



BRUNSWICK COUNTY HEALTH SERVICES STRATEGIC PLAN 2023-2026



910-253-2250



brunswickcountync.gov/health



25 Courthouse Dr NE, Bolivia, NC 28422



Mission, Vision, and Values

Our Mission

To preserve, protect, and improve the health of the community.

This mission is accomplished through the collection and dissemination of health information, education, and service programs aimed at the prevention of disease, protection of the environment, and improvement of the quality of life for our citizens.



Our Vision

Brunswick County Health Services assures the health and safety of our future generations and envisions an agency that strives to follow best public health practices through quality improvement, a diverse, well-trained workforce, service expansion, and collaborations with partnerships.



Our Values

Accountability

Our commitment to being held to the highest public health standards

Customer Service

Our commitment to equity

Trustworthy

Our commitment to fulfill all assigned responsibilities

Dignity & Respect

Our dedication to employ a diverse, well-trained workforce that is inclusive and sensitive to all cultures

Integrity

Our practice of consistent, uncompromising adherence to strong moral and ethical principles & values

Professionalism

Our commitment to maintaining effective communication, time management, & enthusiasm

Safety

Our commitment to provide comprehensive responses to public health emergencies

Stewardship

Our commitment to ethical planning & management of resources

Teamwork

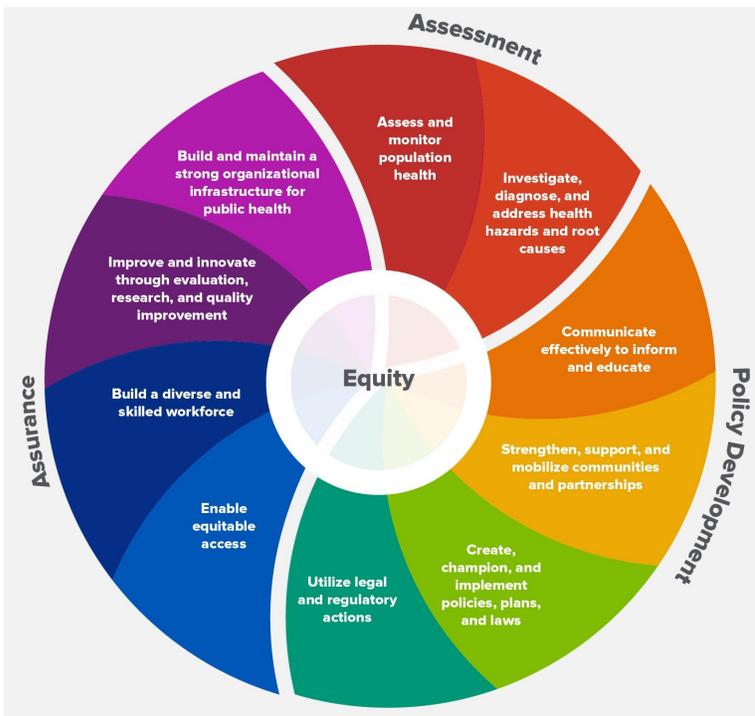
Our dedication to work with internal & external partners when addressing public health issues

THE 10 ESSENTIAL PUBLIC HEALTH SERVICES

To protect and promote the health of all people in all communities

The 10 Essential Public Health Services provide a framework for Brunswick County Health Services to protect and promote the health of all people in all communities.

To achieve equity, the Essential Public Health Services actively promote policies, systems, and overall community conditions that enable optimal health for all and seek to remove systemic and structural barriers that have resulted in health inequities. Barriers include poverty, racism, gender discrimination, ableism, and other forms of oppression. Everyone should have a fair and just opportunity to achieve optimal health and well-being.



ESSENTIAL PUBLIC HEALTH SERVICE #1
Assess and monitor population health status, factors that influence health, and community needs and assets

ESSENTIAL PUBLIC HEALTH SERVICE #2
Investigate, diagnose, and address health problems and hazards affecting the population

ESSENTIAL PUBLIC HEALTH SERVICE #3
Communicate effectively to inform and educate people about health, factors that influence, and how to improve it

ESSENTIAL PUBLIC HEALTH SERVICE #4
Strengthen, support, and mobilize communities and partnerships to improve health

ESSENTIAL PUBLIC HEALTH SERVICE #5
Create, champion, and implement policies, plans, and laws that impact health

