

STRATEGIC PROCESS PLANNING:

The strategic plan is a formal best-practice process that outlines the organization's overall direction, philosophy, and purpose. It examines the current reality status in terms of strengths, weaknesses, opportunities, and threats in addition to setting long-term objective and formulating short-term tactics, with a measurable evaluation matrix. The intent is to strategically improve the health of the agency by continuously improving processes, programs, systems and the financial stability to best serve the community.

DIVISIONS & SERVICES:

The Iredell County Health Department is made up of five functional and interconnected divisions where 110 members work collectively to provide programs and services to targeted populations and to the community at large. The five specialty divisions are: **1) Executive:** This division drives agency structure, culture and the leadership's platforms as they relate to the ICHD core values and core functions of public health. This section assures progress accomplishments towards strategies and goals. Facility services oversight has recently transitioned to this division. **2) Finance and Operations:** This division manages vital records, financial management oversight, manages human resources and provides rabies investigation support. **3) Clinical Services:** This division manages the clinical services not limited to maternal health, child health, family planning, STD testing and treatment, communicable disease investigations, immunizations, oral health clinic, and newer services like walk-in lab services and walk-in physicals. Responsibilities also include WIC program administration and emergency preparedness agency and county level planning and management. **4) Environmental Health:** This division is responsible for permitting and inspections for public swimming pools, septic systems, well systems, child care centers, food establishments, lodging establishments, nursing/rest homes, and tattoo parlors. Work related to lead poisoning, NC Smoking Free Lay, methamphetamine lab response, and mosquito and rabies investigation and mitigation and the **5) Public Health Development and Promotion:** This division supports all of the other divisions and is responsible for health promotion and action planning for emerging and top health concerns by engaging with various teams and coalitions. Team members analyze health data, create risk reduction products, engage with the media and manage program and service marketing initiatives. The director for this division facilitates system-wide agency accreditation, workforce development, strategic planning and assures HIPAA compliance. Work related to lean healthcare, change management, varied specialized agency trainings, resource development, and the development of private & public partnerships are components of this division a well.

PARTNERSHIPS:

Partners are critical to the work of the ICHD, since they work alongside team members and offer their specialty knowledge to help the department plan, implement and assess programs and services. Partnerships also help provide access to targeted populations to make a positive impact on the priority health concerns of the community. The strategic plan and updates reflect multiple partnerships that span over all of the divisions in the department.

All the strategies and updates contained in this report were created with the following in mind:

- ICHD Mission, Vision & Core Values
- Core Functions of Public Health
- 10 Essential Services of Public Health
- Public Health Excellence Pillars
- 2015 Community Health Assessment (Most Recent)
- 2017 State of the County Health Report
- 2018 Workforce Development Plan
- ICHD Employee, Client/Customer and Partner Satisfaction Surveys and outcome from the SOWT analysis from each

Divisions: Executive, Finance & Operations & Public Health Development

People (Team Members)
Service (Customers, Clients & Partners)
Finance
Growth
Quality
In Alignment with IC Government Strategies

+++ ++ = Related Public Health Excellence Pillar

Mission: Promote and protect community, personal and environmental health while maintaining a balanced budget, a qualified workforce and excellence in customer service delivery.

Target Populations: Iredell County Health Department Workforce

Those that we serve, partners and the community at large

- Mandates:**
1. NCGS 130A-1.1(b) (8): Ensure a competent public health and personal healthcare workforce.
 2. Senate Bill 804: NC Public Health Accreditation
 - ◆ **Activity 24.2:** The local health department shall have a staff development plan that includes identifying and addressing the training and continuing education needs of the staff.
 - ◆ **Activity 27.1:** The local health department shall have in place a process for assessing consumer and community satisfaction with its services.

Core Functions of Public Health: Assurance Assessment Policy Development

Total Number of Visits or Contacts: Contacts for ICHD Workforce can be up to the #110 positions

Total Number of Unduplicated Visits or Contacts: Contacts for Iredell County population can be up to 172,916

Emerging Issues:

1. 32% of workforce is at or approaching retirement
2. Financial and operational impact of Medicaid Reform
3. Loss of OSWP revenue related to extension of permit expiration dates in legislation.
4. Operational impact of compliance with the NC Health Exchange Network.
5. Increased accountability and deliverables with State Grants and Medicaid.
6. Younger generations, especially generation Y and Z prefer a more social, interactive and digital environment. This generation is more likely to want more interaction during the customer experience.

Strategic Priority 1

Goal 1: Improve the percentage of customers satisfied with the services and programs they participated in at any ICHD location.

OBJECTIVE 1: +++ Achieve near 100% satisfaction for all services and programs. By June 30, 2019, implement strategies to assure completion of training on "The Great Employee Handbook" within 6 months of hire by all (100%) of new Health Department employees, as measured by timely signed and dated training signature logs and customer engagement and satisfaction surveys.

Tactics		Champion	Cost	Date Completed
A.	<p>Service Excellence Committee to develop an implementation plan for all new and currently untrained employees.</p> <p>Service Excellence Committee met in June 2018 and developed an orientation guidance document for Supervisors to assure all new employees complete the required training on “The Great Employee Handbook” within 6 months of hire. The document will be included in the new hire packets of which the Personnel Coordinator distributes to Supervisors. Supervisors will discuss the timeline as outlined in the guidance document with all new employees to assure the required training on “The Great Employee Handbook” is completed in a timely manner. Plan was to rolled this out to the Leadership Team with start date of implementation effective July 1, 2018 for all new hired employees.</p>	Service Excellent	Current HR	Completed July 1, 2018
B.	<p>Executive and Leadership Teams to review and approve the implementation plan.</p> <p>The orientation guidance document, developed by the Service Excellence Committee outlining the scheduled training on “The Great Employee Handbook” for all new employees to complete with Supervisor was approved by ELT.</p> <p>The Service Excellence Committee also developed a document of Review Questions for “The Great Employee Handbook” that all new employees are required to complete. The Review Questions will be discussed, signed and dated by Supervisor and new employee to assure all training requirements are met in a timely manner as outlined. The Review Questions document and process was approved by ELT and plan was rolled out to Leadership Team/Supervisors. Implementation for all new employees to complete the required training on “The Great Employee Handbook” within 6 months of hire date will be effective July 1, 2018.</p>	Leadership Team	Current HR	Completed July 1, 2018
C.	<p>Training on "The Great Employee Handbook" hardwired into agency orientation.</p> <p>Effective July 1, 2018 all new ICHD employees are required to read “The Great Employee Handbook”. The Service Excellence Committee created a document, “Review Questions for <i>The Great Employee Handbook</i>” that accompanies the new employee packet upon hire. The review questions and discussion points for each chapter have a deadline for completion and must be turned in to the Personnel Coordinator within 180 days of start date.</p>	Leadership Team	\$200	Completed July 1, 2018 Ongoing for new employees.

Objective Outcome Measure:

2018	2019	2020	2021
100%	100%		

OBJECTIVE 2: + + + + By June 2018, aim to provide 100% of agency workforce with ongoing service excellence trainings to enhance customer service (internal and external) behaviors, while simultaneously continuing to deliver quality public health programming and services. The trainings will be measured by signature logs reflecting workforce participating and by section meeting minutes reporting that customer service excellence behaviors are continuously being deployed.

