in their program area
- Technology
- Conscientious spending
- Well-prepared finance department
- COVID-19 - examined everything from daily processes and brought new opportunities
- Electronic Medical Records – Analytics
- Broad approach to public health
- Reliable
- Adaptable
- Team approach – internal and external

### Weaknesses

- Staff retirements
- Young and new staff
- Compensation
- Staffing shortages for Environmental Health
- Communication with the public
  - reaching populations through technology
  - misinformation
- Difficulties with Medicaid transformation
- Lack of resources for mental health and substance use disorder
- Transportation
  - County Leadership
- Lack of training/preparedness/large events

## Opportunities

- Build relationships - trust in the community
- Reach all ages/cultures/groups
- More involvement in the community
  - schools, homeless population, businesses, churches, civic groups
- NCCARE360
- Social Media - Facebook, Instagram
- Appointments/reminders via text for patients
- Leverage funding/in-kind resources
- Technology - public health app and patient portal
- Telehealth access for patients
- Social Determinants of Health
- Creation of a vision statement
- Better align partnerships
  - Ensure services are not duplicated
  - Ensure services are accessible
- New staff as a result of retirement
- Grants – local and regional
- Expand outreach (program cards, brochures, expansion of website)

## Threats

- COVID-19 waivers ending
- Staff retirements
  - Burn-out
  - Retention
- Cyber security & terrorism
- Lack of recognition regarding Adverse Childhood Experiences (ACEs)
- Lack of services
  - Providers
  - Programs
  - Funding
- Closed minds
- Emerging communicable diseases
- Legislative policies/politics
- Economic decline
- Technology
- Health literacy
- 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 from the Strategic Planning Advisory Committee, and the community through the 2022 Community Health Assessment.

1. Enhance access to medical and mental health services in the community.
2. Promote wellness and lifestyle changes through outreach and education.
3. Enhance communication, marketing/outreach, and integrate technology to increase awareness of public health services.
4. Obtain funding through grants and public health department revenue to meet and/or exceed revenue budget targets.
5. Develop a strong, qualified, and diverse workforce capable of assuring the provision of the public health core functions.

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 and mental health services in the community.

<b>Objective 1: By December 2025, collaborate with community partners to remove barriers to health care services.</b>				
<b>Strategy</b>	<b>Outcome</b>	<b>Responsible Program/Position</b>	<b>Time Frame</b>	<b>Progress / Outcome</b>
1.1a Create educational materials that will be used to promote the virtual NC 211 community resource guide which includes services and documents required to enroll to the platform.	Improve access to community services or resources	Health Promotion and Policy Assistant Health Director	Year 1	
1.1b Support development of a Latinx coalition	Strengthen connection to Latinx community	Health Promotion and Policy	Year 1	

1.1c Collaborate with DSS to educate the community on Medicaid expansion plans enrollment	Increase access to care	Health Promotion and Policy DSS Sandhills Center	Years 1-3	
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**Objective 2: By December 2025, enhance the integration of clinical services to increase access to services for medical, mental health, and social determinants of health.**

<b>Strategy</b>	<b>Outcome</b>	<b>Responsible Program/Position</b>	<b>Time Frame</b>	<b>Progress/ Outcome</b>
1.2a Identify an existing Randolph County group for local primary care providers for collaboration	Systems wide approach	Health Director Director of Nursing Clinic Nurse Manager	Years 2-3	
1.2b 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 Clinic Nurse Manager Unite Us	Years 2-3	
1.2c Continue to enroll, promote, and refer organizations to NCCARE360	Increased access to community services and resources	Health Promotion and Policy Community Partners	Years 2-3	
1.2d Support NCCARE360 enrollment of three community partners	Access to statewide system	Health Director Health Promotion and Policy Unite Us	Years 2-3	

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

<b>Objective 1: By December 2025, re-establish Healthy Randolph Committee/Coalition.</b>				
<b>Strategy</b>	<b>Outcome</b>	<b>Responsible Program/Position</b>	<b>Time Frame</b>	<b>Progress/ Outcome</b>
2.1a Reach out to community partners	Expand committee	Health Promotion and Policy Community Partners	Year 1	
2.1b Establish meeting calendar (in-person or virtual)	Commit to meeting schedule	Health Promotion and Policy Community Partners	Years 1-2	
2.1c Identify two health issues to begin work on	Action plans for two health issues	Health Promotion and Policy Community Partners	Years 2-3	

**Objective 2: By December 2025, implement evidence-based programs in the community related to chronic diseases.**

<b>Strategy</b>	<b>Outcome</b>	<b>Responsible Program/Position</b>	<b>Time Frame</b>	<b>Progress/ Outcome</b>
2.2a Establish a Diabetes Self-Management Education and Support (DSMES) collaborative	Standardized diabetes education	Health Promotion and Policy Community Partners Community Providers	Years 2-3	
2.2b DSMES collaborative drafts action plan to provide evidence-based diabetes education	Action plan for DSME program	Health Promotion and Policy Community Partners	Years 2-3	
2.2c Identify two satellite locations to host DSMES programs	Expand access to DSMES	Health Promotion and Policy Community Partners	Year 3	

**Objective 3: By December 2023, re-establish the Randolph County Mental Health subcommittee.**

<b>Strategy</b>	<b>Outcome</b>	<b>Responsible Program/Position</b>	<b>Time Frame</b>	<b>Progress/ Outcome</b>
2.3a Reach out to community partners	Expand committee	Health Promotion and Policy Community Partners	Year 1	
2.3b Establish a meeting calendar (in-person or virtual)	Commit to the meeting schedule	Health Promotion and Policy Community Partners	Year 1	

