

# Stanly County Health and Human Services Agency

## Strategic Plan 2023 - 2025



# Mission Statement

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To promote self-sufficiency and to protect, promote, preserve, and improve the health, quality of life, and the environment of the residents and communities of Stanly County.

# Vision Statement

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Building a county of self-sufficient, healthy individuals, families, and communities through public health and social services, and collaboration with community partners.

## **Introduction**

The 2023-2025 Stanly County Health and Human Services Agency's Strategic Plan describes our county's local public health and social service priorities and the agency's plan for addressing them over the next three years. Results from the 2021 Community Health Assessment and data from North Carolina Center for Health Statistics were utilized to help guide these priorities.

The success in addressing these priorities is dependent upon the Stanly County Health and Human Services Agency's continued commitment to providing quality services to the public while collaborating with various community partners. Community partners include private and non-profit agencies, elected officials, businesses, faith communities, school system, and Stanly County residents. In some instances, the health and human services agency serves as the lead agency; in others we have more of a supportive role. Regardless of the structure, a primary function of our agency is to serve as a catalyst to stimulate action in the community.

### **Guiding Principles**

The Stanly County Health and Human Services Agency strives to meet the following guiding principles:

- Maintain N.C. Health Department accreditation standards.
- Improve communication and collaboration internally as well as in the community.
- Develop and maintain a positive image in the community.
- Deliver services driven by community needs and serve as a resource for the community.
- Recruit, develop, and retain a well-qualified staff.
- Utilize "best practices" in implementing public health and social services activities.
- Adopt new technologies to improve effectiveness and efficiency.
- Be fiscally responsible and seek private and public funding sources to support and enhance services.
- Improve residents' health outcomes, quality of life, and promote self-sufficiency.
- Prepare to respond to public emergencies or disasters.

### **Strategic Goal Statements**

- Ensure the optimal capacity and infrastructure within the agency to carry out public health and social services functions.
- Effectively communicate accomplishments of the Stanly County Health and Human Services Agency and public health and social services issues internally and with external stakeholders.
- Assess and promote access to appropriate health care and services to infants, children, and adults.
- Encourage individuals to adopt and sustain healthy and environmentally sound behaviors.
- Promote prevention, surveillance, and control of communicable diseases (i.e. rabies, STDs, food-borne illnesses, etc.).
- Promote prevention strategies and/or manage chronic disease and injury and mitigate the associated disabilities.
- Assess opportunities to reduce disparity and inequity as it relates to at risk populations.
- Prevent and reduce the environmental risks to the public and our natural resources.
- Prepare for and respond to public emergencies and disasters.

## 2021 Community Health Assessment

The Stanly County Health and Human Services Agency and Atrium Health Stanly collaborated on the 2021 Community Health Assessment. Primary data was collected through online and hard copy surveys as well as convening six focus groups for their input. The 2021 Community Health Assessment survey was revised from the 2018 survey to include additional survey questions related to COVID-19. Surveys were available to the public on the agencies' websites. Paper copies were provided in various locations such as public health clinics, churches, specific health fairs, and community programs.

### Community Health Assessment Survey Results and Leading Causes of Mortality

The five leading causes of mortality 2015-2019 in Stanly County were: Heart Disease, Cancer-All Sites, Alzheimer's Disease, All Other Unintentional Injuries and Chronic Lower Respiratory Diseases. Stanly County 2015-2019 age-adjusted mortality rates exceed North Carolina's rates in 16 of the 19 leading causes of mortality. There is a correlation between the leading causes of mortality and leading health issues identified in the survey process. The five leading 2021 Health Issues were: Substance Use Disorder/Overdose, Overweight/Obesity, Tobacco Use, Mental Illness and Inactivity/Lack of Physical Activity. Heart disease and cancer are the top two causes of mortality in Stanly County. Survey participants rated heart disease (#7) and cancer (#11) as major Health Issues. However, except for nutrition (#10), contributors to these diseases were rated much higher, such as obesity/overweight (#2), tobacco use (#3), inactivity/lack of physical activity (#5).