Tactic		Champion	Cost	Date Completed
A.	<p>Full day leadership team retreat to focus on communication and customer service excellence and will include refresher of ICHD's tradition of Studer best-practices, specific behaviors to drive customer service excellence and critical techniques to build relationships with those that we serve. Training PPT will be developed from customer and partnership input and will be piloted in this retreat. The interactive "Walk Awhile in My Shoes" activity will bring light to why work related to customer service excellence is so critical.</p> <p>Leadership Team Retreat re-scheduled for March 2019 Dr. Rucker conducted a "Wilderness Leadership Team Retreat" on March 1, 2019 and covered DISC, 7 Habits of Highly Effective People, Johari's Window and other communication related topics and activities.</p>	Executive Leadership Team	Current HR and \$500	Completed March 2019
B.	<p>Leadership Team provides further input on additional topics needed for deploying agency-wide customer service excellence training post this leadership retreat.</p> <p>All ICHD staff were provided the opportunity to complete a DiSC assessment. The DiSC training was completed in August 2019 for all employees as well as Leadership team members.</p>	Leadership Team	Current Human Resources	August 2019
C.	<p>Establish a standard meeting agenda topic called "Customer Service Excellence Behaviors" and have team members report out what they are doing (what behaviors) to deploy and/or promote customer service excellence expectations. This applies to All-Staff, Division and Program/Section Meeting agendas.</p> <p>Once Executive Leadership Team discusses the agenda item enhancement, it will be rolled-out to Leadership Team and implemented upon approval.</p> <p>ELT discussed adding this topic to all meeting agendas on 1/8/19 and approved to roll-out to Leadership team on 2/25/19 during Leadership Team Meeting.</p>	Leadership Team	Current Human Resources	Implemented & Completed on 2/25/19
D.	<p>Add a statement in all position vacancy announcements about the expectations of customer service excellence behaviors to set the customer service excellence and service excellence standard prior to the first day of employment.</p> <p>A statement is being added to position vacancy announcements about the expectations of customer service excellence behaviors.</p>	Service Excellence and Leadership Team	Current Human Resources	Implemented 11/1/19

E.	<p>Have each top candidate read the Standards of Excellence in Behavior Policy and inform if they are employed into the position, they will be required to sign the employee service excellence pledge and fully comply with the policy.</p> <p>Implementing with Volunteer Program in June of 2018. (PHDP)</p> <p>Hiring Process Guidelines for Supervisors was updated to include candidate review of service excellence policy and pledge - Implementation August 1, 2018</p> <p>Service Excellence Committee met in June 2018 and developed a statement to add to the ICHD Hiring Guidelines tool for Supervisors. Revised document forwarded to Personnel Coordinator for implementation. Effective August 1, 2018 all candidates will be asked to review the Standards of Excellence in Behavior Policy and Appendices prior to interview. Supervisors have been instructed to ask at least one question to assure candidate read the policy. <i>Note: candidates will not be required to sign the pledge at interview; signature will be required once employed.</i></p>	Leadership Team	Current Human Resources	Completed 8/1/18
----	---	-----------------	-------------------------	------------------

Objective Outcome Measure:

2018	2019	2020	2021
100%	100%		

OBJECTIVE 3: ++++ By June 2019, review sectional consumer feedback from the 2018 Strategic Planning process and all (100%) divisional client satisfaction surveys and implement process improvements as recommended, if feasible, as measured by division leaders submitting and deploying improvement strategies for the Strategic Plan update.

	Tactics	Champion	Cost	Date to be Completed
A	<p>Leadership / Supervisors and Division leaders review strategic planning consumer feedback to look for opportunities for improvement.</p> <p>ICHD SWOT analysis from partners, employees and those that we serve are considered during the WFDP, Employees Engagement and Satisfaction Survey and the Strategic Plan, where appropriate. PHDP also engages in SWOT analysis with targeted populations for program research, planning and design.</p>	Leadership Team	Current Human Resources	Completed June 2019 & Ongoing Activity
B	<p>Supervisors and Division Leaders regularly review client satisfaction survey to look for opportunities for improvement. PHDP provides a standard and sometimes specific evaluation to partners and participants of programs to gather input that is considered to improve programming and delivery.</p> <p>Division client satisfaction survey results are reported annually to the Board of Health.</p>	Division Leaders	Current Human Resources	Completed June 2019 & Ongoing

C	<p>Process improvements implemented as recommended if feasible.</p> <p>New initiative: The onboarding process improvement multidisciplinary team started in November of 2019 to work on making ICHD new employee experience more satisfying, effective and efficient. This is related to the Workforce Development Plan revision process. This is being coordinated through a Lean Healthcare process with input also from newer team members who have recently experienced the ICHD onboarding.</p>	Leadership Team	Current Human Resources	January 2020
---	---	-----------------	-------------------------	--------------

Objective Outcome Measure:

2018	2019	2020	2021
100%	100%		

Strategic Priority 2

Goal 2: Increase employee satisfaction related to improvement in morale.

OBJECTIVE 1: ++++ Continued Leadership Team development and full implementation of all Service Excellence principles including mid-year performance reviews, regular program meetings, rounding for outcomes and thank you acknowledgements to increase employee satisfaction by 2%, as measured by employee engagement and satisfaction survey morale outcome.

	Tactics	Champion	Cost	Date to be Completed
A.	<p>Leadership training related to communication with staff through webinars and literature reviews.</p> <p>The Leadership Team has participated in the following trainings on communication.</p> <ul style="list-style-type: none"> 7/23/18 – Onsite Training: Group Dynamics and Communication Barriers 4/29/19 – Onsite Training: Effective Communication and Teambuilding 6/24/19 – Onsite Training: How to Communicate Effectively with one Another 8/19/19 – Onsite Training: DiSC Leadership Training with Charles Page 8/26/19 – Onsite IT Training & Development: Outlook Overview (<i>MS Office 2019</i>) Effective Management of Email Communication 8/26/19 – 5/18/2020 – Book Study: “<i>The 7 Habits of Highly Effective People</i>” – <i>Powerful Lessons in Personal Change</i> by Stephen R. Covey 	Executive Leadership Team	\$500	<p>Completed June 2018</p> <p>Completed August 2019</p> <p>Ongoing and scheduled for completion May 2020</p>

B.	<p>Leadership retreat held annually to promote growth on leader's skills and knowledge related to the management of personnel.</p> <p>Leadership Team members attended a non-mandatory supervisor training on May 17th, 2018. The training was a SkillPath National Seminars Training titled "The Complete Course on How to Supervise People"</p> <p>Leadership Retreat scheduled for December 2018 (Rescheduled to 3/1/19)</p>	Executive Leadership Team	\$500	<p>Annual</p> <p>Completed 5/17/18</p> <p>Completed 3/1/19 & Ongoing Retreats</p>
C.	<p>Division leaders ensure rounding occurs regularly with all employees</p> <p>All division leaders ensure ongoing rounding with all staff on a regular basis.</p>	Executive Leadership Team	Current Human Resources	Completed & Ongoing

Objective Outcome Measure:

2018	2019	2020	2021
9%	N/A		

Note: In 2015, morale was at 61% compared to 89% in 2018.

N/A= A County-Wide Employee Satisfaction Survey was completed in late 2018 by all employees in late 2018. The results were reported to ICHD staff in May 2019, therefore an ICHD Employee Engagement Satisfaction Survey was not completed in 2019. Group employee interviews were held with the County Human Resources Director which resulted in action plans for opportunities of improvement as the outcome.

Strategic Priority 3

Goal 3 : Ensure the retirement of key organizational leaders doesn't compromise our ability to meet all public health statutory requirements.

OBJECTIVE 1: +++ By June 2019, evaluate key organizational positions that may become vacant in the next five years related to impending retirements. Develop a plan to train other individuals in the organization regarding the duties of these positions to avoid a lapse in public health knowledge, skills and abilities. This will be measured the development and implementation a plan.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Continually train team individuals in key areas for continuity of administrative and programming practices to avoid a lapse in public health knowledge, skills and abilities.</p> <p>Each division leader will be tasked with identifying key positions eligible for retirement while establishing a mentoring plan when feasible by September 2018.</p>	Executive Leadership Team	Current Human Resources	Completed June 2019 & Ongoing

Objective Outcome Measure:

2018	2019	2020	2021
100%	100%		

Division: Environmental Health

Mission: Promote and protect community, personal and environmental health.

Targeted Population (s): The community at large is the targeted population for the environmental health section, so 720,916 citizens of Iredell County is the targeted population.

Mandates: Public pools, food establishments, tattoo artists, child care facilities, lodging establishments, builders, septic installers, licensed soil scientists

Core Functions of Public Health: Assurance Assessment Policy Development

Total Number of Visits or Contacts: As mandated by law

Total Number of Unduplicated Visits or Contacts: As mandated by law

Emerging Issues:

1. Increase in permitted facilities as a result of population growth
2. Increase of OSWP applications as a result of residential development
3. Economic downturn

Strategic Priority 1

Goal 1: Implementation of the inventory maintenance component portion of this policy as the backlog allows and when fully staffed.