ESSENTIAL PUBLIC HEALTH SERVICE #6
Utilize legal and regulatory actions designed to improve and protect the public's health

ESSENTIAL PUBLIC HEALTH SERVICE #7
Assure an effective system that enables equitable access to the individual services and care needed to be healthy

ESSENTIAL PUBLIC HEALTH SERVICE #8
Build and support a diverse and skilled public health workforce

ESSENTIAL PUBLIC HEALTH SERVICE #9
Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement

ESSENTIAL PUBLIC HEALTH SERVICE #10
Build and maintain a strong organizational Infrastructure for public health

Summary of Strategic Planning Process

Strategic planning is related to the 10 Essential Public Health Services we must ensure:

- ◆ **ESSENTIAL PUBLIC HEALTH SERVICE #5**
Create, champion, and implement policies, plans, and laws that impact health
- ◆ **ESSENTIAL PUBLIC HEALTH SERVICE #9**
Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement

The intent behind the strategic plan is to have a document that will bring focus and direction to the work of the department. The strategic plan has elements focused at both the operations of our agency and its efforts to improve the health of the community.

The Community Health Assessment, Community Health Improvement Plan, and Board of Health Priorities were considered in development of priorities, goals, and objectives of this strategic plan.

Each year, evidence of updates and implementation of the strategic plan should be documented. Staff can use the developed worksheet with specific action steps, resources, and responsible parties for implementing the strategic plans goals and objectives (see example on page 21-22)



SOAR Analysis

SOAR Analysis was conducted by the Management Team in May 2023

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STRENGTHS

- Fully staffed/low turnover rate.
- Competent, qualified, and experienced staff, has helped us accomplish public health mission.
- Variety of Services Offered
- We do an excellent job working with customer service.
- Supportive County Leadership
- Partnerships within the county Staff, Teamwork approach

Aspirations

- Improve Community Health
- Build relationships with community partners, and bring new health programs.
- Obtain a robust electronic software package. Streamline our products to our customers which protects and safeguards positive growth protecting public health.
- Obtain and retain staff that supports public health's mission. *Provide opportunities for succession planning*
- To have a healthy, and trained workforce. *Ensure staff has the tools and resources needed to complete their task. Increase worksite wellness opportunities*
- Deliver high-quality services to the public. *Develop data metrics and collection methods Determine additional services needed within the community from the CHNA results*
- Be a provider of choice for health services; and a trusted and valuable resource for the community.

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OPPORTUNITIES

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- large county- hard to reach at risk populations-possible outreach opportunities.
- Processing electronic documents that customers are able to submit without visiting the office. Technology enhancements. Streamlining performance measurements reports.
- Lack of funding in PH - finding additional grants and opportunities
- Retirements in upcoming years-Succession Planning for the future
- Additional trainings for staff to learn new information to be up to date with new best practices.
- Services of all types increase and expansion feasible with documented need for them: Medicaid expanding, growing population, etc.

Results

- Improve health outcomes for community members through linkage to services and new programs.
- Continue to improve the quality of services through customer and community input surveys and feedback.
- Engage with local and state officials and community partners to identify the needs of our community.
- Develop Performance metrics : 1) Internal operational performance measures compared to set goals 2) Community health status compared HNC2030 goals and comparable counties 3) financial health metrics against goals

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Board of Health Priorities

The Brunswick County Board of Commissioners serves as the Brunswick County Board of Health which is the “policy-making, rule-making, and adjudicatory body” for the local health department as defined by N.C. General Statute 130A-35. This responsibility supports public health’s direct role with the Community Health Assessment, Community Health Improvement Plan, and the department’s Strategic Plan. Other requirements that support the development of these plans include:

- Statutory responsibility to protect and promote the public’s health
- North Carolina accreditation standards for local health departments require strategic plans
- North Carolina mandated public health services
- Mission of disease prevention and health promotion for all Brunswick County residents
- Three public core functions (Assessment, Policy Development, and Assurance) and the ten Essential Public Health Services.
- The Brunswick County Health & Human Services Advisory Board offers a variety of professional guidance and advocates for the health department and its programs. Recommendations from this board are shared with the Commissioners to assist in decision-making processes.

