



Orange County Board of Health Strategic Plan 2014-2016



Well-child exams

Disease Screening

Immunizations

Family Planning

Primary Care Services

Maternal Health

Nutrition Counseling

Smoking Cessation

Dental Exams & Cleaning

Fillings & Extractions

Sealants

Infant Oral Care



**ORANGE COUNTY
HEALTH DEPARTMENT**

Improving health. Inspiring change.

Medical Clinics in Chapel Hill & Hillsborough - Pediatric & Adult Dental Clinic in Hillsborough
(919) 245-2400 www.OrangeCountyNC.gov/Health



Orange County Board of Health Strategic Plan 2014-2016

Charge

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.

Contents

Introduction

Access to Care

Pg. 5

 Focus Area #1: Serve as a catalyst and advocate for health outcomes in the Orange County Child Poverty Project

Focus Area #2: Advocate for and pursue policies/legislation to improve access to care

Focus Area #3: Foster a culture of innovation at the Health Department

Focus Area #4: Actively communicate about effective interventions and advocate for their funding

Childhood & Family Obesity

Pg. 6

Focus Area #1: Serve as a catalyst and facilitator for obesity prevention partnerships in the county

Focus Area #2: Identify and implement evidence-based nutrition and/or physical activity interventions

Focus Area #3: Advocate for and pursue policies/legislation aimed at reducing obesity

Substance Abuse & Mental Health

Pg. 8

Focus Area #1: Advocate for policies/practices/legislation aimed at improving substance abuse and mental health services

 Focus Area #2: Advocate for the importance of and need for childhood mental health services.

 Focus Area #3: Explore the connection between health and the criminal justice system

Focus Area #4: Provide continuing support for county partners to implement and evaluate the Orange County Smoke-Free Public Places Rule

Engagement

Pg. 9

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

Timeline

Pg. 10

Introduction

Every four years the Orange County Board of Health commissions a Community Health Assessment to identify pressing and emerging community health issues. The latest Community Health Assessment was completed in December of 2011, and in February 2012 the Board undertook a participatory group process to identify their top three health priorities for the next four years (2012-2016).

The three priorities: 1) *Access to Care*; 2) *Child and Family Obesity* and 3) *Substance Abuse/Mental Health* drove the work of the Board of Health, which was detailed in their [2012-2014 Strategic Plan](#). In 2014, the Board developed their second Strategic Plan for the next two years (2014-2016) building on the results of their work to date, while maintaining these three priorities.

To oversee the work of this extremely ambitious Strategic Plan, the Board of Health has formed three oversight committees—one for each priority—that will meet regularly to ensure action steps and deliverables meet the deadlines established in the plan.

2012—2014 Strategic Plan Highlights

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

Access to Care

- * Passed Orange County Health Department Health Literacy Policy
- * Oversaw [local implementation of the Affordable Care Act](#), including 20 trained navigators who provided enrollment assistance to 141 Orange County residents
- * Passed [Health Department Transit Resolution](#) to provide input on local planning for affordable and accessible public transit
- * Implemented an [Innovation Grant program](#) for internal pilot projects to improve services and patient outcomes

Substance Abuse & Mental Health

- * Passed one of the most comprehensive [smoke-free public places rules](#) in the United States
- * Established the [first naloxone distribution program](#) in a North Carolina Health Department
- * Oversaw development of county [population health dashboards](#) to track health and compare Orange County to peer counties, state and national health indicators

Child & Family Obesity

- * [Partnered with Orange County Sportsplex](#) to increase healthy food options by removing the fryer and stocking improved snack options
- * Established a lactation room for clients and staff at the Health Department
- * Advocated for policies aimed at reducing obesity in childcare and schools

Strategic Planning in Context

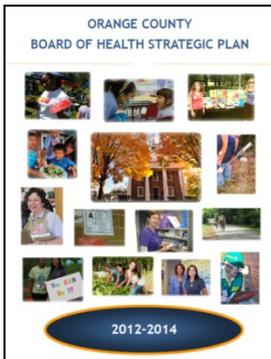
The Board of Health Strategic plan is situated in a broader context of purposeful planning and actions that provide the Board, Health Department staff, and the Orange County community with a clear picture of local health goals, plans and strategies to achieve these goals, and the measures used to monitor progress. 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.

Current strategic plans focus on three different levels of impact: population, service, and workplace priorities. Population priorities focus on policies and programs that improve the health of the Orange County population. The Board of Health Strategic Plan focuses on population level impact through policy. Service priorities focus on improving the services provided by the OCHD. Workplace priorities focus on improving the OCHD workforce and the working environment.

