



WAYNE COUNTY HEALTH DEPARTMENT

2021-2024 Strategic Plan

Wayne County Health Department

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Acknowledgements

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MESSAGE FROM THE HEALTH DIRECTOR

Public health has been challenged in new and profound ways over the past decade. While the burden of chronic diseases remains high, unprecedented rates of infectious diseases have also required our attention and resources. Infectious disease control is not new to public health, however, as we have battled outbreaks of Ebola and Zika in the recent past. Our successes in these efforts underscore the resilient system of public health policies, procedures and practices that enable us to predict and proactively prevent illness at the community level. Preventing disease before it happens is a priority for public health to reduce the cost of healthcare and severity of disease, and promote greater wellness throughout the lifetime.

Unfortunately, the COVID-19 pandemic brought unprecedented community challenges starting in early 2020, and revealed cracks in the foundation of public health. Public health systems and professionals were fighting on the front lines of communities with unmet funding needs, outdated surveillance and reporting systems, and inequities in healthcare access and services. The pandemic revealed the inherent complexity of the health ecosystem and laid out a roadmap to move forward.

First and foremost, public health requires stable investment with funding tied to prevention, health promotion and wellness. Linking our clinical care practice with prevention efforts creates a more efficient, person-centered model of health service and delivery. Second, the future of public health needs infrastructure upgrades that promote efficiency and accountability in data capture, sharing, and reporting across community sectors. Third, investment in our public health workforce is critical to ensure that our employees are ready to serve and have the necessary training and resources to do so. This includes a healthy, safe, and positive physical environment in which to work and serve our community. Lastly, public health needs to sharpen its focus on serving those most in need, regardless of race, ethnicity, gender and gender identity, disability, income, and age.

Sincerely,

Brenda K. Weis, MSPH, PhD, MBA
Health Director

2021-2024 STRATEGIC PLAN

This plan identifies three overarching **GOALS** for the Wayne County Health Department:

Goal 1: Strengthen Public Health Service Delivery

Goal 2: Promote Health and Wellness

Goal 3: Improve Public Health Infrastructure

MISSION STATEMENT

The mission of the Wayne County Health Department, through responsive and professional staff, is to preserve, promote, and protect the health of our community by preventing disease, protecting the environment, and promoting healthy living.

VISION

A healthy community living empowered lives and securing a healthy future for everyone.

VALUES

- We uphold professionalism, courtesy, and integrity
- We are accountable, effective, and responsive
- We foster diversity, creativity, and innovation
- We preserve transparency, financial responsibility, and public trust
- We ensure a dedication to serve the public

PUBLIC HEALTH 3.0

The history of public health spans decades and is marked by three phases of public health advancement, culminating in what is now referred to as Public Health 3.0. (DeSalvo et al, 2017)



Public Health 1.0 represents the period from the late 19th to the early 20th century when public health became an essential government function. This phase focused primarily on controlling the spread of disease through system-wide sanitation, food and water safety, development of vaccines and antibiotics, and the inclusion of epidemiology and lab science in public health practice.

Public Health 2.0 represents the period from the 1980s to 2017, when public health expanded its focus to include clinical care and infectious diseases as well as emerging chronic diseases such as HIV/AIDS, diabetes, and cancer. During this phase, public health agencies began to implement robust assessment strategies, fostered policy development, established accreditation standards, and improved community health through prevention, control, and treatment of disease.

Despite the changes brought by Public Health 2.0, profound challenges in public health remain today. Emerging issues include the changing demographic profile of the nation, the duality of disease burden due to both behavioral factors and illness, and the need for collective responsibility of public health leaders to work across multiple community sectors to stretch and leverage tight budgets. Public Health 3.0 goes beyond traditional public health functions and incorporates social, environmental, economic, political factors – the social determinants of health (SDoH) -- into public health practice. Under Public Health 3.0, Public Health Departments are directed to:

1. Own the role as Chief Health Strategist in the community, and drive initiatives that address upstream SDoH factors;
2. Engage in multi-sector collaborations with traditional (mainly government) and non-traditional (community-based) partners;
3. Seek accreditation;
4. Collect and compile timely and granular data to guide, focus, and assess public health impact and inform decision-making; and
5. Explore multifaceted sources of funding.

Reference: DeSalvo, K, Wang, C, Harris, A, Auerbach, J, Koo, D, and O'Carroll, P/ Public health 3.0: A call to action for public health to meet the challenges of the 21t century. *Prev Chr Dis.* (Sept. 2017). Vol.14, pp. 1-9.