In November 2021, the [Brunswick County Commissioners adopted their FY23-FY27 Strategic Plan](#). This plan guides and sets the direction for county operations, initiatives, projects over the course of five fiscal years. The plan includes the county government’s mission, vision, values, and strategic goals as identified by the Board of County Commissioners. The Board reviews the plan annually. Brunswick County Health Services aligns its strategic plan to support the goal areas three and five and its objectives found in the Counties FY 23-FY27 Strategic Plan.

GOAL/FOCUS AREA #3 : Excellent Government

To demonstrate forward-thinking and high-performing standards within the county government through exceptional leadership, planning, and customer service.

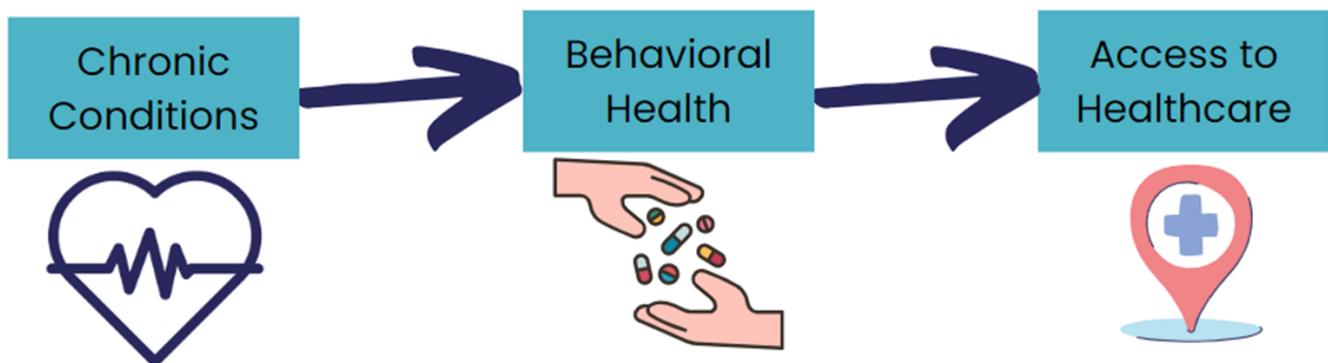
GOAL/FOCUS AREA #5: HEALTHY AND SAFE COMMUNITY

To support the advancement and continuous improvement of health, safety, and preparedness efforts in our county that incorporate current best practices and anticipate the county’s future growth and development.

2022 Community Health Needs Assessment

The Community Health Needs Assessment (CHNA) is conducted to examine the health and quality of life of Brunswick County citizens. The process includes gathering information from community residents (primary data), and comparing this data to available health statistics (secondary data) to identify the most pressing concerns. The information gathered is used by county leadership and stakeholders to strategically plan the best use of resources to address top community concerns, while tracking progress to reach the overall goal of improving health and quality of life in Brunswick County. As a result of the process various populations were identified as vulnerable: uninsured, low-incomed, black/African Americans, children, elderly, pregnant, & those with English as a second language. Three priorities selected are detailed below:

2022 Brunswick County Health Priorities



Chronic Conditions



32% of adults in Brunswick County have a BMI of 30 or greater



Health Behaviors

Tobacco Use
Excessive Drinking
Poor Nutrition
Physical Inactivity



36.6% of survey respondents ranked Heart Disease Care 5th in most important health service



In 2019, Diabetes accounted for 38.5 deaths/ 100,000 in Brunswick County

Chronic Disease

In 2019, Heart Disease accounted for 237.4 deaths/100,000 in Brunswick County

Source: North Carolina Vital Statistics 2019 Volume 2: Leading Causes of Death (ncdhhs.gov); published January 2021 and accessed January 13, 2023. Brunswick, North Carolina. County Health Rankings & Roadmaps. (n.d.). Retrieved January 13, 2023, from <https://www.countyhealthrankings.org/explore-health-rankings/north-carolina/brunswick?year=2022> Centers for Disease Control and Prevention. (2022, September 8). Promoting health for adults. Centers for Disease Control and Prevention. <https://www.cdc.gov/chronicdisease/resources/publications/factsheets/promoting-health-for-adults.htm>

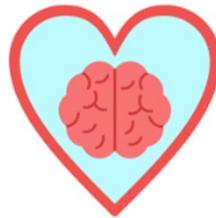
Behavioral Health



Substance Use

23.2

opiate overdose deaths per 100,000



Mental Health

COVID-19 increased substance use and mental health issues.