OBJECTIVE 1: ++++ By December 2018, program specialist and OSWP supervisor shall inventory 5% of mandated inspections and implement the maintenance policy as backlog and human resources allows, as measured by the percent inventoried.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Organize all pump systems requiring maintenance. The Environmental Technician has been hired and has been released to go to the field after her initial training.</p> <p>The Technician will begin taking inventory and organizing required pump systems in the Mooresville office after her field work has been completed.</p> <p>An inventory has been implemented and a spreadsheet for tracking required maintenance inspections has been developed.</p> <p>By October 2020 the Iredell County Environmental Health Division is implementing a North Carolina Sewage Treatment and Disposal System rule that will require periodic maintenance inspections for specific septic system types. These maintenance inspections will be mandatory for certain pumped septic systems that were installed or repaired after July 1, 1992 that are classified as type IV-VI by the NC Sewage Treatment and Disposal System rules. In January of 2019, there were over 2,200 of these septic systems inventoried throughout the county. Over 1,100 of</p>	Supervisor	HR Time	<p>Continuous Activity</p> <p>July 2020</p> <p>January 2020</p>

	these systems do not have a required current contract between the owner and a certified management entity. In FY 2019/2020 the Environmental Health Division is sending out bulk mail post cards to owners of such properties that do not have a current contract with a certified management entity on file in the Environmental Health Division in effort to comply with the NC Sewage Treatment and Disposal rules.			
B.	Develop a maintenance of systems checklist Maintenance of systems checklist will be updated and will be implemented once a schedule has been established for system checks. Current inventory is under way and as workload allows staff will be assigned inspections.	Supervisor	HR Time	March 2020 & Continuous Activity
C.	Assign inspections to OSWP team members. The new program specialist will immediately begin system maintenance of type V systems once his status has been approved by County Management and Human Resources. All other systems will be assigned to OSWP staff when enough inventory has been organized. As the workload allows type V systems will be reviewed by the Program Specialist. Approximately 50 type V systems have been identified by the EH Technician and Program Specialist.	Supervisor	HR Time	Continuous Activity: Full Completion will take years.

Outcome Measure:

2018	2019	2020	2021
25%	75%		

Strategic Priority 2

Goal 2: Obtain inspection consistency with FPF staff

OBJECTIVE 1: + + + + By June 2018, continue to increase QA with 100% staff in the FPF authorization areas, as measured by total number of team members assessed reflected on the tracking log.

Tactics		Champion	Cost	Date to be Completed
A.	Increase activity for implementing annual peer QA reviews Annual peer QA has been implemented and will continue through FY 18/19. All existing and new staff will have a peer review by the beginning of FY 19/20.	All FPF	HR Time	Completed July 2019 Continuous Activity
B.	Continue supervisor AQ reviews once per year QA will continue once per year by the supervisor just before the annual performance evaluation and results will be compared to the peer QA for improvement opportunities.	All FPF	HR Time	Completed June 2018 & Continuous Activity

	All staff has been assessed by the FPF Supervisor and will continue. A Program Specialist has been added to the FPF program and will be assisting the Supervisor in QA reviews.			
C.	FPF supervisor QS reviews by regional specialist and environmental health director once per year for both All staff and the FPF Supervisor have been assessed by the NC FPF Regional Specialist NC recommends staff review by the Regional Specialist every few years. New staff will be assessed by the Regional Specialist if they have not been reviewed.	Supervisor	HR Time	Completed June 2018 & Continuous Activity

Outcome Measure:

2018	2019	2020	2021
100%	100%		

Strategic Priority 3

Goal 3: Obtain permitting and inspection consistency with OSWP staff

OBJECTIVE 1: ++++ By April 2018, begin QA reviews by supervisor to accomplish 100% team member reviews, as measured by total number of team members assessed reflected on the tracking tool.

Tactics		Champion	Cost	Date to be Completed
A.	Develop a comprehensive QA assessment tool. A comprehensive QA assessment tool has been developed by the Program Specialist and the OSWP Supervisor. QA assessments have been implemented by the Supervisor. All staff will be reviewed at their mid-year and anniversary dates to address any inconsistencies.	Supervisor	HR Time	Completed July 2019 & Continuous
B.	Implement QA with all OSWP staff The OSWP staff's QA has been scheduled and will continue to be assessed for FY 18/19 All new and existing staff will be reviewed by the Supervisor by the beginning of FY 19/20.	Supervisor	HR Time	Completed June 2018 & Continuous
C.	Report findings of staff assessed to staff themselves to develop improvements as needed Findings will be reported and assessed to the evaluated OSWP team to develop improvement opportunities. Findings are reported after each QA review by the OSWP Supervisor.	Supervisor	HR Time	Completed June 2018 & Continuous

Outcome Measure:

2018	2019	2020	2021
100%	100%		

Division: Clinical Services

Mission: Promote, and protect community, personal and environmental

Target Populations: Persons within the Iredell County community seeking the specific

Mandates: GS 130A-1.1

Core Functions of Public Health: X Assurance Assessment Policy Development

Total Number of Visits or Contacts: 39741 (2016-2017)

Emerging Issues: 1. Medicaid Reform 2. Potential loss of Medicaid Maximization Funds

Strategic Priority 1

Goal 1: Improve community awareness and utilization of all the services offered by the Iredell County Health Department

OBJECTIVE 1: + + + + + The ICHD will increase community awareness of the services offered as measured by a 1% increase, at the end of each fiscal year, in the number of client visits for all Clinical Services over the previous fiscal year.

Tactics	Champion	Cost	Date to be Completed
<p>A. Increase use of health department website and Facebook by prominently displaying on all outreach materials and outside communications. Also, encourage staff to refer people to the website and Facebook routinely. One of the tools for this will be a business card with the links.</p> <p>“Like us on Facebook” has already been added to almost every piece of paper that is given to the patients in Clinical Services. This continues to be placed on newly developed agency documents. In addition, we have purchased orange pens to be freely taken by patients with our name and “Like us on FB” on them. We have also increased the number of FB posts submitted to Laurie about various services so that she can make regular FB posts. FB likes have increased as well as the number of shares that we are seeing.</p> <p>We also, plan to use all or at least some of the video ads on the website to showcase our services as well.</p> <p>The Marketing Committee continues to meet and discuss numerous ideas.</p> <p>PHDP continues to take a pharmaceutical sale person approach to building critical relationships to encourage specialty service promotion.</p> <p>PHPD is delivering a series of Radio PSAs specifically to boost FB following. A newspaper articles continue to be created and submitted in the beginning of June to promote FB, Daycares, Drs. Offices, Hospitals, Public Schools, Mitchell Community College and more will all be targeted by PIO and volunteer in June of 2016 to increase FB following.</p> <p>The ICHD Web site and “Like us on Face Book” has added to most forms and pamphlets being distributed by the health department.</p> <p>Supervisors and staff are reminded and encouraged to send post ideas to the manager of our FP account concerning upcoming events, etc. Following has increased somewhat over the past year.</p>	<p>All staff</p>	<p>Current HR</p>	<p>All Continuous, as appropriate</p>

<p>E. Complete follow-up phone calls for services with procedures to check on the clients' condition and to encourage return for other services We continue to make follow up calls to patients to check on them following procedures and to check on missed appointments.</p>	Staff	N/A	Ongoing
<p>F. Encourage staff to use AIDET with 100% of client visits Some of the staff are using AIDET, some of the time. Susan Johnson will continue to work with supervisor to encourage and monitor staff to increase use until hardwired. This was made to be a goal for all clinical services sections in the WFDP through this current FY. Supervisors are currently working with staff to assure that AIDET is being used. The above continues to be a goal for staff, as all staff are encouraged to use AIDET with interactions with clients</p>	Staff	N/A	Ongoing
<p>G. 2020 Offer broader range of birth control methods to clients. We have added two types of IUDs to the selection of birth control options available.</p>	Leadership	N/A	September 2019 & Continue into 2020
<p>H. 2020 Offer in house Colposcopy services for convenience to clients.</p>	Leadership	\$6,000 for equipment	August 1, 2020
<p>I. 2020 In the 20/21 budget for painting and replacing the floor in some clinic areas that need updating.</p>	Leadership	Unknown at this time	February 2020
<p>J. Offer giveaways or incentives as funds allow. In April 2019 we used funds made available by the State to purchase car seats. We are giving one to each Maternal Health Patient who is still receiving services at 35 -36 weeks. We are also providing education on proper installation as well. We also, purchased bike helmets with funds made available by the State. We started giving these out in our CH clinic in July 2019.</p>	Leadership	Unknown at this time	Ongoing
<p>K. Offer Anatomy Scan Ultrasounds in our Maternal Health Clinic.</p>	Leadership	Unknown at this time	January 2019

Objective Outcome Measures:

2018	2019	2020	2021
3%	2.2%		

Division: Public Health Development & Promotion

Mission: The mission of community-based substance use prevention strategies is to create a healthier and safer community by implementing environmental, system, process, and policy changes to address substance misuse in Iredell County.

