

Orange County Board of Health Strategic Plan 2018-2020



**Social
Determinants
of Health**



**Physical
Activity**



Nutrition



**Racial
Equity**



**Mental
Health**



**Community
Engagement**



**ORANGE COUNTY
HEALTH DEPARTMENT**

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Orange County Board of Health Strategic Plan 2018-2020

The **Board of Health** is the primary policy-making and adjudicatory body for the Health Department. It is charged to protect and promote the public health of Orange County. Every two years, the Board of Health establishes a new strategic plan based on community health priorities and research on policies proven to improve community and individual health.

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Focus Area #1: Serve as a catalyst and advocate in addressing drivers of health that can greatly influence the health and quality of life of individuals, populations, and communities.

Focus Area #2: Advocate for and pursue policies and practices aimed at improving access to care, with a focus on cultural and language barriers to access.

Focus Area #3: Pursue the highest level of health for all by addressing underlying determinants many of which are shaped and perpetuated by bias, injustice and inequality.

Priority: PHYSICAL ACTIVITY AND NUTRITION 3-4

Focus Area #1: Advocate for and pursue policies, practices, and partnerships aimed at increasing access to healthy foods and safe places for physical activity.

Focus Area #2: Advocate for and pursue evidence-based policies, practices, and partnerships that increase physical activity and improve nutrition in schools.

Focus Area #3: Pursue the highest level of health for all by addressing underlying determinants many of which are shaped and perpetuated by bias, injustice and inequality.

Priority: SUBSTANCE ABUSE AND MENTAL HEALTH 4-5

Focus Area #1: Serve as a catalyst and advocate for policies and practices that promote integrated care in the Orange County Health Department and other medical providers in the county.

Focus Area #2: Advocate for and pursue policies, practices, and partnerships that improve substance abuse and mental health services in Orange County, especially to vulnerable populations such as the homeless and those connected with the criminal justice system.

Focus Area #3: Pursue the highest level of health for all by addressing underlying determinants many of which are shaped and perpetuated by bias, injustice and inequality.

ENGAGEMENT 5

Focus Area #1: Actively engage with local government, advisory boards, and the community on Board of Health strategic plan priority areas.



INTRODUCTION

Every four years the Orange County Board of Health commissions a Community Health Assessment (CHA) to identify pressing and emerging community health issues. The latest Community Health Assessment was completed in December of 2015. As in years past, the Board adopted the community's top three health priorities from the CHA to focus the Board's next policy-focused Strategic Plan.

The community's top three priorities:

- 1) Social Determinants of Health
- 2) Physical Activity & Nutrition and
- 3) Substance Abuse & Mental Health

More detailed information on the most recent Community Health Assessment (CHA) is available on the Health Department website [HERE](#). To oversee the work of the Strategic Plan, the Board of Health has three oversight committees—one for each priority—that meets to ensure action steps and deliverables are met.

2016—2018 Strategic Plan Highlights

[Full report accessible on Board of Health website](#)



SOCIAL DETERMINANTS

- The Orange County Dental Clinic implemented a text messaging service in July 2017. Since implementation, 2360 appointments have been confirmed through the messaging system, 3132 email addresses have been enabled and confirmed valid, 5060 unduplicated cell phones have been enabled and confirmed valid, and the patient no show rate has decreased from 15% to 12% since July 2017.
- The Board of Health received a report, found [HERE](#), on Over-the-Counter Birth Control.



PHYSICAL ACTIVITY AND NUTRITION

- The BOH supported three teachers of the Partnership Academy in the Orange County School System to attend the Action-Based Learning Training. Partnership Academy has implemented movement activities into all core classes. These activities serve to build cooperative and relationship skills, teamwork and a sense of belonging in a fun, movement-oriented atmosphere.



SUBSTANCE ABUSE AND MENTAL HEALTH

- OCHD's integrated behavioral health program improves patient health outcomes by integrating mental health and substance abuse services into OCHD clinical services. Services include annual screening of all teen and adult patients for depression, alcohol and other substance use; brief therapeutic clinical interventions; and referrals. Since 2016, the program has served 731 patients.
- The BOH received a report by Cardinal Innovations Healthcare Solutions that outlines how Orange County Government contributes approximately \$1.3 million annually to the



Local Maintenance of Effort (MOE) Funding that is divided among over 30 separate line items and 12 entities to address mental health and substance abuse. That presentation can be found [HERE](#).