2.3c Develop 2022 community health improvement plan	2022 community health improvement plan	Health Promotion and Policy Community Partners	Year 1	
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**Priority 3: Enhance communication, marketing/outreach, and integrate technology to increase awareness of public health services.**

<b>Objective 1: By December 2025, increase marketing of RCPH services.</b>				
<b>Strategy</b>	<b>Outcome</b>	<b>Responsible Program/Position</b>	<b>Time Frame</b>	<b>Progress/ Outcome</b>
3.1a Strengthen and expand the marketing campaign regarding RCPH family planning services	Increase awareness and utilization of family planning services	Health Promotion and Policy Clinic RC Media Communication Specialist	Ongoing	<i>Measure: "How did you hear about us?" included in the registration</i>
3.1b Develop a campaign regarding RCPH services	Increased awareness of RCPH services	RCPH staff RC Media Communication Specialist	Years 1-2	
3.1c Launch campaign regarding RCPH services	Increased utilization of RCPH services	RCPH staff RC Media Communication Specialist	Years 2-3	

**Objective 2: By December 2025, reduce missed appointments by utilizing text reminders for clients.**

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
3.2a Assess the feasibility of text reminders using CureMD software	Evaluate the use of text messaging for appointment reminders	Director of Nursing	Years 1-2	
3.2b Implement text reminders for appointments	Reduce missed appointments	Director of Nursing Nursing Supervisor	Years 2-3	

**Priority 4: Obtain funding through grants and health department revenue to meet and/or exceed budget targets.**

**Objective 1: By December 2025, secure 2-4 new grants to support health department focus areas.**

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
4.1a Participate in Minority Diabetes Prevention Program (MDPP) (Prevent Type 2)	Implement 1 class in the county with 15-20 individuals	Health Director Health Promotion and Policy	Annually	
4.1b Safe Kids program grants	Secure annual grants	Health Promotion and Policy	Years 1-3	

**Objective 2: By December 2025, identify at least 3-5 potential funders/grants.**

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
4.2a Continually seek grant funding for RCPH program/project grants	Review available grant opportunities and apply for / secure grants that match the needs of the department.	Health Director Health Promotion and Policy RCPH staff	Year 1-3	

**Objective 3: By December 2025, billing/coding quality assurance and quality improvement – increase claims paid.**

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
4.3a Medicaid transformation/expansion	Billing/Medicaid cost settlement, ensuring client eligibility	Health Director Director of Nursing Clinic Nurse Manager Accounting Specialist II Accounting Clerks Processing Assistants	Years 2-3	
4.3b Quarterly review of billing/coding reports	Quarterly reviews conducted Revenue on track	Accounting Specialist II Accounting Clerks	Ongoing	
4.3c Acquire and renew commercial insurance credentialing	Be credentialed with major insurance companies	Accounting Specialist Accounting Clerks	Ongoing	
4.4d Bill for COVID-19 vaccine administration	Receive reimbursement for	Health Director Accounting Specialist II	Years 1-3	

	services offered during COVID-19	Accounting Clerks Processing Assistant		
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**Priority 5: Develop a strong, qualified, and diverse workforce capable of assuring the provision of the public health core functions.**

<b>Objective 1: By December 2025, implement strategies to retain and recruit a qualified workforce.</b>				
<b>Strategy</b>	<b>Outcome</b>	<b>Responsible Program/Position</b>	<b>Time Frame</b>	<b>Progress/ Outcome</b>
5.1a Participate in the monthly County Retention and Recruitment Strategies Committee to identify and implement methods to retain the current workforce	Assist with strategy development to retain the current workforce which includes RCPH employees	Designated RCPH staff County Administration	Years 1-3	
5.1b Utilize the members that represent RCPH on the county’s retention and recruitment committee to assist in ways to recruit qualified candidates for open positions.	Gain input from RCPH staff that represent each department on the celebration committee on ways to recruit/hire qualified individuals	Designated RCPH staff	Years 2-3	
5.1c Incorporate a work culture process into onboarding	Retain new employees by making them feel welcomed and valued by RCPH	Health Educator II Executive Assistant Assistant Health Director	Years 1-2	

5.1d Implement an evaluation survey of the onboarding process for new employees	Gain input from new employees regarding the onboarding process in an effort to retain new employees	Health Educator II Executive Assistant Assistant Health Director	Years 1-2	
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**Objective 2: By December 2025, employees will engage in professional development training.**

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
5.2a Participate in ARPA – sponsored professional development/training opportunities.	Increase technical and team-building skills among RCPH staff.	RCPH staff	Years 1-2	
5.2b Program supervisors/managers will identify professional development training for staff.	Participate in professional development training.	RCPH management RCPH staff	Years 1-3	

**Objective 3: By December 2025, RCPH will promote public health-related careers.**

Strategy	Outcome	Responsible Program/Position	Time Frame	Progress/ Outcome
5.3a Participate in career fairs.	Increase awareness about/promote public health careers	Health Promotion and Policy RCPH staff	Years 1-3	
5.3b Conduct group presentations in school and community settings.	Increase awareness about/promote public health careers	Health Promotion and Policy RCPH staff	Years 1-3	



## Randolph County Public Health Strategic Plan

RCPH Strategic Plan approved by the Board of Health and Health Director

	Date	Name	Signature
<b>Board Member</b> (Chair)	7-17-2023	Marty A. Trotter	<i>Marty A. Trotter</i>
<b>Health Director</b> (Secretary)	7/17/2023	Tara G. Aker	<i>Tara G. Aker</i>