

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 original strategies 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

2017 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.	Service Excellence Committee to develop an implementation plan for all new and currently untrained employees.	Service Excellent	Current HR	Completed July 1, 2018
B.	Executive and Leadership Teams to review and approve the implementation plan.	Leadership Team	Current HR	Completed July 1, 2018
C.	Training on "The Great Employee Handbook" hardwired into agency orientation, for all new employees.	Leadership Team	\$200	Completed July 1, 2018 CONTINUOUS

Objective Outcome Measure:

2018	2019	2020	2021
100%	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 was planned for May 15, 2020 to continue focus on communication, customer service excellence, teambuilding and leadership skills but was cancelled due to COVID-19 Pandemic. Retreat has been postponed until Spring 2021 as a result of COVID-19.</p>	Executive Leadership Team	Current HR and \$500	<p>Completed March 2019</p> <p>On-hold until May 2021, due to COVID-19</p>
B.	Leadership Team provides further input on additional topics needed for deploying agency-wide customer service excellence training post this leadership retreat.	Leadership Team	Current Human Resources	Completed August 2019
C.	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.	Leadership Team	Current Human Resources	Implemented & Completed on 2/25/19

D.	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.	Service Excellence and Leadership Team	Current Human Resources	Implemented 11/1/19 Completed 11/1/19 CONTINUOUS
E.	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.	Leadership Team	Current Human Resources	Completed 8/1/18

Objective Outcome Measure:

2018	2019	2020	2021
100%	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	Leadership / Supervisors and Division leaders review strategic planning consumer feedback to look for opportunities for improvement. 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.	Leadership Team	Current Human Resources	Completed June 2019 & This will be part of the 2021 New Strategic Planning Process
B	Supervisors and Division Leaders regularly review client satisfaction surveyed to look for opportunities for improvement. Divisional satisfaction survey results are reported annually to the Board of Health each strategic planning year. Internal actions are taken when possible for improvement.	Division Leaders	Current Human Resources	Completed June 2018, 2019 & 2020 Annual CONTINUOUS
C	Process improvements implemented as recommended if feasible. 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.	Leadership Team	Current Human Resources	Some activities completed January 2020 Completed April 2020 & CONTINUOUS

objective Outcome Measure:

2018	2019	2020	2021
100%	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.	Leadership training related to communication with staff through webinars and literature reviews. 8/26/19 – 5/18/2020 – Book Study: “The 7 Habits of Highly Effective People” – Powerful Lessons in Personal Change by Stephen R. Covey	Executive Leadership Team	\$500	Significant Activities Completed June 2018, August 2019 & CONTINUOUS Training on hold due to COVID-19
B.	Leadership retreat held annually to promote growth on leader's skills and knowledge related to the management of personnel. Leadership Retreat scheduled for May 2020 (Rescheduled to October 2020 at which time Retreat was cancelled due to ongoing COVID-19 Pandemic; Tentatively on calendar for May 2021.	Executive Leadership Team	\$500	Annual Completed 5/17/18, 3/1/19 Retreat on Hold until Spring 2021 due to COVID-19
C.	Division leaders ensure rounding occurs regularly with all employees. All division leaders ensure ongoing rounding with all staff on a regular basis.	Executive Leadership Team	Current Human Resources	Completed throughout each year & CONTINUOUS

Objective Outcome Measure:

2018	2019	2020	2021
9%	N/A	100%	

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.

Note: Due to the COVID-19 Pandemic, an ICHD Employee Satisfaction Survey was not completed in 2020. A decision will be made to proceed, or not, in completing an Employee Satisfaction Survey in 2021 dependent upon status of COVID-19 pandemic and workforce challenges at that time (May 2021). However, all tactics were completed at 100% where applicable.

