

MADISON COUNTY HEALTH DEPARTMENT

Strategic Plan 2020-2025

Adopted by the Madison County Board of Health

Created May 28, 2020



Mission, Values, and Beliefs

Principles of Ethical Practice

Strategic Plan





Mission Statement

The Madison County Health Department is dedicated to the purpose of disease prevention and health promotion for all Madison County residents.

Vision Statement

Healthy People, Healthy Communities

Values

Integrity- We are committed to treating all people honestly and fairly, with dignity and respect.

Accountability- We are committed to fiscal and program accountability and evaluating our performance in terms of benefit to the public.

Excellence- We strive for excellence in services to our customers and in leadership throughout the public health system.

Teamwork- We are committed to working collaboratively with others to enhance public health services for our residents and our communities.

Responsiveness- We are committed to a strong, professional, responsive public health system that meets the challenges of promoting and protecting the public's health and adapts to a rapidly changing environment.

Principles of the Ethical Practice of Public Health

The Madison County Health Department has adopted the “Principles of the Ethical Practice of Public Health” listed below as defined by the 2002 ~~–~~Public Health Leadership Society.

- 1.** Public health should address principally the fundamental causes of disease and requirements for health, aiming to prevent adverse health outcomes.
- 2.** Public health should achieve community health in a way that respects the rights of individuals in the community.
- 3.** Public health policies, programs, and priorities should be developed and evaluated through processes that ensure an opportunity for input from community members.
- 4.** Public health should advocate and work for the empowerment of disenfranchised community members, aiming to ensure that the basic resources and conditions necessary for health are accessible to all.
- 5.** Public health should seek the information needed to implement effective policies and programs that protect and promote health.
- 6.** Public health institutions should provide communities with the information they have that is needed for decisions on policies and programs and should obtain the community’s consent for their implementation.
- 7.** Public health institutions should act in a timely manner on the information they have within the resources and mandate given to them by the public.
- 8.** Public health programs and policies should incorporate a variety of approaches that anticipate and respect diverse values, beliefs, and cultures in the community.
- 9.** Public health programs and policies should be implemented in a manner that most enhances the physical and social environment.
- 10.** Public health institutions should protect the confidentiality of information that can bring harm to an individual or community if made public. Exceptions must be justified on the basis of the high likelihood of significant harm to the individual or others.
- 11.** Public health institutions should ensure the professional competence of their employees.
- 12.** Public health institutions and their employees should engage in collaborations and affiliations in ways that build the public’s trust and the institution’s effectiveness.

Key Beliefs of Public Health Practice

Public health not only seeks to assure the health of whole communities but also recognizes that the health of individuals is tied to their life in the community.

The Madison County Health Department has adopted the following key beliefs of public health perspective from the 2002 Public Health Leadership Society “Principles of the Ethical Practice of Public Health”.

1. *Humans have a right to the resources necessary for health.*

Article 25 of the Universal Declaration of Human Rights states in part “Everyone has the right to a standard of living adequate for the health and well-being of himself and his family...”

2. *Humans are inherently social and interdependent.*

Positive relationships among individuals and positive collaborations among institutions are signs of a healthy community. The rightful concern for the physical individuality of humans and one’s right to make decisions for oneself must be balanced against the fact that each person’s actions affect other people.

3. *The effectiveness of institutions depends heavily on the public’s trust.*

Factors that contribute to trust in an institution include the following actions on the part of the institution: communication; truth telling; transparency; accountability; reliability; and reciprocity. One critical form of reciprocity and communication is listening to as well as speaking with the community.

4. *Collaboration is a key element to public health.*

The public health infrastructure of a society is composed of a wide variety of agencies and professional disciplines. To be effective, they must work together well. Moreover, new collaborations will be needed to rise to new public health challenges.

5. *People and their physical environment are interdependent.*

People depend upon the resources of their natural and constructed environments for life. A damaged or unbalanced natural environment, and a constructed environment of poor design or in poor condition, will have an adverse effect on the health of people. Conversely, people can have a profound effect on their natural environment through consumption of resources and generation of waste.

6. *Each person in a community should have an opportunity to contribute to public discourse.*

In the process of developing and evaluating policy, it is important to discern whether all who would like to contribute to the discussion have an opportunity to do so even though it may not be addressed in the final policy.

Key Beliefs of Public Health Practice (cont)

7. *Identifying and promoting the fundamental requirements for health in a community are of primary concern to public health.*

While some important public health programs are curative in nature, the field as a whole must never lose sight of underlying causes and prevention. Addressing the fundamental causes rather than more proximal causes is more truly preventive.

8. *Knowledge is important and powerful.*

We are to seek to improve our understanding of health and the means of protecting it through research and the accumulation of knowledge. Once obtained, there is a more obligation in some instances to share what is known.