Suicide Deaths

14.1

suicide related deaths per 100,000

1 per 1,210

Behavioral health service providers to resident ratio

Services



Survey respondents ranked mental health 7th in most important health services...



...suicide prevention 15th... drug/alcohol misuse 16th

Source: NC Hospital Association, Special Data Request (ER visits) and North Carolina Public Health, <https://injuryfreenc.ncdhhs.gov/DataSurveillance/poisoning/DEATH-3-UnintentionalOpioidPoisoningsbyCounty-2008-2017.pdf>

Access to Healthcare



Healthcare Workforce

- 4.2** Primary Care Physicians **per 10,000** population in Brunswick County (8 : 10,000 in NC)
- 3.9** Dentists **per 10,000** population in Brunswick County (5 : 10,000 in NC)
- 0.8** Mental Health Providers **per 10,000** population in Brunswick County (3.6 : 10,000 in NC)

Source: U.S. Census Bureau, Small Area Health Insurance Estimates, 2019
 Brunswick County, NCIOM. (2021, February 11).
<https://nciom.org/counties/brunswick-county/>

Community Concerns

Survey and focus group themes:

Insurance affordability



Insure the Uninsured



15.7%

of Brunswick County adults are without health insurance

Transportation

3.06% of households have no motor vehicles



Increase in aging population =



Increase in health demands

Key Findings from the Community Health Opinion Survey

Health Issues



1. Access to Healthcare
2. Health Insurance
3. Elder care options
4. Mental Health
5. Chronic Disease



Health Services



1. Dental Care
2. Routine Wellness Checks
3. Vision Care
4. Cancer Care
5. Heart Disease Care



Actions to Improve Health



1. Exercise more
2. Eat more healthy foods
3. Manage my disease condition
4. Learn about healthy living
5. Have preventative screenings

2023-2026 Community Health Improvement Plan

Brunswick County Health Services is pleased to share the 2023-2026 Community Health Improvement Plan (CHIP). The Brunswick County Community Health Assessment (CHA) is conducted at least every four years to determine the community's needs and develop programs and plans to address the health priorities.

You can view Brunswick County's 2023-2026 Community Health Improvement Plan (CHIP)

in its entirety at the following link: HNC 2030 Scorecard: Brunswick County 2019-2022 (clearimpact.com)

You can view Brunswick County's 2023-2026 Community Health Improvement Plan (CHIP) at:

<https://scorecard.clearimpact.com/Scorecard/Embed/77214>



2023-2026 Agency Strategic Plan Priorities

1

Enhance access to quality health services and programs.

2

Improve the health status and prevent premature deaths for all Brunswick County residents.

3

Increase public awareness of public health issues, programs, and services.

4

Provide a coordinated Public Health response to all hazard events.

5

Retain a competent public health workforce.

Enhance access to quality health services and programs

Goal 1: Provide health services at alternative sites within the county

Strategy/Program	Performance Measure/Outcome	Status
1. Conduct a feasibility study to determine if mobile clinic would benefit Brunswick County Residents.	<ul style="list-style-type: none"> Determine the tool to use for the feasibility study. Review the feasibility study with Management Team to determine if next steps are warranted for a mobile unit. 	
2. Partner with local agencies to host sites for vaccines in Historically Marginalized Populations (HMPs).	<ul style="list-style-type: none"> # of vaccine sites offered # of vaccines given 	

Goal 2: Ensure quality service delivery in all health department programs

Strategy/Program	Performance Measure/Outcome	Status Update
1. The QI Team Leader will review with the Management Team any input to conduct improvement projects or PDSA within a division to improve service deliveries	<ul style="list-style-type: none"> # of PDSA/PDCA # of improvement projects 	
2. The QI Team Leader will collect Customer Survey and Community Survey Results and report to the Management Team any areas of concern. From those results develop any improvement projects	<ul style="list-style-type: none"> Customer Survey Results Community Input Survey Results 	

Enhance access to quality health services and programs

Goal 3: Utilize technology to improve the Environmental Health application process.

Strategy/Program	Performance Measure/Outcome	Status
1. Enhance online procedures and processes for Environmental Health applications and documents to be submitted online.	◆ Policies and procedures adopted	
2. Enhance CDP software in Environmental health	◆ Software and systems updates acquired	

Goal 4: Develop and support early intervention, recovery, and treatment services for behavioral health.

