

Orange County Board of Health Strategic Plan 2016-2018



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



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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 three priorities: 1) *Social Determinants of Health*; 2) *Physical Activity & Nutrition* and 3) *Substance Abuse & Mental Health* were the community's top three health priorities. More detailed information on the most recent CHA is available on the Health Department website [here](#).

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

2014—2016 Strategic Plan Highlights

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

Access to Care

- * Active participation by Board of Health Chair, Liska Lackey, as the Vice-Chair of the Family Success Alliance
- * Two successful years of OCHD Innovation Grants, with a record number of applicants (24) during the 2016 Innovation Grant Cycle. Projects from 2015-2016 included:
 - Food safety quick reference cards
 - Video Remote Interpretation (VRI) equipment and software
 - Feasibility study of Uber and other ride-sharing apps for community transportation
 - Development of new Environmental Health tools for septic tank lid lifting

Substance Abuse & Mental Health

- * Trained and equipped over 161 first responders with naloxone, including the first law enforcement agency in North Carolina to deploy naloxone
- * Established the Orange County Safe Syringe Initiative
- * Completed a gap analysis of mental health and the criminal justice system in Orange County

Child & Family Obesity

- * Regular Health Department participation on the Transportation Advisory Board
- * Provision of technical assistance, in partnership with the NAP SACC team, for two childcare centers to successfully complete the new online GO NAP SACC tool and improve physical activity and nutrition practices
- * Partnered with Orange County Schools to identify equipment needed to increase breakfast participation at elementary schools

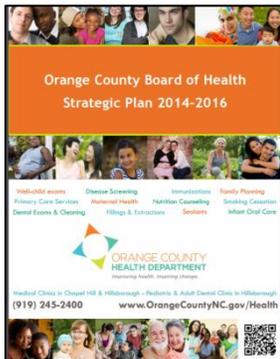
Strategic Planning in Context

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.

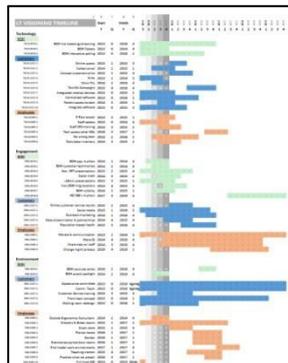
Population Priorities

[Board of Health Strategic Plan & Community Health Assessment](#)
 Physical Activity & Nutrition
 Substance Abuse & Mental Health
 Social Determinants of Health



Service Priorities

OCHD Vision Plan
 Environment
 Technology
 Engagement



Workplace Priorities

OCHD Internal Strategic Plan
 Staff Recognition
 Organizational Enlightenment
 Advancement Opportunities



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 two focus areas:

- 1) Serve as a catalyst and advocate for health outcomes in the Family Success Alliance.
- 2) Advocate for and pursue policies and practices aimed at improving access to care, with a focus on cultural and language barriers to access.



Action Steps

Focus Area #1 - Serve as a catalyst and advocate for health outcomes in the Family Success Alliance

- 1) By May 2018, the SDH Subcommittee and Board will recommend a pilot medical-legal partnership with Legal Aid of North Carolina to address legal care needed for Family Success Alliance cohort families to be healthy.
- 2) By October 2017, 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, with a focus on cultural and language barriers to access.

- 1) By May 2017, Health Department staff will explore the use of text messaging to provide reminders, education, or self-management for OCHD programs and clinic services.
- 2) By February 2017, the Health Department will host at least two [“translation boot camps”](#) with the Healthy Carolinians Access to Care committee, on specific health topics to translate clinical language and recommendations about that health topic into culturally and linguistically relevant and motivational messages.
- 3) By February 2018, the SDH Subcommittee will receive a report on Health Department staff’s research on the appropriate pathway and necessary partners to pursue policy change to make birth control pills available over the counter.

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 two focus areas:

- 1) Advocate for and pursue policies, practices, and partnerships aimed at increasing access to healthy foods and safe places for physical activity.
- 2) Advocate for and pursue evidence-based policies, practices, and partnerships that increase physical activity and improve nutrition in schools.



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 May 2018, the PAN Subcommittee will explore providing incentives to food retailers to locate in and/or offer healthier food and beverage choices in underserved areas (food deserts) with the newly formed Orange County Food Policy Council.
- 2) By January 2018, Health Department staff will conduct a nutritional review of the Homestead Aquatic Center and provide policy and food labeling recommendations to increase availability and choice of healthy food options.
- 3) By May 2017, the PAN Subcommittee will explore the creation of a health app, like [Be Healthy Rockingham County](#), to highlight safe places for physical activity, programs, trails, and other 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) By August 2017, Health Department staff will conduct an assessment of physical activity options in both school districts, including the # and % that provide in-class activity breaks, require daily PE, and have formal joint-use agreements to allow students and families to use facilities after school and on weekends ([School Health Index](#)).
- 2) By December 2016, Health Department staff will seek a local funding partnership to provide small grants for school staff to implement in-class or other short activity breaks during the school day.

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 two focus areas:

- 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.
- 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.



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 January 2017, the Board will receive report on progress of OCHD's integrated behavioral care program. The Board will also share this report with the Board of County Commissioners.
- 2) By June 2017, Health Department staff will investigate 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.
- 3) Based on the lessons learned from 1) and 2), the Health Department will provide a presentation/training on strategies for implementation, possibly at the annual Orange County Provider breakfast, together with partners such as the NC Center of Excellence for Integrated Care and UNC Center for Excellence in Community Mental Health by April 2018.

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 January 2017, the Board will receive an annual report on the use of county dollars invested in Cardinal Innovations Healthcare Solutions, including specified indicators of interest to the Board of Health.
- 2) By June 2017, the SAMH Subcommittee will explore with Cardinal Innovations Healthcare Solutions and other local mental health stakeholders the evidence-base and feasibility of mental health screening and referral kiosks in target community locations.
- 3) By June 2018, 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

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) 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.

Timeline - See website for real-time updates

Social Determinants of Health	16	17	18
#1: Family Success Alliance (FSA)	J A S O N D	J F M A M J	J A S O N D J F M A M
Pilot a medical-legal partnership for FSA			
Explore screening tools for social determinants of health at OCHD clinics			
#2: Increase Access to Care			
Explore use of text messaging for OCHD programs and services			
Host 2 "translation boot camps" with HCOC Access Committee			
Research how to make birth control pills available OTC			
Physical Activity & Nutrition	16	17	18
#1: Policy & Practices for Healthy Foods and Safe Places	J A S O N D	J F M A M J	J A S O N D J F M A M
Support Food Policy Council to explore incentive structure for healthy food retailers			
Review of nutrition and labeling at Homestead Aquatic Center & recs.			
Explore creation of health app (e.g. Be Healthy Rockingham County)			
#2: Physical Activity & Nutrition in Schools			
Assessment of physical activity policy & practices in OC school districts			
Seek local funding partnership for grants for school staff projects			
Substance Abuse & Mental Health	16	17	18
#1: Policy & Practice for Integrated Care	J A S O N D	J F M A M J	J A S O N D J F M A M
Report on OCHD's integrated behavioral care program			
Investigate reimbursement barriers for PCP to provide integrated care			
Provide presentation/training on integrated care in OC			
#2: Policy & Practice for SAMH			
Receive report on use of local dollars for SAMH services			
Explore mental health screening and referral kiosks			
Explore system for continuity of care before/after incarceration			
Engagement	16	17	18
#1: Engage with Policymakers & Community	J A S O N D	J F M A M J	J A S O N D J F M A M
Summaries on policy actions of local boards 2x per year			