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.	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.	Executive Leadership Team	Current Human Resources	Completed June 2019 & CONTINUOUS

Objective Outcome Measure:

2018	2019	2020	2021
100%	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.</p> <p>The environmental health division sent bulk mailers to non-compliant septic owners. The bulk mailers sent to the non-compliant owners resulted in a 32% positive response rate. Environmental health specialists were assigned territories to knock on doors of the non-responsive homeowners to further achieve compliance. All efforts to knock on doors was halted because of the pandemic.</p>	Supervisor	HR Time	<p>Activities completed July 2020.</p> <p>January 2020 COVID-19 has impacted the progression of this work</p>
B.	<p>Develop a maintenance of systems checklist</p> <p>The current maintenance checklist was updated by the onsite environmental health supervisor. All efforts to perform maintenance inspections were halted due to the pandemic and the loss of three existing environmental health specialists.</p>	Supervisor	HR Time	<p>March 2020 & CONTINUOUS</p> <p>COVID-19 has impacted the progression of this work.</p>
C.	<p>Assign inspections to OSWP team members.</p> <p>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.</p> <p>The program specialist visited 50% of the total type V systems in the county. All efforts to perform additional maintenance inspections were halted due to the pandemic and the loss of three existing environmental health specialists.</p>	Supervisor	HR Time	<p>Full Completion will take years.</p> <p>CONTINUOUS</p> <p>COVID-19 has impacted the progression of this tactic.</p>

Objective Outcome Measure:

2018	2019	2020	2021
25%	75%	*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 was in full operation until the pandemic in March of 2020. COVID-19 became top priority and some inspections were delayed as well as the frequency of inspections were relaxed in the third and fourth quarter of the fiscal year by the Secretary of DHHS. Since July of 2020, peer QA reviews have resumed.	All FPF	HR Time	Activates occurred in FY 17/18, 18/19 and was completed in July 2019. Completed & RESUMED Activity CONTINUOUS
B.	Continue supervisor QA reviews once per year Supervisor QA was delayed due to the pandemic in March of 2020. COVID-19 became top priority and some inspections were delayed as well as the frequency of inspections were relaxed in the third and fourth quarter of the fiscal year by the Secretary of DHHS. Since July of 2020, supervisor QA reviews have resumed.	All FPF	HR Time	Completed June 2018 & CONTINUOUS COVID-19 has impacted the progression of this work.
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. The supervisor of the FPF program was assessed by the NC DHHS regional specialist in fiscal year 2019/2020. An additional QA inspection will be performed in fiscal year 2020/2021.	Supervisor	HR Time	Completed June 2018 FY 19/20 CONTINUOUS

Objective Outcome Measure:

2018	2019	2020	2021
100%	100%	*75	

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. All onsite staff have been QA assessed and will continue to be assessed at the mid-year and annual performance evaluation dates.	Supervisor	HR Time	Activities completed July 2019 & FY 20/21 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	Activities completed in June 2018 & CONTINUOUS
C.	Report findings of staff assessed to staff themselves to develop improvements as needed All onsite staff have been assessed and will continue to be assessed at the mid-year and annual performance evaluation dates. Findings are reported back to each staff member for improvement opportunities.	Supervisor	HR Time	Activities completed June 2018 & CONTINUOUS

Objective Outcome Measure:

2018	2019	2020	2021
100%	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>Visitors to our Website and followers on Facebook have increased substantially during the past 12 months likely due to COVID-19.</p>	All staff	Current HR	<p>Various activities completed for 2018, 2019 & 2020</p> <p>Completed 11/2020</p>
<p>B. Add list of services available to all mailings and patient handouts (test results, appointment reminders, ICHD handouts, etc.) Most pamphlets for Clinical Services have been updated to include a list of services available on each pamphlet.</p> <p>This task has not been completed at 100% due to COVID.</p>	<p>Leadership</p> <p>Laurie Wilson</p>	\$200	<p>Various activities June of each year and more.</p> <p>Not completed, due to COVID-19</p>
<p>C. Use phone system to advertise services while people are on hold.</p> <p>No time to work on this due to COVID. Also, has to use phone system for COVID messages.</p>	IT	No additional cost	<p>September 2020</p> <p>Not Completed Due to COVID</p>

Objective Outcome Measure:

2018	2019	2020	2021
3%	2.2%	- 5.7 %	

Strategic Priority 2

Goal 2: Improve community perception of and experience with all Health Department services.