- The Orange County Health Department has a designated seat on the Orange County Justice Advisory Council (JAC). The JAC’s goals include examining the County’s justice system through collaborative efforts and research, promoting safety, improving the just and efficient treatment of offenders and reducing crime rates, incarceration rates and recidivism.



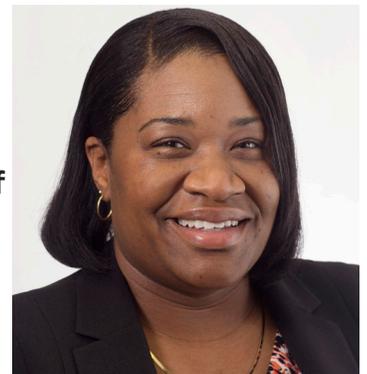
ENGAGEMENT

- Twice a year the board is presented with a summary report of local boards within Orange County. The report is based on the work of local boards as it pertains to the top priorities of the Board of Health.

Strategic Planning in Context

The Board of Health Strategic Plan is a tool created by the Board to implement new policies, conduct research, and create recommendations and guidelines, for its members, OCHD staff, and community partners to address the top health priorities in the county. These plans not only communicate how we will address the community’s health priorities, but also how our values as an organization drive our work.

In the last year, the Orange County Health Department (OCHD) has undergone a significant leadership change. In December 2017, new Health Director, Quintana Stewart, MPA was hired to lead the organization forward and guide the board in a strategic direction of innovation and accreditation accountability. “My vision for Orange County Health Department is that we operate as innovative Health Strategist building deliberate community partnerships, implementing evidence-based practices, and addressing social determinants of health as we take a holistic look at our community,” states Stewart.



Quintana Stewart, MPA

In 2019, OCHD will undergo the next Community Health Assessment (CHA) process and in 2021, the next Accreditation process. These mandated processes greatly inform the strategic direction and leadership of the Board of Health. Closely aligning the Boards strategic plan with the CHA and Accreditation processes will allow the board to implement policies, recommendations, and guidelines that align with the state mandated responsibilities of the department and needs of the greater community. BOH Chair Susan Elmore states, “We’re excited to take the time between now and the next strategic plan to really dive into alignment of all strategic planning processes that occur within the OCHD. This will help ensure that we are meeting crucial benchmarks, valuing the input of our staff, and aligning our efforts with the needs of the community.”





(Left) REC logo (Pictured Center) In April 2018 Orange County Government sponsored a delegation to attend the Equity Summit 2018 in Chicago, Illinois. (Right) The Racial Equity Commission (REC) is a nine-member committee that serves as a catalyst to ensure that racial equity is an active agent throughout all organizational processes and to improve the work environment for all staff members.

Efficiency, customer-centered, innovation, and high quality are values that drive the staff, services, and programs within the OCHD. The department is examining itself internally and externally through a racial equity lens to ensure those values are upheld for all who come in contact with OCHD. We recognize that systems can be responsible for perpetuating racism in the community; therefore the department is working to dismantle racism by reviewing all policies, programs, services, and work culture to ensure that all clients receive the services that they need most and that staff have an work environment in which they feel valued.

Priority: Social Determinants of Health

Health is much more than what happens within the walls of a clinic or hospital. Health is influenced by our homes, schools, jobs, and access to social and economic opportunities. These impacts on health are known as the Social Determinants of Health (SDH). Issues such as poverty, access to care, employment and transportation were all discussed as important SDH in Orange County by residents during the 2015 Community Health Assessment. The Board of Health will work to address these issues through the focus areas and subsequent action steps below.



Action Steps

Focus Area #1: Serve as a catalyst and advocate in addressing drivers of health that can greatly influence the health and quality of life of individuals, populations, and communities.

1) By June 2020, the Board of Health will continue to further explore policy and funding options to support the Family Success Alliance Strategic Plan.

2) By June 2020, the Health Department will explore trauma informed options designed to increase staff awareness and improve the work environment.