Strategy/Program	Performance Measure/Outcome	Status
1. Expand our workforce to better address for substance use interventions	◆ Hire, train, and devise work plan with new Health Educator I Substance Use Educator	
2. Screen and refer our clinic patients to behavioral health services	◆ # of screenings and # of referrals	
3. Coordination of county wide strategic planning to reduce substance use	<ul style="list-style-type: none"> ◆ # of overdoses within the county ◆ # of strategies developed ◆ Creation of an opioid strategic plan 	

Improve the health status and prevent premature deaths for all Brunswick County residents.

Goal 1: Increase participation and improve outcomes in Diabetes Self Management Education (DSME) Program

Strategy/Program	Performance Measure/Outcome	Status
1. Develop 6 month DSME quality improvement plan	<ul style="list-style-type: none"> ◆ By July 2024, participants will have a 5% increase in documented nutrition behavior. ◆ By July 2024, 40% of participants will have a decrease A1C. 	
2. Conduct outreach to local providers to encourage referrals to the program.	<ul style="list-style-type: none"> ◆ # of referrals made ◆ # of new participants within the program 	

Goal 2: Establish a tobacco cessation program

Strategy/Program	Performance Measure/Outcome	Status
1. Health educator will be trained in the American Lung Associations Freedom From Tobacco program	<ul style="list-style-type: none"> ◆ Training certificate achieved ◆ Work plan for implementation of program developed. 	
2. By March 2024, communications plan for the program will be implemented	<ul style="list-style-type: none"> ◆ # of people reached ◆ # people signed up for the Quit program 	

Improve the health status and prevent premature deaths for all Brunswick County residents.

Goal 3: Build and sustain collaborative systems that address the identified health priorities from the CHNA.

Strategy/Program	Performance Measure/Outcome	Status
1. Lead the development of the Community Health Improvement Plans (CHIPS) with community partners based on the identified priorities within the CHNA	<ul style="list-style-type: none"> ◆ Review the CHIP on scorecard annually to create the State of the County Report to share with community partners and residents on the data indicating the progress made on the health priorities. ◆ Identify any new partnerships that need to be created or strengthened to continue to improve those priorities. 	
2. Expand community partnerships to effectively address the identified health priorities	<ul style="list-style-type: none"> ◆ # of new partnerships ◆ # of coalitions staff participate in ◆ Develop a Brunswick County Healthy Carolinians coalition. 	

Increase public awareness of public health issues, programs and services.

Goal 1: Reduce stigma surrounding mental health and substance use

Strategy/Program	Performance Measure/Outcome	Status
1. Support evidence-based program Responding to Addiction and enCompass	<ul style="list-style-type: none"> ◆ Number of people trained ◆ Reduction in stigma ◆ Increase knowledge of substance use disorders among participants 	
2. Facilitate internal and community wide anti-stigma campaigns and programs	<ul style="list-style-type: none"> ◆ Identify levels of addiction stigma in a community to establish a baseline indicator ◆ Reduce addiction stigma, including stereotypes, prejudice and discrimination. ◆ Increase knowledge about addiction ◆ # of signed pledges in the community 	

Goal 2: Increase awareness of the public health programs and services

Strategy/Program	Performance Measure/Outcome	Status
1. Create a celebration campaign for the 75th anniversary of being a public health department	<ul style="list-style-type: none"> ◆ # of attendees at the celebration ◆ # people reached through media platforms 	
2. Revitalize the mission, vision and values, of the health department	<ul style="list-style-type: none"> ◆ Publicize through social media and other avenues the new mission, vision, and values to the community. 	
3. Participate in community outreach events	<ul style="list-style-type: none"> ◆ # of events participated ◆ # of community outreach requests 	

Provide a coordinated Public Health response to all hazard events.

Goal 1: Continue to monitor public health surveillance systems for possible infectious disease outbreaks or new pathogens.

Strategy/Program	Performance Measure/Outcome	Status
1. Monitor the surveillance systems quarterly for any trends in communicable disease and report to the Epi Team	<ul style="list-style-type: none"> ◆ Minutes from Epi Team Meetings ◆ Develop a training and/or educational schedule to incorporate in the Epi Team meetings. 	
2. Provide education and training to local providers, hospital staff and public health staff on diseases and conditions that are reportable in NC as well as any trends within Brunswick County	<ul style="list-style-type: none"> ◆ # of Trainings 	

Goal 2: Improve operational readiness for staff to respond to all hazard events within Brunswick County.

