

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**

**919.245.2400
www.OrangeCountyNC.gov/Health**

Orange County Board of Health Strategic Plan 2018-2020



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.

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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 for health outcomes in the Family Success Alliance.

- 1) By January 2019, the Board of Health will further explore policy and funding options to support the updated Family Success Alliance Strategic Plan.
- 2) By August 2019, Health Department staff will explore the use of clinical tools, such as ACEs screening, to use in OCHD clinics to identify important social determinants of health and appropriate interventions.

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 Healthy Carolinians Access to Care Committee to raise awareness and utilization of transportation and NC 211 in Orange County.



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 December 2018, the BOH will collaborate with the Orange County Food Council and UNC Students to explore food policies that are feasible to implement in the Orange County community.
- 2) By June 2019, the PAN Subcommittee will explore the creation of a health app, to highlight safe places for physical activity and nutrition options in Orange County.

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.

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 March 2019, 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 October 2019, the SAMH Subcommittee will explore with Cardinal Innovations Healthcare Solutions and other local mental health stakeholders the evidence-base, feasibility of, and follow-up referral options for mental health screening and referral kiosks in target community locations.

2) By March 2020, Health Department staff will partner with criminal justice and jail partners to explore a pilot system to ensure continuity of behavioral health care during and after incarceration.

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.

2) By August 2019, the Board will support racial equity work in the Orange County community by collaborating with and establishing partnerships with local community partners who are also working on racial equity within their organization and community.



The Board of Health is the primary policy-making and adjudicatory body for the Health Department and is charged to protect and promote the public health of Orange County. The Board is mandated by state law and is composed of professionals representing specified health related fields in addition to several at-large members and attend regularly scheduled meetings.



TIMELINE

| | Timeline for Completion | | | | | | | |
|---|-------------------------|-----|------|-----|-----|-----|------|-----|
| | 2018 | | 2019 | | | | 2020 | |
| | Q 3 | Q 4 | Q1 | Q 2 | Q 3 | Q 4 | Q1 | Q 2 |
| Social Determinants of Health | | | | | | | | |
| Focus Area # 1: Support for Family Success Alliance | | | | | | | | |
| Explore policy and funding to support the FSA Strategic Plan | | | | | | | | |
| Explore screening tools for social determinants of health at OCHD clinics | | | | | | | | |
| Focus Area #2: Increase Access to Care | | | | | | | | |
| Support Health Carolinians in the areas of transportation and NC 211 | | | | | | | | |
| Physical Activity and Nutrition | | | | | | | | |
| Focus Area #1: Increase access to healthy food and safe place for physical activity | | | | | | | | |
| Explore food policies in collaboration with the Orange County Food Council | | | | | | | | |
| Explore the creation of a health app | | | | | | | | |
| Focus Area #2: Physical Activity & Nutrition in Schools | | | | | | | | |
| Provide small funding opportunity for schools to increase PAN opportunities | | | | | | | | |
| Substance Abuse & Mental Health | | | | | | | | |
| Focus Area #1: Policies & Practices to Promote Integrated Care | | | | | | | | |
| Investigate reimbursement barriers for PCPs to provide integrated care | | | | | | | | |
| Focus Area #2: Policies & Practices for SAMH services in Orange County | | | | | | | | |
| Explore mental health screening and referral kiosks | | | | | | | | |
| Explore system of continuity of care before/after incarceration | | | | | | | | |
| Engagement | | | | | | | | |
| Focus Area #1: Engage with Policymakers and Community | | | | | | | | |
| Summaries on policy actions of local boards twice a year | | | | | | | | |
| Establish collaborative relationships with organizations working on racial equity | | | | | | | | |



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