Targeted Population (s): The general Iredell County Population with an emphasis on those impacted by societal conditions relevant to health, such as conditions in which people are born, grow, live, and work; otherwise addressed as social determinants of health.

Mandates: Essential Public Health Service as defined under GS 130A-1.1

Core Functions of Public Health: X Assurance X Assessment X Policy Development

Total Number of Visits or Contacts:

- 6 DAFI Coalition Meetings
- 24 DAFI Subcommittee Meetings
- 30 substance use prevention partnership development site-visits
- 1 Community and/or Medical Community Substance use prevention training

Total Number of Unduplicated Visits or Contacts: N/A

Emerging Issues:

1. From January 2017 – October 2017 there have been 479 medication and drug overdoses in Iredell County.
2. In 2016, there were 177,271 opioid prescriptions written to Iredell County residents.
3. In 2015, the total medical costs resulting from poisoning fatalities in Iredell County was \$122,554.
4. In 2015, the total work loss costs resulting from poisoning fatalities was \$28,068,917.

Strategic Priority 1 **DACI is now a non-profit. This position is not within the ICHD's budget.**

Goal 1: The Substance Use Prevention Specialist will facilitate and sustain the Drug-Alcohol Abuse Free Iredell Coalition to ensure the fruition of action plans established during the 2016 strategic planning process.

OBJECTIVE1: + + + During FY '18-'19, the DAFI Coalition will meet on a bi-monthly basis and subcommittees will meet during the interim months. During meetings, partnering agencies will discuss accountability and the sustainability of programs and strategies implemented as a result of the 2016 strategic planning process.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Facilitate bi-monthly coalition meetings and bi-monthly subcommittee meetings</p> <p style="color: green;">During the last year the DACI Coalition has continued to meet regularly. In total, there have been 6 DACI Coalition Meetings, 12 DACI Board of Meetings, 10 Advocacy and Harm Reduction workgroup meetings, 6 Legal and Law Enforcement workgroup meetings, 16 Prevention and Education workgroup meetings, 16</p>	Jill St. Clair	<p>\$250</p> <p>No cost to ICHD. DACI budget covers this expense</p>	June 2019 Completed

	<p>Treatment and Recovery workgroup meetings, and 6 Naloxone and Prescribing Practices Meetings.</p> <p>In July 2019, the DACI Coalition Coordinator position transitioned to a non-profit and responsibilities related to this position are no longer managed by the Iredell County Health Department.</p>			July 2019
B.	<p>Establish additional partnerships within Iredell County to combat the substance misuse epidemic and maintain current partnerships.</p> <p>The DACI Coalition gained 2 additional partner agencies from October 2018 – June 2019. In July 2019, the DACI Coalition Coordinator position transitioned to a non-profit and responsibilities related to this position are no longer managed by the Iredell County Health Department.</p>	Jill St. Clair	\$250 No cost to ICHD. DACI budget covers this expense	July 2019 Completed

Objective Outcome Measure:

2018	2019	2020	2021
40	42		

Total number of participating agencies part of the DAFI Coalition
Baseline: 30 (2017).

Strategic Priority 2

Tactics		Champion	Cost	Date to be Completed
A.	<p>Develop and disseminate a substance misuse kit for medical providers and first responders.</p> <p>During the last year, the DACI Coalition participated in 35 community awareness events in order to provide educational information to the community. The DACI Coalition also attended all MGSD and ISS open houses to provide educational information to parents. In July 2019, the DACI Coalition Coordinator position transitioned to a non-profit and responsibilities related to this position are no longer managed by the Iredell County Health Department.</p>	Jill St. Clair	\$1,000* ICHHD spent \$259.00 on Naloxone Educational Brochures. All other materials were purchased through DACI funding	Completed June 2019

B.	<p>Train medical providers about safe prescribing practices, naloxone use, and encourage them to utilize the CSRS.</p> <p>During there last year, the DACI Coalition has hosted 53 educational trainings/presentations. While many of these were geared toward the youth and encouraging them to abstain from substance misuse, many of them were geared toward educating the community at-large about naloxone and safe opioid-use. In July 2019, the DACI Coalition Coordinator position transitioned to a non-profit and responsibilities related to this position are no longer managed by the Iredell County Health Department.</p>	Jill St. Clair	<p>\$500*</p> <p>*No cost to ICHD. DACI budget covers this expense.</p>	Completed July 2019
----	--	----------------	---	---------------------

Goal 2: Educate local medical providers and first responders about safer prescribing practices and naloxone use and availability.

OBJECTIVE1: + + + By June 2019, reduce the number of pills prescribed in Iredell County. A toolkit will be developed that will detail safe prescribing practices, naloxone accessibility and educational information, as well as Controlled Substance Reporting System (CSRS) utilization. This kit will be distributed to local prescribers and first responders in order to educate them on how to reduce substance misuse in Iredell County.

Objective Outcome Measure:

2017	2018	2019	2020	2021
9,365,000	7,761,000			

Note: This number represents the number of opioid pills prescribed in Iredell County. In a few months there will be comparison data from previous years. The dashboard has been reconfigured by DHHS and the previous data is no longer comparable.

Strategic Priority 3

Tactics	Champion	Cost	Date to be Completed
A.	<p>In partnership with the DAFI Coalition, hold an educational training for Iredell County residents about substance misuse and prevention strategies.</p> <p>In July 2019, the DACI Coalition Coordinator position transitioned to a non-profit and responsibilities related to this position are no longer managed by the Iredell County Health Department.</p>	<p>Jill St. Clair</p> <p>\$1000 *</p> <p>No cost outside of HR time to ICHD. DACI budget covered expenses related to this training</p>	Completed July 2019

B.	<p>Create or acquire substance misuse prevention educational materials for community dissemination purposes.</p> <p>The DACI Coalition had printed in April 2018 a Naloxone Educational brochure that has been continuously handed out since then. This brochure, along with other educational materials that were obtained by the DACI Coalition are handed out regularly at community-based events to increase education and awareness surrounding substance misuse.</p>	Jill St. Clair	<p>\$1,500 * ICHD spent \$259.00 on Naloxone Educational Brochures. All other materials were purchased through DACI funding.</p>	<p>Completed June 2019</p>
----	--	----------------	---	---

Goal 3: Increase Community education and awareness related to substance misuse in Iredell County.

OBJECTIVE1: + + + By June 2019, the Health Promotion Section, in partnership with the DACI Coalition, will enhance substance misuse knowledge throughout Iredell County by holding one training and/or educational summit to educate Iredell County residents and the medical community about the importance of safe prescribing and medication storage, naloxone availability, and current prevention programming available to Iredell County residents.

Objective Outcome Measure:

2017	2018	2019	2020
581	504		

Baseline 559 (2016) Iredell County Drug Overdoses

Division: Public Health Development & Promotion

Youth Risk Reduction

Mission: To create a healthier community by addressing youth risk reduction behaviors while implementing prevention education programs to Iredell County’s youth with assistance from various community partners.

Targeted Population (s): The general Iredell County population with an emphasis on youth, specifically those impacted by societal conditions relevant to health; such as conditions in which people are born, grow, live, and work. The five key determinants of health are economic stability, education, social and community context, health and health care, and neighborhoods and built environment; otherwise addressed as social determinants of health.

Mandates: Essential Public Health Service” as defined under GS 130A-1.1

Core Functions of Public Health: Assurance Assessment Policy Development

Total Number of Visits or Contacts:

1. Bring Substance Use Prevention Education (Project Alert and CATCH My Breath) to 200 youth participants in Iredell County.
2. Hold 4 youth-based DACI subcommittee meetings.
3. Hold 2 train-the-trainer Project Alert sessions with Iredell Statesville School System instructors, youth development center instructors, or faith-based youth leaders.