ORGANIZATIONAL CHART

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND STRENGTHS (SWOT) ANALYSIS

STRENGTHS

- Relationships
- Staff and client diversity
- Policy development
- Public health expertise
- Outcome-and quality-driven
- Evidence-based services and programs
- Limited staff vacancies

OPPORTUNITIES

- Offsite/satellite facilities
- Leverage funding with partners
- New health department facility
- Market services and programs
- Prevention and clinical integration
- Re-instate dental program
- New performance measures



WEAKNESSES

- Physical space
- Funding model
- Communication
- Revenue constraints
- Limited outreach staff
- Efficiency/updated systems
- Evolving healthcare landscape

THREATS

- Partner agendas/cooperation
- Funding changes/deficits/contracts
- Legislative policies/mandates
- Reduced reimbursement
- Lack of understanding
- Prohibitive costs for healthy eating and active lifestyles

2021 WAYNE COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

The 2021 Community Health Needs Assessment Team identified the following primary public health priorities for Wayne County:

- Access to Health Services
- Diabetes
- Communicable/Respiratory Diseases
- Exercise, Nutrition, and Healthy Weight
- Maternal and Child Health
- Substance Use/Misuse

GOAL 1: Strengthen Public Health Service Delivery

Objective 1.1:

Streamline Family Planning and Maternal Health Services

Strategy 1.1.1: Determine service and provider overlap between Family Planning and Maternal Health programs

Strategy 1.1.2: Develop new staffing and scheduling plans to combine Family Planning and Maternal Health into a single Women's Health Program

Measure: Service delivery increased by 20%

Strategy 1.1.3: Enhance clinic services and patient experience

Measure: Nurse midwife recruited and on-site ultrasound services provided

Objective 1.2:

Recruit and Retain Qualified Staff

Strategy 1.2.1: Conduct a market analysis of staff salaries

Strategy 1.2.2: Work with County leadership to increase staff salaries

Measure: Departmental salaries increased to competitive market levels by 2023

GOAL 1: Strengthen Public Health Service Delivery

Objective 1.3:

Serve as Chief Strategist for community COVID-19 Response and Recovery

Strategy 1.3.1: Collaborate with County and community partners to lead COVID-19 response activities

Measure: At least 40% of community receives COVID-19 vaccinations and testing

Strategy 1.3.2: Commit staff and grant/funding resources to reduce community spread and address social determinants of health (SDoH)

Measure: At least one community contract to support bilingual community health workers to educate and link community to SDoH supports

Strategy 1.3.3: Partner with County departments and community partners to ensure accurate communication

Strategy 1.3.4: Conduct a market analysis of staff salaries

Strategy 1.3.5: Foster innovative approaches to health programming

Measure: Adapt at least two departmental program to accommodate COVID-19 restrictions

GOAL 2: Promote Health and Wellness

Objective 2.1:

Engage community partners in health equity and improvement

Strategy 2.1.1: Enhance grant/contract funding to promote cross-sector programming to address minority health needs

Measure: At least one new multi-sectoral program involving clinical-community partnerships to promote health equity and access to care

Strategy 2.1.2: Foster innovative approaches to advance equity and health

Measure: At least one novel program to promote equity and health

Objective 2.2:

Foster policy development and adoption to promote healthy behaviors

Strategy 2.2.1: Establish a tobacco-free government site

Measure: County/city government adopts a smoke-free campus by 2024

GOAL 2: Promote Health and Wellness

Objective 2.3:

Engage local and regional communities in health empowerment and resiliency

Strategy 2.3.1: Conduct non-traditional site testing and education in communicable disease prevention and referral to services

Measure: At least 40 individuals tested offsite for HIV, Syphilis, or Hepatitis C

Strategy 2.3.2: Provide community residents at-risk for opioid overdose and misuse with education and referral to services

Measure: At least 100 individuals at-risk for opioid overdose and misuse receive education and referral to behavioral health and/or other services

Strategy 2.3.3: Support school-based education and mental health services

Measure: Wayne County Public Schools receives Health Department funding to hire at least 3 school counselors or health educators for at least one year

GOAL 3: Improve Public Health Infrastructure

Objective 3.1:

Establish infrastructure around oral health services

Strategy 3.1.1: Re-instate the Dental Program in the Health Department

Measure: Create County positions for licensed dentist and dental hygienist

Measure: Acquire at least one outside grant/funding source for the Dental Program

Measure: Re-establish the Mobile Dental Unit for school-based dental services in 2023

Objective 3.2:

Promote innovative solutions to increase efficiency of operations

Strategy 3.2.1: Establish IT-based solutions to improve departmental operations and functions

Measure: Establish and onboard at least one new IT-based system or process for policy review and approval, contract approval, or training monitoring and compliance

GOAL 3: Improve Public Health Infrastructure

Objective 3.3:

Promote a positive physical environment for staff and clients

Strategy 3.3.1: Work with County leadership to acquire a new Health Department facility and/or alternative offsite facilities

Measure: New Health Department facility by end of 2024

Measure: At least one alternate offsite facility (rented/owned) by 2024

Objective 3.4:

Promote new healthcare delivery systems and policies

Strategy 3.4.1: Adopt Medicaid Managed Care

Measure: Adopt new data reporting and performance measures for Case Management of At-Risk Children (CMARC) and Case Management of At-Risk Pregnancies (CMHRP) by 2023

Measure: Contract with Medicaid Managed care plans and tailored plans by 2024