Population Priorities

[Board of Health Strategic Plan & Community Health Assessment](#)

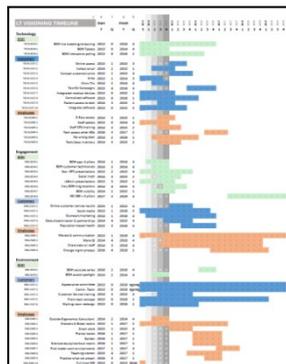
- Child & Family Obesity
- Substance Abuse & Mental Health
- Access to Care



Service Priorities

OCHD Vision Plan

- Environment
- Technology
- Engagement



Workplace Priorities

OCHD Internal Strategic Plan

- Communication
- Professional Development
- Morale



Access to Care

According to the 2011 Community Health Assessment, residents of Orange County have less than ideal access to health care services. Issues such as lack of awareness of resources, low health literacy and sporadic availability of transportation provide barriers to accessing appropriate medical service at the proper time. The Board of Health will work to address these issues through four focus areas:

- 1) Serve as a catalyst and advocate for health outcomes in the Orange County Child Poverty Project
- 2) Advocate for and pursue policies/legislation to improve access to care
- 3) Foster a culture of innovation at the Health Department
- 4) Actively communicate about effective interventions and advocate for their funding



Action Steps

Focus Area #1 - Serve as a catalyst and advocate for health outcomes in the Orange County Child Poverty Project

- 1) By July 2014, the Access to Care Subcommittee will designate a Board of Health member to serve on the Orange County Child Poverty Council.
- 2) By October 2014, the Access to Care Subcommittee or their appointee will present the project overview to identified county stakeholders.
- 3) At least twice per year, the Board of Health will receive regular reports on the activities and progress of the Orange County Child Poverty Council, and provide input as appropriate.
- 4) By July 2016, the Access to Care Subcommittee will review the gap analysis report on programs and services to achieve a pipeline to success in Orange County from the Orange County Child Poverty Council, and provide recommendations on priority public focus areas, programs and policies.

Focus Area #2 - Advocate for and pursue policies/legislation aimed at improving access to care

- 1) By February 2015, Health Department staff will work with Healthy Carolinians to identify programs and organizations serving high-risk populations (i.e. adult literacy programs) for targeted technical assistance and training on health literacy.
- 2) By August 2015, Health Department Staff and Healthy Carolinians will offer technical assistance to identified programs/organizations to implement health literacy training and policies for their staff and clients.

Focus Area #3 - Foster a culture of innovation at the Health Department

- 1) The Board of Health will continue to hear reports on the progress of Innovation Grants 2 times per year at Board of Health meetings.
- 2) By February 2016, the Access to Care Subcommittee will review the results of the first three years of projects and provide recommendations for submission to external grant-makers.

Focus Area #4: Actively communicate about effective interventions and advocate for their funding.

- 1) By April 2015, Health Department staff and the Access to Care subcommittee will develop a process to highlight the county-wide successes of Access to Care.

Childhood and Family Obesity

Obesity remains a top health concern for Orange County. Primary prevention of obesity by working with children and their families remains the most effective intervention. The Board of Health will work to address this issue through three focus areas:

- 1) Serving as a catalyst and facilitator for obesity prevention partnerships in the county;
- 2) Identifying and implementing evidence-based nutrition and/or physical activity interventions
- 3) Advocating for and pursuing policies/legislation aimed at reducing obesity through environmental and regulatory changes.



Action Steps

Focus Area #1 - Serve as a catalyst and facilitator for obesity prevention partnerships in the county

- 1) By September 2014, the Child & Family Obesity and Access to Care Subcommittees will host a Board of Health meeting to highlight built environment strategies to decrease child obesity. As possible, the meeting will be scheduled to include the newest section of the Riverwalk greenway in Hillsborough.
- 2) By October 2014, the Board of Health Chair will request that the Board of County Commissioners create a Board of Health seat on the Orange Unified Transportation Board (OUTBoard) to advocate for safe, adequate facilities for all transportation modes.
- 3) By July 2016, Health Department staff will develop a Health Impact Assessment scoring tool for proposed built environment projects (i.e schools, roads). The Board of Health will use this tool as appropriate to provide information on the potential health impact of proposed built environment projects and to encourage health in all policies.

Focus Area #2 - Identify and implement evidence-based nutrition and/or physical activity interventions

Early Childhood

- 1) By September 2014, the Health Department's MPH intern will research the feasibility and potential structure of a childcare recognition program for Orange County Childcare centers to promote evidence-based physical activity and nutrition policy changes in childcare centers.