9. *Science is the basis for much of our public health knowledge.*

The scientific method provides a relatively objective means of identifying the factors necessary for health in a population, and for evaluating policies and programs to protect and promote health. The full range of scientific tools, including both quantitative and qualitative methods, and collaboration among the sciences is needed.

10. *People are responsible to act on the basis of what they know.*

Information is not to be gathered for idle interest. Public health should seek to translate available information into timely action.

11. *Action is not based on information alone.*

In many instances, action is required in the absence of all the information one would like. Values inform the application of information or the action in the absence of information.

History and Overview of Madison County

The natural beauty of Madison County is one of its greatest assets. Madison County offers 288,800 scenic acres (452 square miles) of beautiful mountains and fertile valleys. With whitewater rafting, snow skiing, the Appalachian Trail, scenic byways and a hot natural mineral spring, Madison County is rich in outdoor recreational opportunities. Nearly 73% of the county is forest land and nearly 25% of the county acreage is managed by the U.S. Forest Service.

In addition to the natural beauty, Madison County is defined by its rural nature. Approximately 79% of the roads throughout the county are paved at this time. Nine miles of Interstate 26 follows the eastern side of the county into Tennessee. There are three municipalities located in the county; Mars Hill, Marshall, and Hot Springs.

Poverty issues are a concern for this rural, mountainous county. In 2019 53% of children attending school receive free or reduced meals. Madison County is a poor county with a per capita income of \$22,278 and a poverty rate of 17% which is higher than the state average of 14%.

Madison County has long been a county of many family farms where burley tobacco has been the major crop. The number of tobacco farms has dropped significantly from 3,255 farms in 1993 to 3 farms in 2017 generating a little under 1 million dollars in revenue. Madison County was the number one producer of burley tobacco in the state of North Carolina for about 100 years. However, reliance on tobacco production has decreased as local farmers explore new alternatives to farming in Madison County.

As Madison County changes, it is important to preserve the mountain traditions, culture and environment. This can be a challenge as young people move away from this rural county and non-natives relocate here instead. Fortunately, many individuals recognize the need and work hard to promote our strong mountain values and culture.

Assets include a wide range of civic groups, such as the Rotary Club and the Lion's Club that are active in the county. Local community centers provide opportunities for neighbors to convene for meals and activities. The local fire departments receive much volunteer support from auxiliary groups in the community. There are at least 100 churches in the county with the majority being Baptist affiliations.

Category	Madison County	North Carolina
Estimated Population	21,755	10,488,048
Percent over 65 years of age	22.3%	16.3%
Percent under 18 years of age	17.9%	22.2%
Percent under 5 years of age	4.7%	5.9%
White	96.0%	70.6%
Number of Households	10,892	3,918,597
Median Household Income	\$42,410	\$52,413
Percent of Persons in Poverty	17%	14%

*2018-2019 US Census Bureau

The Strategic Planning Process

The Strategic Planning process began with a planning session with Dr. Marianna Daly, Medical Director for the Madison County Health Department and Tammy Cody, Health Director. They facilitated a meeting with all Health Department staff. The group reviewed the three priorities from the Community Health Assessment. Next, the group identified the Health Department strengths, weaknesses, opportunities, and threats. The information was posted for all staff to review and provide input. A second meeting was held with the Health Department leadership team and they reviewed the strengths, weaknesses, opportunities, and threats that were previously identified. They also discussed and reviewed the Community Health Assessment priorities. Dr. Daly and Tammy Cody conducted the same exercise with the Madison County Board of Health at their January 2020 meeting. The Board reviewed the priorities from the Community Health Assessment. Next, the Board was asked to identify strengths, weaknesses, opportunities and threats. The information was posted and the Board held discussion on the topics. Normally, a meeting is held with the county manager to discuss the strategic plan; however this year, our current county manager, Forrest Gilliam has submitted his resignation and the county is searching for a new county manager. Another meeting was held with the leadership team and objectives and activities were identified.

Normally an additionally meeting is held with the health department leadership team to discuss timelines, persons responsible and partners; however this year we are dealing with the COVID-19 Pandemic so this meeting will be postponed until we have more time to focus on our strategic plan.

Once approved the final document will be distributed to Board of Health members, staff, county manager, and posted on the health department website.

Community Health Assessment Priorities

Every three years the Madison County Health Department completes a comprehensive community health assessment (CHA). Our most recent assessment was completed 2018. The primary data team reviewed data from the key informant surveys regarding issues of high concern, including level of resources. The secondary data team reviewed data from the WNC Healthy Impact Data Workbook, which included local, regional, and state data. It was noted there was crossover of primary data and secondary data teams in the areas of obesity, mental health, substance use, and diabetes. The following 8 health issues were presented to members of the health consortium to prioritize:

- Alzheimer/Dementia
- COPD/Asthma
- Diabetes
- Heart Disease
- Infant/Child Health
- Mental Health
- Overweight/Physical Activity/Nutrition
- Substance Use

Community members ranked and voted on the eight health issues listed above, leading to the selection of the following two health priorities:

Our CHA revealed the following priorities:

- Physical Activity and Nutrition Health Priority
- Substance Use and Mental Health

During the strategic planning process the team did give consideration to the areas identified in the CHA and incorporated objectives for the identified goals in the strategic plan to address relevant areas.