Total Number of Unduplicated Visits or Contacts: N/A

Emerging Issues:

1. School-based programs play a vital role in promoting lifelong healthy habits, with their overall health status determining their highest level of educational achievement.
2. Opioid pain relievers are extremely addictive and are some of the most abused prescription drugs.
3. Unintentional overdose deaths involving prescription opioids have radically increased and currently outnumber those from heroin and cocaine combined.
4. Few teens and adults realize the dangers of OTC drug abuse or misuse, and those teens that are educated about the risk are up to 50% less likely to abuse drugs.

Strategic Priority 1

Tactics		Champion	Cost	Date to be Completed
A.	<p>Address substance abuse and misuse, risky behavior prevention, and healthy living strategies among the youth population of Iredell County through in-person evidence-based curriculum implementation, self-taught projects, environmental changes, and youth-based coalition support.</p> <p>In April 2019, the PHDP Division distributed substance-use prevention posters related to the Project ALERT curriculum to 27 Health and physical education teachers. These teachers regularly display the posters in their classrooms and create messaging-based environmental changes.</p> <p>In November 2019, ICHD worked in partnership with the Regional Tobacco Control Specialist to provide all schools in the Iredell-Statesville School district and Mooresville Graded Schools with updated tobacco-free schools signage and posters related to tobacco free living. Each school was provided 3 outdoor signs and 5 posters, provided by the NC Tobacco Control Branch.</p>	Caroline Hager	\$500	<p>April 2019</p> <p>November 2019</p>
B.	<p>Work with schools and youth development related agencies, individuals and groups to reduce substance abuse and overdose among the youth population of Iredell County by holding evidence-based programs related to substance use prevention.</p> <p>The Youth Education Strategist is currently working to provide more education about the negative effects of vaping using the evidence-based curriculum “CATCH My Breath”. This is a new program and only two classes have been taught where a total of 46 students have already been taught.</p>	Caroline Hager	\$1000	Continuous Activity

	<p>Since April 2018, the Youth Education Strategist has been able to bring substance-use prevention education to 150 youth—aged participants through a partnership with PRIMETIME, a local after-school program.</p> <p>Nearly 100 additional youth-aged participants were reached by the ICHD Youth Education Strategist with substance-use prevention education, since April 2018 through the summer Police PALS program, youth-based summer camps, and faith-based programs.</p>			<p>Continuous activity</p> <p>Continuous activity</p>
C.	<p>Gain input from the youth population of Iredell County by having representatives participate on a youth-led DACI subcommittee.</p> <p>In March 2019, the ICHD, in Partnership with the DACI Prevention and Education Workgroup, hosted a substance-use prevention educational event for Families at Statesville High School. This event was attended by 75 participants and gave the opportunity for families to share their concerns and feelings toward substance misuse, in addition to the viewing the informational and educational film “If Only”.</p>	Caroline Hager	\$500	March 2019

Goal 1: To create a healthier community by addressing youth risk reduction behaviors while implementing prevention education programs to Iredell County's youth with help from community partners.

OBJECTIVE 1: ++++ By June 2019, there will be a 2% reduction in the number of students who have ever taken a prescription drug without a doctor's prescription due to implementation of Substance Abuse Prevention Education Programs in Iredell county schools, youth development centers, faith-based centers, etc., in order to educate youth and prevent substance abuse related overdoses and deaths. This will be measured by YRBFSS data.

Objective Outcome Measure:

2017	2018	2019	2020
14.8%	*Data Not yet available		

Percentage of Iredell-Statesville School System students who have ever taken a prescription drug without a doctor's prescription (YRBFSS 2015).

Baseline: 17.4% (2015)

OBJECTIVE 2: ++++ By June 2019, a substance abuse prevention train-the-trainer program will be implemented in two Iredell County schools or youth development settings in order to provide youth support and education on abstaining from substance use, how to stand up to peer pressure, leadership development, and living a drug-free lifestyle in an effort to reduce the number of students who have tried marijuana before the age of 13 by 2%. This will be measured by YRBFSS data.

Tactics		Champion	Cost	Date to be Completed
A.	Address substance abuse and misuse prevention strategies and foster leadership building skills among participants that will be transitioned to participating students.	Caroline Hager	\$500 *Will be supplemented by ABC funding after	

	Since April 2018, the Youth Education Strategist has taught substance-use prevention programming Project ALERT to 245 youth participants through PRIMETIME programming, Faith-Based sites, Summer Camps, and Youth Development Centers. The Project ALERT curriculum is leadership based.		November 2018 \$500.00 ABC funding <u>not</u> received for 2019	Continuous Activity
D.	Work with School Administrators and School Health Nurses to stay in compliance with the NC Healthful Living Standards, The NC State Law, and the school boards. In August 2019, ICHD worked with both school districts in Iredell County to update the MOU's with current and up-to-date program offerings. ICHD representatives are active on School Health Advisory Councils for both Iredell-Statesville Schools and Mooresville Graded Schools.	Caroline Hager Megan Redford		Continuous Activity
E.	Create, present, and disseminate curriculum information to train-the-trainer participants and provide technical support. In June 2019, each teacher that completed train-the-trainer programming for Project ALERT in 2018 were provided with updated curriculum information and posters to display in their classrooms. Before each new school year, the ICHD youth Education Specialist reaches out to all train-the-trainer past participants and makes sure they are aware of any curriculum changes and that they have the resources needed to teach students during the upcoming school year.	Caroline Hager	\$1000 *Will be supplemented with ABC funding after November 2019 (not received)	Annual Activity, as needed.

Objective Outcome Measure:

Note: Percentage of ISSS students who have ever taken a prescription drug without a doctor's order YRBFSS 2015
Baseline: 9.2%

2017	2018	2019	2020
9%	Data not yet available		

Division: Public Health Development & Promotion

Child Fatality

Mission: To create a healthier community with lowered infant and child fatality rates by reducing injury, disability, morbidity and mortality among the infant population of Iredell County.

Targeted Population (s): The general Iredell County population with an emphasis woman of child-bearing years, infants, and children, as well as on those impacted by societal conditions relevant to health; such as conditions in which people are born, grow, live, and work. The five key determinants of health are economic stability, education, social and community context,

health and health care, and neighborhoods and built environment; otherwise addressed as social determinants of health.

Mandates: 2 CFR §200.331 – Federal Award Reporting Requirements for Pass-Through Agencies

Core Functions of Public Health: Assurance Assessment Policy Development

Total Number of Visits or Contacts:

1. Child Fatality Team Meetings: 6
2. Meetings with Child Fatality related community partners: 30

Total Number of Unduplicated Visits or Contacts: N/A

Emerging Issues:

1. Average infant death rate for Iredell County of 8.3 surpasses North Carolina's rate of 7.2.
2. African Americans in Iredell County have the highest infant death rate of 18.7.
3. The Hispanic infant death rate in Iredell County increased from 4.2 in 2010 to 5.7 in 2013.
4. A significant racial disparity exists among race and infant mortality rates.
5. Substance use is related to poor birth outcomes.

Strategic Priority 1

Goal 1: To create a healthier community with lowered infant and child fatality rates by reducing injury, disability, morbidity and mortality among infants and children in Iredell County.

OBJECTIVE 1: ++++ By June 2019, the total infant mortality rate will be reduced by .5 in Iredell County (current infant mortality rate is 8.3) through the implementation of the Child Fatality Taskforce to improve infant and child outcomes, as measured by the NC State Center for Health Statistics NC Infant Mortality Report.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Manage a multidisciplinary and multiagency community-interactive-based Infant and Child Fatality Taskforce</p> <p>In January 2019, the Youth Education Strategist held the first “Healthy Child Taskforce Meeting” at ICHD. Since January 2019, the Coalition has met monthly and established an executive committee. This taskforce is attended by 30 community partners. In October 2019, The Coalition was granted “Safe Kids Iredell County” status and will begin working under the umbrella of Safe Kids to address infant and child injury and mortality.</p>	Caroline Hager	\$250	Continuous Activity

B.	<p>Present data, action plans and reports to the Administrative Child Fatality team and provide the local capacity to engage the community in activities that will improve infant and child injury, disability, morbidity, and mortality.</p> <p>In October 2019, the Child Safety Taskforce was granted “Safe Kids” status and have begun operating under that name. Moving forward, the coalition will begin developing Action Plans to address topics that are appropriate in decreasing child and infant deaths. These action plans will be vital in creating workgroups that will work on selected topics.</p>	Caroline Hager	-	Continuous Activity
----	---	----------------	---	---------------------

Objective Outcome Measure:

Iredell County infant mortality rate (SCHS 2016)
Baseline: 8.3 (2016)

2017	2018	2019	2020
9.7	8.5		

OBJECTIVE 2: + + + By June 2019, there will be a decrease specifically in the African American infant death rate in Iredell County by .5 through the implementation of the Child Fatality Taskforce to improve infant and child outcomes, as measured by the NC State Center for Health Statistics NC Infant Mortality Report.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Explore data to find root cause of African American disparity rate.</p> <p>The Healthy Child Taskforce met for the first time in January 2019 and was just granted Safe Kids status in October 2019. Moving forward, researching the root cause of the disparity among African Americans will be a topic that is addressed during the action planning process. The Youth-Based Education strategist regularly attends Child Fatality Taskforce Meetings and discussed the details surrounding deaths of children in Riedell County and brainstorms prevention strategies.</p>	Caroline Hager	\$250	Continuous Activity
B.	<p>Educate point of service providers on social determinants of health and health equity.</p> <p>A goal of the newly formed Iredell Safe Kids Coalition will be to educate service providers about social determinants of health. This will be addressed during upcoming strategic planning for the coalition.</p>	Caroline Hager	\$500	Continuous Activity

Objective Outcome Measure:

Iredell County African American infant mortality rate (SCHS 2016)
Baseline: 9.8 (2016)

2017	2018	2019	2020
19.2	22.4		

OBJECTIVE 3: +++ By June 2019, information from the Healthy Pregnancy Kits created by the Iredell County Health Department will be distributed to 25 point-of-service agencies that provide care or services to prenatal women and/or children in Iredell County in order to reduce the infant mortality rate by .5 and provide help and education on abstaining from substance use and living a healthy lifestyle to create positive birth outcomes, as measured by the NC State Center for Health Statistics NC Infant Mortality Report.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Create and/or acquire healthy pregnancy and healthy child related materials that will be included in the healthy pregnancy kits that will be distributed to point-of-service providers in Iredell County.</p> <p>In June 2019, materials related to healthy pregnancy and healthy children that was included in kits that were distributed to point-of-service providers in Iredell County included: healthy eating information, safe sleep, heat safety, sun safety, substance-use prevention, and car seat safety.</p>	Caroline Hager	\$1500	Annually
B.	<p>Make site visits to each identified point-of-service agency that will receive a kit and educate them on the contents and strategies and best practices for reducing infant and child deaths and improving healthy equity.</p> <p>During the Summer of 2019, the Youth Education Strategist made site visits to each point-of-service provider who has received information in the past and provided them with additional information related to child and pregnancy safety. In addition to the new materials, they were provided with updated materials and additional copies of information they received in the past. The youth-education Strategist regularly check on these locations via email and provides them with updated information regularly and as-needed.</p>	Caroline Hager	\$250	Annually

Objective Outcome Measure:

Iredell County Infant mortality rate (SCHS 2016)

Baseline: 8.3 (2016)

2017	2018	2019	2020
9.2	8.5		

Division: Public Health Development & Promotion

Public Information, Marketing, and Outreach

Mission: Commit to service excellence and continuous performance improvement. As a community health care services provider, we remain attentive to health and well-being of those we serve through education, communication for urgent and non-urgent health-related issues, outreach and marketing of services.

Targeted Population (s): Community at large: local businesses, industries, employers and general population of all ages, race, gender, ethnic background, and socio-economic status.

Mandates: Essential Public Health Service as defined under GS 130A-1.1

Core Functions of Public Health: X Assurance X Assessment X Policy Development

Total Number of Visits or Contacts:

1. 75,000 Iredell County residents will be reached through social media postings, outreach events, and/or media releases.
2. 30 Outreach events will be attended.
3. 15 community partners will participate in the Local Information Team.

Total Number of Unduplicated Visits or Contacts: N/A

Emerging Issues:

1. Social media has captivated audiences of all ages and socio-economic status to use as an instant, “reliable” news source creating the potential for confusion and misinformation to be spread instantly to a mass amount of followers. This modern-day virtual communication method has potential to damage credibility if misinformation is posted and shared among followers and could be equally as damaging if information is not posted quick enough or not at all. At times, communicating with the community in an instant can be challenging due to the nature of working with various unpredictable health crisis in collaboration with either the State and/or other members in the community to release a uniform educational message.
2. Increased younger generation who is used to receiving constant information electronically gets bored easily and who expects attention/increased amount of customer engagement through an appointment process.
3. Having a mix of generations and all have preferences regarding how they receive information and how they use information.

Strategic Priority 1

Goal 1: Increase web-based and social media traffic to use as a communication portal for urgent and non-urgent messaging by marketing website and Facebook with community events, health literature marketing, and through various health fairs and community partnerships.

OBJECTIVE 1: + + + + By June 2019, ICHD will continue to encourage the public to visit social media link to the Health Department as measured by the amount of public engagement on ICHD Facebook or number of "Likes". This will serve as an emergency notification system and can quickly update the public who regularly check social media account.

Tactics		Champion	Cost	Date to be Completed
A.	Increase pre-scripted health messaging post on social media accounts so followers acknowledge that the account is active. Since April 2018, ICHD has posted bi-weekly using pre-scripted social media messaging on Facebook and will continue to do so for the foreseeable future.	Laurie Johnson	\$200	Continuous Activity
B.	Maintain relations with state and local partners to effectively coordinate the release of information.	Laurie Johnson	-	

	<p>The ICHD PIO regularly updates the regional and state-level PIO contact list, as well as local and state-level contacts who are vital in communication strategies related to many public health topics. In August 2019 the ICHD PIO participated in the region-wide McGuire Nuclear Drill and was able to practice coordinated communication in real-time with other local PIO's. This provided the opportunity to address issues related to communication that would make real-life urgent communication much more problematic.</p> <p>In October 2019, the ICHD PIO attended a regional PIO meeting in order to as a group troubleshoot various public health communication topics.</p>			Continuous Activity
C.	<p>Provide greater notice throughout the agency of major health topics, announcements, health initiatives and other information as deemed appropriate for staff to know and encourage dissemination of information to friends/family.</p> <p>It has become standard practice to send all-staff an email when a press release is sent to the media. This will inform staff of what is happening in the agency and increase staff by-in.</p>	Laurie Johnson	-	Continuous Activity

Objective Outcome Measure:

2017 Iredell County Health Department Facebook likes
Baseline 116 (2007)

2018	2019	2020	2021
202	281 *as of Nov. 2019		

OBJECTIVE 2: + + + The Iredell County Health Department will continue to build networking relations with state and local agencies to quickly and effectively coordinate the release of information using uniform messaging system in order to avoid mixed and/or duplicate messaging. The Local Information Team will continue to use meetings for networking, community partner updates, and creating uniform messaging when needed, and increase to 15 members by June 2019.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Include state and local agencies opinions/stances when necessary to strengthen and build partnerships as well as heighten significance of key messaging.</p> <p>During the last year, relationships with various state and local officials have been strengthened due to the sensitive nature of some of the topics ICHD has released information about. It is included in our policy now to notify County Administration of any press releases that are sent out and it has become a best-practice to let a state-level Public Health official review our releases in order to have them include any new and updated information that is required. In the last year, the ICHD PIO has worked closely on a regular basis with Chris Mackey, PIO for NCDHHS and Dr. Zack Moore, NC Epidemiologist on topics related to thyroid cancer in Iredell County.</p>	Laurie Johnson Megan Redford	-	Continuous Activity
B.	Offer/ask to share health information more fluidly with other community agencies and state partners.	Laurie Johnson	-	

	In the past year, ICHD has worked with local agencies to ensure information is spread to as many Iredell County residents as possible. Partners during the last year include: Iredell Firewire, Iredell County Partnership for Young children, WAME Radio with Billy Buck, and United Way of Iredell County. These partners have shared releases related to emergency preparedness, community meetings, and general health risk reduction topics.			Continuous Activity
C.	Make opportunities available to community agencies to give feedback on how we can improve communication with them or within the community to be better heard. The ICHD PIO regularly meets with other local PIO's and discusses best practice and improvement opportunities during these meetings. In October 2019, the ICHD PIO attended a brainstorming meeting with all local PIO's in order to improve communication.	Laurie Johnson	\$200	Continuous Activity

Objective Outcome Measure:

Number of local information team members (2017)
Baseline: 11 (2017)

2018	2019	2020	2021
12	42		

(2019) Local Information Team has been expanded to include regional participants and is training-based in order to increase educational opportunities for local PIO's

Strategic Priority 2

Goal 2: Increase Health Department participation in the community by making outreach services more prominent and Iredell County Health Department services more highly marketed and noticeable on health literature, website, Facebook, billboards, community venues, etc. and by marketing services to more faith-based partners, health partners, business partners, schools, etc.