OBJECTIVE 1: + + + + + The ICHD will increase community perception of and experience with 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. Encourage facility services (FS) to focus their landscaping efforts at the front entrance and front parking areas</p> <p>FS is doing a good job on this.</p>	Facility Services	N/A	<p>Completed each year.</p> <p>CONTINUOUS</p>
<p>B. Investigate and implement a patient portal option for medical services</p>	Leadership	N/A	<p>Not Completed due to COVID</p>

C. Partner with ICATS to assure that ICHD has multiple daily stops ICATS continues to make regular stops at the HD	Leadership	N/A	Completed 220 CONTINUOUS
D. Improve visual stimuli in clinic areas No additional action on this in 2020	Leadership	N/A	Not Completed due to COVID
E. Complete follow-up phone calls for services with procedures to check on the clients' condition and to encourage return for other services. In 2020 this has been happening as much as possible.	Staff	N/A	CONTINUOUS COVID impacted this work.
F. Encourage staff to use AIDET with 100% of client visits 2020 Staff were doing well with this at the end of 2019. However, with COVID, many clinics have been cut and most of WIC visits are via phone.	Staff	N/A	CONTINUOUS Not Completed due to COVID
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. 2020 We are now offering most types of birth control.	Leadership	N/A	September 2019 & continue into 2020 Completed 7/2020
H. 2020 Offer in house Colposcopy services for convenience to clients. We have begun offering in house Colposcopy services	Leadership	\$6,000 for equipment	August 1, 2020 Completed 10/2020
I. 2020 In the 20/21 budget for painting and replacing the floor in some clinic areas that need updating. This was included in the 20/21 budget. However, all the work has not yet been completed as of 11/2020	Leadership	Unknown at this time	February 2020 Completed 6/2020
J. Offer giveaways or incentives as funds allow. We have given out all the car seats with instructions that were purchased. We have given out all the bike helmets that were purchased.	Leadership	Unknown at this time	Completed 10/2020
K. Offer Anatomy Scan Ultrasounds in our Maternal Health Clinic. In October 2020, we were able to start offering anatomy scan ultrasounds in our Maternal Health Clinic	Leadership	Unknown at this time	January 2019 Completed 10/2020

Objective Outcome Measure:

2018	2019	2020	2021
3%	2.2%	-5.7%	

Division: Public Health Development & Promotion

Community Substance Use Prevention

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 (DACI) 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.

Note: The ICHD no longer has the position that works with the DACI coalition and we do not track this work.

Tactics		Champion	Cost	Date to be Completed
A.	Facilitate bi-monthly coalition meetings and bi-monthly subcommittee meetings	Jill St. Clair	\$250 No cost to ICHD. DACI budget covers this expense	June & July of 2019 Completed

B.	Establish additional partnerships within Iredell County to combat the substance misuse epidemic and maintain current partnerships.	Jill St. Clair	\$250 No cost to ICHD. DACI budget covers this expense	July 2019 Completed
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Objective Outcome Measure:

2018	2019	2020	2021
40	42	Unable to Obtain	

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

Strategic Priority 2

Note: The ICHD no longer has the position that works with the DACI coalition and we do not track this work.

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

Tactics		Champion	Cost	Date to be Completed
A.	Develop and disseminate a substance misuse kit for medical providers and first responders.	Jill St. Clair	\$1,000* ICHD spent \$259.00 on Naloxone Educational Brochures. All other materials were purchased through DACI funding	Completed June 2019
B.	Train medical providers about safe prescribing practices, naloxone use, and encourage them to utilize the CSRS.	Jill St. Clair	\$500* *No cost to ICHD. DACI budget covers this expense.	Completed July 2019

OBJECTIVE 1: + + + 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	Data Not Yet Available		

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

Note: The ICHD no longer has the position that works with the DACI coalition and we do not track this work.