School-Aged Children

- 1) By January 2016, Health Department staff will offer technical assistance to at least one school system in Orange County to 1) assess existing nutrition policies and programs and 2) identify evidence-based school nutrition policies to improve food quality.
- 2) By May 2016, the Board of Health will present a synthesis of existing nutrition policies/programs, evidence-based school nutrition policies/programs, and recommendations for priority action steps to improve nutrition in schools to at least one Orange County Board of Education.
- 3) Based on feedback from the meeting, Health Department staff will work with both boards and their respective staff to identify 1 priority intervention to recommend for implementation in the 2016-2017 school year.

Families

- 1) By August 2014, Health Department staff will recommend a list of local food partners for the Board of Health to provide health-focused input to the formation of a local food policy council in Orange County.
- 2) By April 2016, the Child and Family Obesity subcommittee will receive and consider priority policy recommendations from the council to increase the availability of healthy foods in local food deserts.

Focus Area #3: Advocate for and pursue policies/legislation aimed at reducing obesity

- 1) By July 2014, Health Department staff will develop a proposal for an Orange County lactation policy/program for all county departments.
- 2) By June 2014, the Child & Family Obesity Subcommittee will sponsor a resolution for approval by the full Board proclaiming the Board's support of breastfeeding through policy and environmental accommodations, recognizing National Breastfeeding Month, and encouraging the county to consider a lactation policy to provide support and information for all Orange County employees.
- 3) By August 2014, the Health Director will present the proposed policy to the Director of Human Resources and request that Orange County implement the proposed lactation policy.

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 four focus areas:

- 1) Advocating for policies/practices/legislation aimed at improving substance abuse and mental health services
- 2) Advocating for the importance of and need for childhood mental health services.
- 3) Exploring the connection between health and the criminal justice system
- 4) Providing continuing support for county partners to implement and evaluate the Orange County Smoke-Free Public Places Rule



Action Steps

Focus Area #1: Advocate for policies/practices/legislation aimed at improving substance abuse and mental health services.

- 1) By February 2015, Health Department staff will explore the feasibility and legality of using the public health nuisance abatement order to control repeated underage alcohol sales/service violations by vendors.
- 2) By May 2015, Health Department staff will research evidence-based practices to reduce the frequency of infections, such as HIV and hepatitis C, passed through drug misuse and abuse and present their findings to the Substance Abuse/Mental Health Subcommittee.
- 3) By May 2015, Health Department staff will research the legal basis of putting findings from 2) into practice by the Board of Health.
- 4) By October 2015, the Substance Abuse/Mental Health subcommittee will discuss the findings from 3) and present their recommendations to the full Board. (*If the Board decides to move forward, begin implementation planning.)

Focus Area #2: Advocate for the importance of and need for childhood mental health services.

- 1) By August 2014, Health Department staff and the Early Childhood Mental Health MPH Intern will present a proposed consistent messaging campaign on the importance of early childhood mental health to the Board of Health for implementation. The campaign will be implemented starting fall 2014.
- 2) By September 2015, the Substance Abuse/Mental Health subcommittee will receive and discuss priority policy recommendations from local leaders/advisory boards in early childhood mental health to improve policy and programs. The Subcommittee will then present recommendations for action to the Board of Health

Focus Area #3: Explore the connection between health and the criminal justice system

- 1) By August 2015, the Substance Abuse/Mental Health subcommittee will review a gap analysis of partners, activities, and data in the areas of mental health, substance abuse, and primary care services in the criminal justice system.
- 2) By July 2016, the Substance Abuse/Mental Health subcommittee will receive and discuss priority actions from identified local stakeholders in the criminal justice system to improve health outcomes of those involved in the criminal justice system.

Focus Area #4: Provide continuing support for county partners to implement and evaluate the Orange County Smoke-Free Public Places Rule.

- 1) At two meetings per year, the Board of Health will receive updates on meetings with key municipal and county stakeholders, as well as progress on key implementation and evaluation measures of the Smoke-Free Public Places Rule.

Engagement

The Board of Health plays a key role in advocating for policies and activities that positively impact the health of Orange County residents. As a part of building an active culture of health within our county, the Board aims to have engagement with and from the community at large. The Board of Health will work to address this issue through one primary focus areas:

- 1) Engaging with local government, advisory boards, and the community on Board of Health strategic plan priority areas



Action Steps

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

- 1) Starting October 2014, the Board will receive summaries on the activities of applicable local boards or governing bodies at meetings four times per year, or as necessary for timely board action.
- 2) By November 2015, subcommittees will develop policy statements related to their priority health area for inclusion on the Board of Health website.