OBJECTIVE 1: +++ By June 2019, Iredell County Health Department services and programs will be marketed on various health literatures, website, Facebook, billboards, community venues, etc. various forms of communication to the general community, and specifically: faith-based organizations, health and business partners, schools, businesses and industries, etc. The Iredell County Health Department will reach 75,000 Iredell County residents through various forms of messaging by June 2019.

Tactics		Champion	Cost	Date to be Completed
A.	Create online resources that market Iredell County Health Department services and programs In late 2018, ICHD releases educational videos that are used throughout ICHD and on the website to market services. The ICHD PIO regularly updates the website with new information and keeps social media accounts active with bi-weekly posts related to health risk reduction and ICHD services offered	Laurie Johnson	\$500	Continuous Activity
B.	Create and disseminate marketing materials for Iredell County Health Department services and programs In November 2018, all ICHD brochures and marketing materials were updated by the ICHD PIO and various program managers. Since then, new and updated brochures have been printed to replace old and outdated materials.	Laurie Johnson	\$3000	Continuous Activity

C.	<p>Organize and maintain an outreach database of contacts that can be sent health risk reduction information via email.</p> <p>During the summer of 2019, blast fax contact information was updated for all blast-fax contact lists. In addition, outreach records are updated on a monthly basis and local PIO contact information is updated continuously.</p>	Laurie Johnson	\$500	Continuous Activity
----	--	----------------	-------	---------------------

Objective Outcome

Measured by outreach events
Baseline: 29 (2017)

2018	2019	2020	2021
11 Only 6 mos. worth of data.	<p>28 events</p> <p>*in addition health education and health risk reduction materials were distributed to 126 locations</p>		

Measure:

attended in 2017

Division: PHDP Section: Health Promotion

Healthy Communities

Mission: The mission of the healthy communities program is to create a healthier community by implementing environmental, system, process, and policy changes to address healthy eating and active living, chronic disease prevention, and risky behaviors

Targeted Population (s): The general Iredell County population, with an emphasis on those impacted by societal conditions relevant to health; such as conditions in which people are born, grow, live, and work. The five key determinants of health are economic stability, education, social and community context, health and health care, and neighborhoods and built environment; otherwise addressed as social determinants of health.

The total Iredell County population is 172,916. Approximately 20% (34,583) of the Iredell County populations are a minority race, lack health insurance, have a household income that is below poverty level, and/or have a low educational attainment rate.

Mandates: Essential Public Health Service as defined under GS 130A-1.1

Core Functions of Public Health: x Assurance x Assessment x Policy Development

Total Number of Visits or Contacts:

- Distribute 1,000 Share the Harvest informational notecards.
- Secure 1 additional produce drop-off location for the Share the Harvest Program.
- Distribute 1,000 Farmers' Market awareness notecards.
- Reach 2,000 Iredell County residents via social media postings related to healthy eating and active living.
- Sponsor 1 Get Fit Iredell Event that will be attended by approximately 100 people.
- Sponsor 1 educational event related to colorectal cancer awareness.
- Sponsor 1 event related to diabetes prevention and education.
- Reach 2,000 Iredell County residents via social media postings related to risky behaviors, such as substance misuse and unsafe driving habits.

Total Number of Unduplicated Visits or Contacts: N/A

Emerging Issues:

- Nearly 70% of Iredell County Community Health survey respondents have high blood pressure and/or high cholesterol (*Iredell County 2015 Community Health Assessment*)
Cancer is the leading cause of death in Iredell county, and 58% of cancer deaths are associated with cancer in the respiratory and digestive organs (*NC State Center for Health Statistics, Detailed Mortality Statistics report, 2014 Iredell County*)
- 35.5% of Iredell County residents are overweight and 28.8% are obese (*NC State Center for Health statistics, BRFSS 2014*)
- 34.2% of Iredell County youth ages 2-18 years are either overweight or obese (*North Carolina Nutrition and Physical Activity Surveillance System, NC-PASS 2014*)
- 83.4% of Iredell County Community Health Survey Respondents do not eat the recommended amount of fruits and vegetables (*2015 Iredell County Community Health Assessment*)
- 75% of Iredell County Community Health Survey Respondents do not get the recommended amount of physical activity (*2015 Iredell County Community Health Assessment*)

Strategic Priority 1

Goal 1: Increase access to healthy food options and physical activity opportunities.

Objective 1: + + + + By June 2019, the Health Promotion Section will make environmental changes related to increasing access to healthy foods by strengthen the Share the Harvest program. The Health Promotion Section will increase marketing efforts by creating and disseminating an informational notecard and market the Share the Harvest Program on social media by posting one Share the Harvest related post on Facebook per week during FY'18-'19 growing season (May-September) and add one new drop-off location during FY'18-'19.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Create Share the Harvest informational notecard and establish a dissemination plan that will include community-based outreach.</p> <p>Annually, the Healthy Carolinians Healthy Eating taskforce meets to create a dissemination plan for the Share the Harvest Program. The 2019 plan is identical to the plan used in 2018, with minimal updates required. In March 2019, ICHD staff reached out to local growers and reminded them of the program and made sure marketing materials were up to date and printed by May 2019. In May 2019, ICHD kicked off the Share the Harvest program and over the season collected 18,000 lbs. of produce.</p>	Megan Redford	\$1000	Continuous Activity (could change based on Action Planning in 2020)
B.	Establish additional Share the Harvest participating agencies and secure an additional produce drop-off location.	Megan Redford	\$500	

	Currently there are 3 participating food banks/drop off locations and 1 additional drop off at Bud's Oil. An additional drop off location will be added by May 2020. Currently, the Healthy Carolinians Health Eating Taskforce is working to establish a partnership with Yolk Fellow ministry in order to secure an additional drop off location at their food bank site. This would create an additional Statesville site and create additional reach for the overall program.			May 2020
C.	<p>Create web-based marketing materials for the Share the Harvest Program that are Facebook compatible and share them on a weekly basis during the Share the Harvest season (May – September)</p> <p>This year, marketing materials were created and both printed and shared via electronical formats. The Share the Harvest informational flyer was shared on the ICHD Facebook page on a weekly basis and on the website throughout the entire growing season. In addition, members of the Healthy Carolinians Healthy Eating taskforce were asked to share the promotional information with their respective agencies and with any community members that they work with.</p>	Megan Redford	\$250	May 2020 through September 2020

Objective Outcome Measure:

Total number of Iredell County residents that consume the recommended amount of fruits and vegetables (2015 BRFSS).
Baseline: 13.5% (2015)

2017	2018	2019	2020
17.8%	*Data not available		

Objective 2: + + + + By May 2018, The Health Promotion Division will increase farmer's market awareness by creating an informational notecard for community dissemination and web-based materials for social media and website use that includes details regarding all farmers' markets in Iredell County. This will be measured by future BRFSS reports.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Create an informational notecard for community dissemination that details locations and operating hours of local farmers' markets. Create signage for community display reflecting the information shared on the informational notecard.</p> <p>In February 2019, ICHD PIO attended the Annual Farmers Market planning meeting at the Agricultural Center. During this meeting, representatives from markets in Iredell County make times and location for their markets final, and ICHD staff let the participants know their plans for marketing and let them know they could reach out to them for technical assistance. After the meeting, the ICHD PIO completed the Farmers Market marketing promotional notecard and had it printed in April</p>	Megan Redford & Laurie Johnson	\$1000	September 2020

	2019. ICHD distributed notecards to all Healthy Carolinians Health Eating Subcommittee members so they could distribute to their partners, and made certain market manager had access to all marketing materials for promotional purposes. In May 2019, ICHD began sharing the electronic version of the Farmers Market promotional flyer o their Facebook mage once a week and displayed it on their website. The Health Carolinians Healthy Eating Subcommittee plans to continue marketing the local farmers market during the 2020 season.			
B.	Market local farmers' markets on the ICHD website and social media sites in order to increase awareness of local farmers' markets. In May 2019, ICHD began sharing the electronic version of the Farmers Market promotional flyer on their Facebook mage once a week and displayed it on their website. Members if the Healthy Carolinians Healthy Eating Taskforce were encouraged to also share the electronic version of the promotional materials. These efforts will be continued during the 2020 season.	Megan Redford & Laurie Johnson	Current Human Resources	September 2020

Objective Outcome Measure:

Total number of Iredell County residents that consume the recommended amount of fruits and vegetables (2015 BRFSS).