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>	Jill St. Clair	\$1000 * No cost outside of HR time to ICHD. DACI budget covered expenses related to this training	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	\$1,500 * ICHD spent \$259.00 on Naloxone Educational Brochures. All other materials were purchased through DACI funding.	Completed June 2019

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:

Baseline 559 (2016) Iredell County Drug Overdoses

2017	2018	2019	2020
581	504	Data Not Yet Available	

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

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.

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>Due to the COVID-19 pandemic the Iredell County Health Department has been unable to offer in-person substance use prevention education to the community.</p>	Caroline Hager	\$500	<p>Activities completed in April 2019 & November 2019.</p> <p>COVID-19 has impacted the progression of this work.</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>*Due to the COVID-19 pandemic the Iredell County Health Department has been unable to offer in-person substance use prevention education to the community.</p>	Caroline Hager	\$1000	<p>CONTINUOUS</p> <p>COVID-19 has impacted the progression of this work.</p>
C.	<p>Gain input from the youth population of Iredell County by having representatives participate on a youth-led DACI subcommittee.</p> <p>As of 2019, DACI is no longer an ICHD coalition.</p> <p>Youth-based data was collected during the Community Health Assessment process in December 2019 – March 2020.</p> <p>Due to the COVID-19 pandemic, the Iredell County Health Department was unable to gain in-person input from the youth population</p>	Caroline Hager	\$500	<p>Activities in March of 2019 and 2019.</p> <p>COVID-19 has impacted the progression of this work.</p>

Objective Outcome Measure:

2017	2018	2019	2020
14.8%	*Data Not available	14.3%	

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.	<p>Address substance abuse and misuse prevention strategies and foster leadership building skills among participants that will be transitioned to participating students.</p> <p>Since April 2018, the Youth Education Strategist has taught substance-use prevention programming Project ALERT to 245 youth participants through PRIMETIME programing, Faith-Based sites, Summer Camps, and Youth Development Centers. The Project ALERT curriculum is leadership based.</p> <p><i>*Due to the COVID-19 pandemic that Iredell County Health Department has been unable to offer in-person substance use prevention education to the community.</i></p>	Caroline Hager	<p>\$500</p> <p><i>*Will be supplemented by ABC funding after November 2018</i></p> <p>\$500.00</p> <p>ABC funding <u>not</u> received for 2019</p>	<p>CONTINUOUS</p> <p><i>COVID-19 has impacted the progression of this work.</i></p>
D.	<p>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.</p> <p><i>In August 2020, ICHD worked with Mooresville Graded School District and Iredell-Statesville School District to update the current MOA's and add additional information related to COVID-19. ICHD representatives are active on the Mooresville Graded School District and Iredell-Statesville School System School Health Advisory Councils.</i></p>	Caroline Hager Megan Redford		<p>CONTINUOUS</p> <p><i>Not Completed - COVID-19 has impacted the progression of this work.</i></p>
E.	<p>Create, present, and disseminate curriculum information to train-the-trainer participants and provide technical support.</p> <p><i>In September 2020, the Youth Education Strategist completed the Catch My Breath Train the <u>Trainer Certification Program</u>. The CATCH My Breath curriculum and activities stimulate informed, peer-driven conversations while empowering students with the knowledge and skills they need to make educated decisions about e-cigarettes. At least two training sessions must be conducted and the Youth Education Strategist must attend the bi-annual trainer update webinar during the certification period in order to maintain the certification.</i></p>	Caroline Hager	<p>\$1000</p> <p><i>*Will be supplemented with ABC funding after November 2019 (not received)</i></p>	<p>Annual Activity, as needed.</p> <p>CONTINUOUS</p> <p><i>September 2020</i></p>