Strategy/Program	Performance Measure/Outcome	Status
1. Conduct training and educate public health staff on the emergency response plans	<ul style="list-style-type: none"> ◆ # of trainings ◆ Develop After Action Reports from trainings and develop an improvement plan from those findings. 	
2. Have 100% of response to quarterly notification drills with staff	<ul style="list-style-type: none"> ◆ Notification drill reports 	
3. Complete the Brunswick County Health Services Integrated Preparedness Plan and multi-year training schedule	<ul style="list-style-type: none"> ◆ # of trainings for Brunswick County ◆ Integrated Preparedness Plan Workshop 	

Retain a competent public health workforce.

Goal 1: Foster a diverse, skilled public health workforce

Strategy/Program	Performance Measure/Outcome	Status Update
1. Revive department All Staff Meetings	◆ # and frequency of staff meetings	
2. Participate in career fair or professional networking events	◆ # of events attended ◆ # of people reached	
4. Establish internship contract with at least one North Carolina HBCU.	◆ # of contracts establish ◆ # of interns	
5. Attain an additional full-time Spanish Interpreter position	◆ Justification and request developed and submitted to county management.	
6. Administer all staff workforce development and quality improvement survey	◆ Priorities and improvement plans as a result from the survey findings	

Goal 2: Develop a staff succession plan

Strategy/Program	Performance Measure/Outcome	Status Update
1. Succession plan for staffing	◆ Develop a plan	

Strategic Planning Worksheets

Priority:
Goal:
Strategy/Program:
Person(s) Responsible:
Resources Needed:
Results:

Example Strategic Planning Worksheet

Priority:	Improve access to care through quality and efficiency of internal and external health services
Goal:	GOAL 1: Improve the quality of service we provide
Objective:	By December 2022, revitalize patient/customer satisfaction survey. Add method of completion to include patient portal and/or website completion methods
Strategy 1:	Review and update current hard copy survey to be sure its still relevant to then coincide with future online version.
Strategy 2:	Create promotional material to share with patients the option of take survey online.
Person (s) Responsible:	Public Health Team to review and update survey. Once updated Cherie will get copy to to Travis to research survey platform and create Online survey. Travis and Emma to work together on develop Eng. & Spanish promotional of Online survey
Resources Needed:	Access to Canva promotion content platform, Interpreter assistance, software to host online survey.
Results:	Online survey was created in Microsoft Forms. This platform generates graphs and summary data automatically upon completion by clients. This process should decrease data entry and presentation time compared the previous data compilation methods. Promotion of the Online survey was posted on the Health Services website and on Facebook/Twitter. Palm cards in English and Spanish were created by Travis and Emma to hand out to patients as an additional way to complete customer feedback survey.

Submitted to Management Team on: September 29, 2022

Reviewed at Management Team Meeting on: October 10, 2022

Example Evidence:
Promotion on social media and on department website

Brunswick County Health and Human Services
Published by Travis L Greer · September 2 at 12:00 PM ·

Have you visited the #BrunCo Health Services recently? Complete the our online Customer Satisfaction Survey. Your input will improve and maintain the quality of services we provide. Survey is linked below

English: <http://ow.ly/kctm50KbMKY>
Spanish: <http://ow.ly/SKM150KbMJ0>

BRUNSWICK COUNTY HEALTH SERVICES
Customer Satisfaction Survey
Visit: brunswickcountync.gov/health-clinic

See insights and ads Boost post

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BRUNSWICK COUNTY HEALTH SERVICES

Welcome to Brunswick County Health Services! We offer a variety of [health services and programs](#) for children and adults, including many services with income-based sliding scale fees for the uninsured (cash, checks, and most major health insurance plans are also accepted). We also provide health education and community outreach services.

CUSTOMER SATISFACTION SURVEY

[COMPLETE ONLINE SURVEY](#)

HEALTH SERVICES OUTREACH AND EDUCATION REQUEST

[COMPLETE ONLINE FORM](#)

OR CONTACT
910-253-2368

COVID-19 INFORMATION

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2023-2024 7TH AND 12TH GRADE VACCINE INFORMATION

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8:30 A.M. - 5:00 P.M.

**This page was intentionally left blank for future evidence of implementation
of the strategic plan.**