Focus Area #2: Advocate for and pursue policies and practices aimed at improving access to care.

1) Annually, the Board of Health will offer support to the efforts engaged in by the Healthy Carolinians Access to Care Committee.

Focus Area #3: Pursue the highest level of health for all by addressing underlying determinants many of which are shaped and perpetuated by bias, injustice and inequality.



1) By June 2020, the SDH Subcommittee will support racial equity work in the Orange County by collaborating with community partners who are working to address drivers and determinants of health through an equity lens.

Priority: Physical Activity and Nutrition

Obesity remains a top health concern for Orange County adults and children. Chronic diseases are the leading cause of death in Orange County, and heavily influenced by physical activity and nutrition. Prevention is the most effective way to address obesity and the chronic diseases related to it. Effective prevention means ensuring safe places for physical activity and access to healthy foods in all communities. The Board of Health will work to address these issues through the focus areas and subsequent action steps below.



Action Steps

Focus Area #1: Advocate for and pursue policies, practices, and partnerships aimed at increasing access to healthy foods and safe places for physical activity.

- 1) By June 2020, the BOH will explore and/or support food policies that are feasible to implement in the Orange County community.
- 2) By June 2020, the PAN Subcommittee will support the Orange County Food Council (OCFC), Department of Environment, Agriculture, Parks and Recreation (DEAPR), and other organizations in the county and NC that work to improve nutrition and physical activity for residents. Examples of support include, but is not limited to:

- Letters of Support
- Sharing information online and/or social media
- Attending community events
- Attending organizational meetings of OCFC, DEAPR, and others as applicable

Focus Area #2: Advocate for and pursue evidence-based policies, practices, and partnerships that increase physical activity and improve nutrition in schools.

- 1) Each fiscal year for the school systems in Orange County, the Board of Health will offer a formalized small grant opportunity to all schools to implement in-class or other physical activity programs.

Focus Area #3: Pursue the highest level of health for all by addressing underlying determinants many of which are shaped and perpetuated by bias, injustice and inequality.

- 1) By June 2020, the PAN Subcommittee will support racial equity work in the Orange County community by collaborating with partners who are working to address food systems issues.

Priority: Substance Abuse & Mental Health

Substance abuse and mental health issues permeate local public health. From exposure to environmental tobacco smoke causing an increase in cardiovascular disease to the challenges associated with ensuring medication compliance in a depressed patient with a communicable disease, mental health and substance abuse have far-reaching health and economic impacts. Addressing these problems will take a fully engaged and active presence by all organizations serving these clients. The Board of Health will address



this issue through the focus areas and subsequent action steps below.



Action Steps

Focus Area #1: Serve as a catalyst and advocate for policies and practices that promote integrated care in the Orange County Health Department and other medical providers in the county.

1) By June 2020, Health Department staff will investigate the feasibility, follow-up referral options, and reimbursement barriers for primary care providers to provide and bill for Screening, Brief Intervention, and Referral to Treatment (SBIRT), telephone and face-to-face consultation with behavioral health providers, and care provided by a behavioral health and primary care provider on the same day in the same clinic.

Focus Area #2: Advocate for and pursue policies, practices, and partnerships that improve substance abuse and mental health services in Orange County, especially to vulnerable populations such as the homeless and those connected with the criminal justice system.

1) By June 2020, the SAMH Subcommittee will explore options for mental health screening for OCHD clients with the Local Management Entity and other local mental health providers.

2) By June 2020, the Health Department staff will continue to partner with criminal justice and jail partners to explore options for collaborative opportunities.

Focus Area #3: Pursue the highest level of health for all by addressing underlying determinants many of which are shaped and perpetuated by bias, injustice and inequality.

1) By June 2020, the SAMH Subcommittee will support racial equity work in the Orange County community by collaborating with substance abuse and mental partners who are also working on equity within their organization and community.

Engagement



Action Steps

Focus Area #1: Actively engage with local government, advisory boards, and the community on Board of Health Strategic Plan priority areas.

1) The Board will receive summaries on the activities of applicable local boards or governing bodies at meetings two times per year, or as necessary for timely board action.