Objective Outcome Measure:

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

2017	2018	2019	2020
14.8%	Data not available	14.3%	

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. November 2020: The Safe Kids Iredell Coalition continues to meet monthly (virtually during the COVID-19 pandemic).</p>	Caroline Hager	\$250	<p>Continuous activities occurred in 2019 and in 2020.</p> <p>CONTINUOUS</p>
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> <p>In January 2020, Action Plans for the year 2020 were submitted to Safe Kids North Carolina. In addition, a Strategic Plan and Critical Goals for 2020-2023 were also submitted.</p> <p>In March 2020, The Child Fatality Prevention Team partnered with the Iredell Statesville School System to implement a Suicide Prevention Essay Contest, using state funding towards the purchase of prizes for the winners of the contest. The goal of the essay contest was to bring awareness to Suicide Prevention by educating youth on the warning signs to be aware of amongst their peers, while also encouraging their confidence to act on their peers’ behalf.</p>	Caroline Hager	–	<p>Completed 2019</p> <p>Not Completed COVID-19 has impacted the progression of this work.</p>

Objective Outcome Measure:

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

2017	2018	2019	2020
9.7	8.5	6.4	

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>During the 2019 Community Health Assessment process, Infant Mortality was identified as a top priority. During the Community Health Improvement Planning process this will be addressed and plans will be developed to impact the infant mortality rates, specifically the disparity among African Americans will be addressed.</p>	Caroline Hager	\$250	<p>CONTINUOUS</p> <p>COVID-19 has impacted the progression of this work.</p>
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> <p>November 2020: ICHD continues to provide point-of-service providers with education that will assist them in addressing social determinants of health and health equity. During the COVID-19 pandemic, information shared has been specific to COVID-19 prevention and disseminated electronically</p>	Caroline Hager	\$500	<p>Continuous Activity</p> <p>CONTINUOUS</p> <p>COVID-19 has impacted the progression of this work.</p>

Objective Outcome Measure:

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

2017	2018	2019	2020
19.2	22.4	10.8	

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>November 2020: ICHD maintains communication with point-of-service agencies and continues to provide them information at their request.</p> <p>During the COVID-19 pandemic, prevention information related to the 3W's and the most recent guidance documentation from CDC and NCDHHS was shared with all point-of-service agencies.</p>	Caroline Hager	\$1500	<p>CONTINUOUS</p> <p>COVID-19 has impacted the progression of this work.</p>
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>*Site visits were not conducted during the COVID-19 pandemic</p>	Caroline Hager	\$250	<p>CONTINUOUS</p> <p>COVID-19 has impacted the progression of this work.</p>

Objective Outcome Measure:

2017	2018	2019	2020
9.2	8.5	6.4	

Iredell County Infant mortality rate (SCHS 2016)

Baseline: 8.3 (2016)

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.	<p>Increase pre-scripted health messaging post on social media accounts so followers acknowledge that the account is active.</p> <p>From December 2019 – November 2020, ICHD PIO has continued posting bi-weekly using pre-scripted social media messaging.</p> <p>*Since March 2020, most bi- or tri-weekly postings have been directly related to COVID-19</p>	Laurie Johnson	\$200	CONTINUOUS COVID-19 has impacted the progression of this work.
B.	<p>Maintain relations with state and local partners to effectively coordinate the release of information.</p> <p>In July 2020, the ICHD PIO updated all PIO contact lists, including state and local level partners.</p> <p>PIO submitted COVID-19 related information to local partners frequently.</p>	Laurie Johnson	–	CONTINUOUS

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>November 2020: It is a written procedure now that all ICHD press releases are sent to all ICHD staff and BOH members at the same time it is sent to the general community and media.</p>	Laurie Johnson	-	CONTINUOUS
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Objective Outcome Measure:

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

2018	2019	2020	2021
202	281 *as of Nov. 2019	917 *as of November 2020	

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>November 2020: ICHD PIOs continue to build relationships with state and local level officials in order to utilize their expertise to strengthen the significance of key messaging. It is a written process now that all ICHD press releases are sent to County Administration and legal counsel.</p> <p>During the COVID-19 pandemic, ICHD utilized the assistance of NCDHHS when writing releases and made sure to share most up-to-date guidance when sharing information with the community.</p>	Laurie Johnson Megan Redford	-	CONTINUOUS
B.	<p>Offer/ask to share health information more fluidly with other community agencies and state partners.</p> <p>Since December 2019, ICHD has taken the additional step of sharing press releases and important information with local community agencies and organizations. This has strengthened our relationship and allowed us to share our important prevention information more broadly with the general community.</p> <p>During the COVID-19 pandemic, ICHD PIOs have been sharing all press releases with community organizations, and making sure local businesses and organizations have access to the most up-to-date guidance documentation that will assist them in preventing COVID-19.</p>	Laurie Johnson	-	<p>CONTINUOUS</p> <p>COVID-19 has impacted the progression of this work.</p>

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. In April 2020, a message was added to the bottom of the ICHD website requesting that feedback be directed to Norma Rife via email.	Laurie Johnson	\$200	April 2020
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Objective Outcome Measure:

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

2018	2019	2020	2021
12	42	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 November 2020: ICHD PIO continuous to share ICHD marketing materials with the general community and community partners.	Laurie Johnson	\$500	CONTINUOUS COVID-19 has impacted the progression of this work.
B.	Create and disseminate marketing materials for Iredell County Health Department services and programs November 2020: ICHD PIO's continue to share ICHD marketing materials that were finalized in 2018. These materials are continuously updated and shared via hard copy and electronically.	Laurie Johnson	\$3000	CONTINUOUS COVID-19 has impacted the progression of this work.
C.	Organize and maintain an outreach database of contacts that can be sent health risk reduction information via email. From April 2020 – July 2020, ICHD PIO's updated all community contact lists, including emails address and fax information. Contact lists regarding the faith community, medical community, and community organizations were all updated. More than 120,000 individuals are able to be reached utilizing this contact list. In order to share information more quickly during the COVID-19 pandemic, ICHD PIO's began utilizing email communication, rather than just depending on fax messaging.	Laurie Johnson	\$500	CONTINUOUS

Objective Outcome Measure:

2018	2019	2020	2021
11 Only 6 mos. worth of data.	28 events *in addition, health education and health risk reduction materials were distributed to 126 locations	#0 *ICHD did not participate in any in-person events due to the COVID-19 pandemic *ICHD PIO participated in 6 virtual outreach events reaching 4,534 individuals	

Measured by outreach events attended in 2017
Baseline: 29 (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.	Create Share the Harvest informational notecard and establish a dissemination plan that will include community-based outreach.	Megan Redford	\$1000	Previous activity in all previous years occurred. Not Completed in 2020: COVID-19 has impacted the progression of this work.
B.	Establish additional Share the Harvest participating agencies and secure an additional produce drop-off location.	Megan Redford	\$500	Not addressed in 2020, COVID-19 has impacted the progression of this work.
C.	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)	Megan Redford	\$250	Previous activity in all previous years occurred. No activity in 2020: COVID-19 has impacted the progression of this work.

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 at a Regional/County Level	Data Not Available at a Regional/County Level	

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.	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.	Megan Redford & Laurie Johnson	\$1000	No activity in 2020: COVID-19 has impacted the progression of this work.
B.	Market local farmers’ markets on the ICHD website and social media sites in order to increase awareness of local farmers’ markets.	Megan Redford & Laurie Johnson	Current Human Resources	No activity in 2020: COVID-19 has impacted the progression of this work.