<b>Stanly County &amp; North Carolina Leading Causes of Mortality &amp; Age-Adjusted Mortality Rates 2015-2019</b>			
Rank	Cause of Mortality	Stanly County	North Carolina
1	Heart Disease	<b>212.5</b>	157.3
2	Cancer – All Sites	<b>163.0</b>	158.0
3	Alzheimer's Disease	<b>58.7</b>	36.9
4	All Other Unintentional Injuries	<b>54.6</b>	39.3
5	Chronic Lower Respiratory Diseases	<b>47.1</b>	44.0
6	Cancer – Trachea, Bronchus & Lung	<b>45.5</b>	42.0
7	Cerebrovascular Disease	<b>44.4</b>	42.7
8	Pneumonia & Influenza	<b>25.3</b>	16.7
9	Diabetes Mellitus	<b>24.0</b>	23.8
10	Nephritis, Nephrotic Syndrome & Nephrosis	<b>20.3</b>	16.5
11	Motor Vehicle Injuries	<b>18.9</b>	14.7
12	Septicemia	<b>18.1</b>	12.7
13T	Suicide	<b>15.6</b>	13.4
13T	Cancer – Colon, Rectum & Anus	<b>15.6</b>	13.3
15	Cancer – Prostate Cancer	<b>15.3**</b>	<b>19.5</b>
16	Cancer – Breast Cancer	<b>11.7**</b>	<b>20.6</b>
17	Chronic Liver Disease & Cirrhosis	<b>10.7**</b>	10.6
18	Homicide	<b>4.3**</b>	<b>6.8</b>
19	HIV Disease	<b>2.0**</b>	1.8

\*Death rates with a small number (<50) of deaths in the numerator should be interpreted with caution. \*\*Per 100,000 population  
 Red numbers = higher rate than NC average      Source: North Carolina State Center for Health Statistics      T = Tie

<b>Ranking of Survey Responses for Health Issues - Major Problems Overall - 2021 CHA</b>
<b>1. Substance Use Disorder/Overdose</b>
<b>2. Obesity/Overweight</b>
<b>3. Tobacco Use</b>
<b>4. Mental Illness</b>
<b>5. Inactivity/Lack of Physical Activity</b>
<b>6. Diabetes</b>
<b>7. Heart Disease</b>
<b>8. Alcoholism/Alcohol Abuse</b>
<b>9. Infectious Disease</b>
<b>10. Nutrition</b>

The five leading Community Issues identified by survey participants were: Unemployment/Underemployment, Poverty, Lack of/Inadequate Health Insurance, Crime, and Homelessness.

<b>Ranking of Survey Responses for Community Issues - Major Problems Overall – 2021 CHA</b>
<b>1. Unemployment/Underemployment</b>
<b>2. Poverty</b>
<b>3. Lack of/Inadequate Health Insurance</b>
<b>4. Crime</b>
<b>5. Homelessness</b>
<b>6. Inadequate/Unaffordable Housing</b>
<b>7. Racism</b>
<b>8. Child Abuse &amp; Neglect</b>
<b>9. Domestic Violence</b>
<b>10. Litter</b>

The leading five Access to Issues identified by survey participants were: Access to Substance Use Disorder Treatment, Access to Adult Day Care, Access to Health Care Specialists, Access to Mental Health Services and Access to Adult Dental Care.

<b>Ranking of Survey Responses for Access to Issues - Major Problems Overall – 2021 CHA</b>
<b>1. Access to Substance Use Disorder Treatment</b>
<b>2. Access to Adult Day Care</b>
<b>3. Access to Health Care Specialists</b>
<b>4. Access to Mental Health Services</b>
<b>5. Access to Dental Care - Adult</b>
<b>6. Access to Higher Education</b>
<b>7. Access to In-Home Care</b>
<b>8T. Access to Quality Child Care</b>
<b>8T. Access to Primary Healthcare</b>
<b>10. Access to Prenatal Care</b>
<b>T = tie</b>

## Community Health Priorities

The Stanly County Health and Human Services Agency in collaboration with Partners in Health, a community coalition with representatives from numerous organizations, identified county health priorities after reviewing the results of the 2021 Community Health Assessment and additional secondary data. Substance Misuse/Overdose, Healthy Living (Obesity/Overweight, Nutrition, and Physical Activity), and Mental Health were identified as key community health focus areas.

### Addressing Priorities & Strategic Goals

The Stanly County Health and Human Services Agency cannot solely address all of the public health concerns that need attention due to limited staff, resources, time, funding and in some cases, community influence. As a result, it is critical that the agency focus its direct services on high quality, effective practices, and pursue appropriate modifications in service delivery. Perhaps most importantly, the agency must serve as a catalyst to stimulate collaborative interventions in the community among various partners.