Baseline: 13.5% (2015)

2017	2018	2019	2020
17.8%	*Data not available		

Objective 3: + + + + During FY'18-'19 the Health Promotion division will sponsor one Get Fit Iredell Event that will provide a free-of-cost physical activity opportunity for residents of Iredell County in an effort to increase the number of residents that have participated in physical activity in the last month, by 2% as measured by Get Fit Reports.

Tactics		Champion	Cost	Date to be Completed
A.	The Health Promotion Division will partner with another Get Fit Iredell sponsoring agency to host a physical activity-based event. This event will be marketed to all Iredell County residents. In September 2018, ICHD partnered with the Iredell County United Way and Statesville Free News to sponsor a "Pick Your Fun Day" at Lake Norman State Park. This event was attended by 42 individuals. Activities at this event included hiking, yoga, bike riding, canoeing, and ae-kwon-do.	Megan Redford	\$500	September 2018

Objective Outcome Measure:

Total number of Iredell County residents that participated in physical activity, outside of their job, during the last month. (2016 BRFSS).

Baseline: 78.5% (2016)

2017	2018	2019	2020
75.9%	77%		

Strategic Priority 2

Goal 2: Educate and bring awareness to chronic conditions among Iredell County residents in an effort to reduce the percentage of Iredell County residents suffering from one or more chronic conditions.

Objective 1: ++++ During FY '18-'19, the Health Promotion section will work in partnership with the members of the Chronic Disease subcommittee to bring awareness to colorectal cancer prevalence and the need for preventative screenings in an effort to decrease the percentage of residents between the ages of 50-75 that have not had a colonoscopy in the past 10 years by 2%, as measured by the BRFSS data.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Hold an educational event in partnership with Iredell Memorial Hospital in order to educate the community about various colorectal cancer prevention strategies and the benefits of early detection screenings</p> <p>In October 2018, the ICHD PHDP team again partnered with Iredell Health System and the American Cancer Society and Iredell County Government to provide all Iredell County Employees with the opportunity to be screened for colon cancer using an at-home screening kit. During this event, 165 employees were offered the paper screening to assess their risk of colon cancer, and 35 individuals met the criteria and qualified to receive at at-home kit. Moving forward, at home screening tools will be made available to employees who are over the age of 45 during their annual wellness screenings.</p>	Megan Redford	\$500	October 2018
B.	<p>Create and disseminate colorectal cancer awareness informational materials that can be shared in community outreach settings as well as online via the ICHD website and social media outlets</p> <p>During the last year, ICHD continued to use materials related to colorectal cancer prevention education that were developed in partnership with Iredell Health System in late 2017. This notecard is both English and Spanish and provides great information related to personal health and colorectal cancer prevention. The ICHD PIO will continue disseminating this information to various community partners and program participants during the next Fiscal Year.</p>	Megan Redford	\$1000	Continuous Activity

Objective Outcome Measure:

2016	2017	2018	2019	2020
69.5%	Not available	62.4%		

Iredell County residents aged 50-75 have not had a colonoscopy in the past 10 years (BRFSS 2016).

Baseline: 29.6% (2016)

Objective 2: + + + + During FY '18-'19, the Health Promotion Division will work with the Chronic Disease subcommittee to bring educational opportunities to the residents of Iredell county about diabetes and various strategies for preventing the onset of type 2 diabetes in an effort to decrease the percentage of Iredell County residents who have ever been told by a doctor they have diabetes by 2%, as measured by BRFSS data.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Hold an educational event in partnership with Iredell Memorial Hospital and local and regional partners in order to educate the community about various diabetes prevention strategies.</p> <p>In partnership with Iredell Health System, ICHD worked to continue existing efforts already in place to address colorectal cancer and did not hold an event to specifically address Diabetes. Iredell Health System has a diabetes clinic that is available to the community and offer seminars throughout the year for the public. Within the last 3 years, ICHD has participated in a region-wide Minority Health Diabetes Program with limited success. Due to these combined matters, ICHD felt it more sustainable to continue partnering with Iredell Health System to address Colorectal Cancer.</p>	Megan Redford	\$500	Not completed (Alternate activity took place.)
B.	<p>Create and disseminate diabetes educational materials that can be shared in community outreach settings as well as online via the ICHD website and social media outlets.</p> <p>Rather than create materials, the ICHD PIO was able to acquire materials that were already developed by other companies but fit our needs and purchase them already printed. This saved ICHD time and resources in product development, and still met the need of providing educational materials related to diabetes to the community. These materials are still currently being used, and will continue to be disseminated during the next fiscal year. The ICHD PIO regularly post information related to diabetes prevention on the ICHD Facebook page.</p>	Megan Redford	\$1000	Continuous

Objective Outcome Measure:

*Iredell County residents who have ever been told by a doctor they have diabetes (2016 BRFSS).
Baseline: 10.7% (2016)*

2017	2018	2019	2020
10.1%	10.7%		

Strategic Priority 3

Goal 3: Bring Awareness to risky behaviors such as substance misuse and unsafe driving practices in an effort to decrease unintentional deaths and injuries.

Objective 1: + + + + During FY '18-'19, the Health Promotion section will implement a mass marketing campaign that will increase awareness of common risky behaviors, specifically substance misuses, and unsafe driving in an effort to decrease the number of unintentional deaths or injuries among Iredell County residents by 3.

Tactics		Champion	Cost	Date to be Completed
A.	<p>Create and disseminate community awareness marketing materials aimed at reducing substance misuse and unsafe driving practices. Materials will be used in poster format, handouts, and web-based materials that will be used on the ICHD website and social media sites.</p> <p>The ICHD PIO and youth education strategist regularly work together to develop messaging based off CDC guidelines and recommendations for substance use and opioid awareness. The Youth Education Strategist held the chair for the Prevention and Education Workgroup of the DACI Coalition from May 2018 – May 2019 and during that time was able to promote various types of messaging related to substance use, specifically for Facebook. This is a continuous effort, specifically to target youth and their parents.</p>	Caroline Hager and Laurie Johnson	\$1000	Continuous Activity

Objective Outcome Measure:

Number of unintentional injury deaths in Iredell County.

Baseline: 69 (2016)

2017	2018	2019	2020
67	*Data not yet available		

Strategic Priority Added 2018

Goal 1: By December 2019, research innovative resources to create additional infrastructure needed to further mitigate the opioid epidemic in Iredell County.

OBJECTIVE 1: By December 2019, further research corporate, foundation, state and federal grant opportunities that will meet a need related to mitigating the opioid crisis.

Tactics		Champion	Cost	Date Completed
A.	<p>Research funding opportunities than could be used to build the infrastructure for the opioid crisis mitigation through prevention and education.</p> <p>A total of \$360,935 grants was awarded within approximately a year's timeframe (from October 2018 – November 2019.)</p> <p>In October of 2018 the Iredell County Health Department received an \$85,972 Emergency Overdose: Local Mitigation to the Opioid Crisis for Local Health Departments and Districts from the NC DHHS – Public Health Division in the Injury and Prevention Branch. With this grant the ICHD partnered with IC EMS (through a MOU) to fulfill the obligations in the grant. A peer support specialist was hired by EMS to follow-up with individuals after a non-fatal overdose event and work with them to help them overcome their barriers and challenges to the road to recovery.</p>	Norma Rife	HR Time for writing grants and monthly grant management	December 2019

	<p>In November of 2019, a three-year grant totaling \$274,963 Community Linkages to Care for Overdose Prevention Grant was awarded to Iredell County Health Department to continue the work of the peer support specialist and to expand the program by a .40 FTE position. The ICHD will again work with the ICHD EMS (through and MOU) to fulfill the grant requirements)</p> <p>The grant writer is responsible to assure the work is completed per the State Agreement Addendums and MOUs.</p>			<p>Ongoing</p>
--	--	--	--	----------------