2017	2018	2019	2020
17.8%	Data Not Available at Regional/County Level	Data Not Available at Regional/County Level	

Objective Outcome Measure:

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

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. Due to the COVID-19 pandemic the Get Fit Iredell Coalition has discontinued meeting and offering free community-based fitness events. This initiative was part of the 2015 Community Health Assessment Action Plans, therefore, next steps for this group will include participating in the Healthy Iredell Community Health Improvement Planning in order to impact chronic disease prevention efforts in Iredell County.	Megan Redford	\$500	No activity in 2020: COVID-19 has impacted the progression of this work.

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%	Data Not Yet Available	

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>Moving forward, the Iredell County Health Department will reassess goals related to Chronic Diseases during the Community Health Improvement Planning process as it was identified as a priority area during the 2019 Community Health Assessment process.</p>	Megan Redford	\$500	<p>Activity occurred in 2018.</p> <p>Completed 2020</p>
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>Until the COVID-19 pandemic began in March 2020 the ICHD continued to disseminate colorectal cancer awareness information to local businesses and during outreach events. Moving forward, the Iredell County Health Department will reassess goals related to Chronic Diseases during the Community Health Improvement Planning process as it was identified as a priority area during the 2019 Community Health Assessment process.</p>	Megan Redford	\$1000	<p>Activity in previous years.</p> <p>CONTINUOUS</p>

Objective Outcome Measure:

2016	2017	2018	2019	2020
69.5%	Not available	62.4%	Data Not Yet Available	

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>Due to the COVID-19 pandemic, the Iredell County Health Department was not able to host any more Colorectal Cancer Awareness lunch-and-learns or host events where free-of-cost Colorectal Cancer screening tools were disseminated. Moving forward, the Iredell County Health Department will reassess goals related to Chronic Diseases during the Community Health Improvement Planning process as it was identified as a priority area during the 2019 Community Health Assessment process.</p>	Megan Redford	\$500	<p>Not completed (Iterate activity took place.)</p> <p>Complete 2020</p> <p>No activity in 2020: COVID-19 has impacted the progression of this work.</p>
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>Until the COVID-19 pandemic began in March 2020 the ICHD continued to disseminate pre-printed diabetes awareness information to local businesses and during outreach events. Moving forward, the Iredell County Health Department will reassess goals related to Chronic Diseases during the Community Health Improvement Planning process as it was identified as a priority area during the 2019 Community Health Assessment process.</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%	Data Not Yet Available	

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>Until the COVID-19 pandemic began in March 2020 the ICHD continued to disseminate pre-printed substance misuse and safe driving awareness information to local community-based agencies and during outreach events.</p>	Caroline Hager and Laurie Johnson	\$1000	<p>Activity in previous years.</p> <p>CONTINUOUS</p> <p>COVID-19 has impacted the progression of this work.</p>

Outcome Measure:

2017	2018	2019	2020
67	59		

Number of unintentional injury deaths in Iredell County.

Baseline: 69 (2016)

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 that could be used to build the infrastructure for the opioid crisis mitigation through prevention and education.</p> <p>The Iredell County EMS Community Response Support Team (CRST) has a Substance Use Community Support Program to mitigate the local opioid crisis. This grant funding helped to jumpstart this local program and the funding has also been utilized (thus far) to help keep the program financially stable. As of November 2019, a total of \$360,935 grants was awarded within approximately a year's timeframe for EMS to create this peer-support program. The second grant provided resources to continue the program and to add a .40 FTE substance use specialist, who would also assist with administrative activities. The program links non-fatal overdose individuals to community support services and provides peer support guidance and follow-up. Naloxone is provided and harm reduction support agencies and other resources are communicated to individuals as well. Informational/educational resources (HIV, Hep. C and more) are given to and explained to individuals as well. This program supports some justice involved individuals and provides grief support to families and loved ones after the passing of someone from substance use. This funding helps include COVID-19 related considerations for this population.</p>	Norma Rife	HR Time for writing grants and monthly grant management	<p>December 2019</p> <p>Completed & CONTINUOUS, as needed.</p>