Community partners include, but are not limited to, the following groups/agencies:

- Partners In Health Coalition
- Atrium Health Stanly
- Parks and Recreation Departments
- Stanly County Partnership for Children
- Minority Health Council
- Mental Health Providers
- Substance Use/Abuse Service Providers
- EMS (Community Paramedics)
- Stanly County Schools
- Community Care Clinic
- Stanly Community Christian Ministries
- Churches
- Law enforcement
- Butterfly House (Child Advocacy Center)
- NC Cooperative Extension – Stanly County Center
- Stanly Community College

### Strategic Goals

<b>Goal 1*</b>	To promote self-sufficiency and improve the health status and prevent premature death for all residents of Stanly County.
<b>Goal 2*</b>	To provide leadership in the community related to key areas identified by the Community Health Assessment; substance use, mental health, access to care, and healthy living (nutrition, healthy weight, healthy environment, physical activity) through the Results Based Accountability framework.
<b>Goal 3</b>	To increase public awareness and perception of public health and social services programs to Stanly County residents and community partners.
<b>Goal 4</b>	Improve best practices, performance, and measurable outcomes of public health deliverables.

\*Addresses the Community Health Assessment Priorities

<b>Goal 1</b>	To promote self-sufficiency and improve the health status and prevent premature death for all residents of Stanly County.
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<b>Strategy #1</b>	Provide a coordinated response for adult dental health referral program with local dental providers for uninsured/underinsured patients by allocating \$30,000 annually from the Dental Fund Balance to cover extractions, fillings, and sealants.
<b>Rationale: Community Need</b>	

<b>Strategy #2</b>	Secure funding through the Community Health grant by July 2023 to expand access to uninsured/underinsured patients who may have risk factors for chronic conditions.
<b>Rationale: Community Need</b>	

<b>Strategy #3</b>	Social Services staff will work to ensure that applications for Medicaid and Food and Nutrition Services are processed as timely as possible.
<b>Rationale: Departmental Priority</b>	

<b>Goal 2</b>	To provide leadership in the community related to key areas identified by the Community Health Assessment; substance use, mental health, access to care, and healthy living (nutrition, healthy weight, healthy environment, physical activity) through the Results Based Accountability framework.
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<b>Strategy #1</b>	Partner with two agencies to accomplish Community Health Improvement Plan (CHIP) priorities.
<b>Rationale: Community Health Assessment (CHA) &amp; Community Health Improvement Plan (CHIP)</b>	

<b>Strategy #2</b>	Partner with two agencies to administer Mental Health First Aid (Suicide Gatekeeper Training).
<b>Rationale: Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) - Mental Health</b>	

<b>Strategy #3</b>	Develop a County Work Plan for Opioid Settlement Funds through collaboration with various community stakeholders.
<b>Rationale: Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) - Substance Use</b>	

<b>Strategy #4</b>	Social Services staff will engage in continuous quality improvement (CQI) activities for Medicaid and Child Welfare programs.
<b>Rationale: Departmental Priority</b>	

<b>Goal 3</b>	To increase public awareness and perception of public health and social services programs to Stanly County residents and community partners.
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<b>Strategy #1</b>	Assess the Health Department and Social Services websites/social media sites for improvements/enhancements by December 2024.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #2</b>	Increase clinical (Stanly County Health Department) representation at various community events and committee/board meetings annually.
<b>Rationale: Departmental Priority</b>	

<b>Strategy #3</b>	Increase public awareness and understanding of pediatric dental health issues in Stanly County and the services provided by the department by developing media releases, providing brochures, and participating in community events annually.
<b>Rationale: Departmental Priority</b>	



<b>Goal 4</b>	Improve best practices, performance, and measurable outcomes of public health deliverables.
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<b>Strategy #1</b>	Create a target number of patients seen daily for the Health Department Provider and nurse schedules to align more closely with the consensus public health model.
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<b>Rationale: Departmental Priority</b>	
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<b>Strategy #2</b>	Stanly County Health Department will add two more provider visits per day to increase accessibility for Family Planning clients.
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<b>Rationale: Departmental Priority</b>	
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<b>Strategy #3</b>	Determine a consensus turnaround time for Environmental Health soil and water permitting.
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<b>Rationale: Departmental Priority</b>	
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