Madison County Health Department

SWOT Analysis

Strengths

Community and Client Centered
Treat Clients with Dignity
Innovative, Flexible, Dedicated
Team Players
Strong Partners and Partnerships
Excellent Care –personal and complete
Creative Programs
Supportive staff

Weaknesses

High staff turn over
Pay discrepancies with new hires at same rates as senior staff
Need for good marketing of services
Employee Schedules
Questionable sustainability of programs
Lack of administrative backing of decisions
Limited Office Space and storage space
Mandates
Rural area, transportation for clients

Madison County Health Department

SWOT Analysis

Opportunities

Education of the greater community
Improved communication in the community
Recruitment and Retention
Grant Writer
Marketing
Expansion of Services
Provision of safety net services
Mentoring
Partnerships with students
Support the county economic development
County wellness program
Evening clinic for hepatitis C treatment
Teen wellness program
Community gardens, Local produce stands

Threats

Uncertainty of funding and sustainability
Local, state and federal constraints
Stigma around using public services
Uncertainty of Affordable Care Act
Changing environment (ACOs)
High Cost of providing care
Ongoing technical challenges
Medicaid Reform

Madison County Health Department

Strategic Goals

1. Provide Services to enhance the economic development and the health status of Madison County.
 - a. Environmental Health
 - i. Move Environmental Health Offices to the bypass to improve accessibility for clients
 - ii. Continue to cross train the current environmental health specialist, so they can cover for each other if needed.
 - b. Chronic Disease and Healthy Weight
 - i. Provide diabetes self –management, diabetes prevention classes -to county employees during work hours
 - ii. Maintain a Hepatitis C clinic for screening and treatment of our insured and uninsured.
 - iii. Explore options for a Health Department employee wellness program
 - c. Mental Health and Substance Use
 - i. Collaborate with VAYA, Hot Springs Health Program and RHA to enhance mental health and substance abuse services in Madison County
 - ii. Become a Drug Free Communities grant for years 6-10
 - iii. Implement tobacco-free policy for county buildings and vehicles
 - iv. Continue Madison Substance Awareness Coalition
 - v. Continue Healthy Eating Active Living Group
 - vi. Retain funding to offer Medication Assisted Treatment (MAT) for our uninsured and underinsured residents.
 - vii. Contract with mental health provider to offer essential counseling component of MAT
 - viii. Explore options to help our uninsured and underinsured Medication Assisted Treatment patients obtain affordable Buprenorphine/naloxone.
 - ix. Continue to expand our Medication Assisted Treatment services to encompass 30 patients.
 - d. School Health
 - i. Implement Tele Health in all Madison County Schools
2. Improve the image, reduce the stigma, and ensure the longevity of the Madison County Health Department
 - a. Marketing
 - i. Sponsor two town hall meetings annually about relevant health issues
 - ii. Attend community events to market our services such as (health fairs, Expo Madison, County fair, school presence, etc) 2020 school health fair, French Broad EMC annual Fair and Community drug take backs.
 - iii. Explore options of moving Health Department sign to Main road and changing sign to an electronic sign for more visibility.
 - b. Partnerships
 - i. Continue partner with Hot Springs Health Program to provide services without duplication and increase inter-agency referrals
 - c. Sustainability
 - i. Identify and send a key employee to a grant-writing class

- ##.i. Increase successful billing efforts on first submission to 90%
- ##.ii. Increase clinic volume by 20%

3. Improve employee job satisfaction and decrease employee turnover
 - a. Salary and Benefits
 - i. Update pay schedule to reflect seniority and merit with compensation goal as funds allow
 - b. Non-monetary strategies
 - i. Offer extended hours to employees and clients



Objective 1	Provide services to enhance the economic development and health status of Madison County		
	Cross train the two full time environmental health specialists.		
Activities	Lead Person	Partners	Timeframe
Both will be certified to do all inspections	Sheila Flint Environmental Health Specialist , Tim Ammons Environmental Health Specialist	N=New; E=Existing E Health Department Staff	June 2021
	Move Environmental Health Offices to the bypass to improve accessibility for clients		
Activities	Lead Person	Partners	Timeframe
		N=New; E=Existing	
Discuss with county manager	Tammy Cody, Health Director, Mark Pullium, County Manager	E= Madison County Manager	December 2020
Maintenance to prepare new location	Jesse Roberts, Maintenance Director, Tammy Cody, Health Director	E Madison County Maintenance Department	December 2020
Environmental health staff to move to new location	Jamie List, Environmental Health Supervisor, Sheila Flint, Environmental Health Specialist, Vivian Lunsford, Administrative Assistant, Ken Castello, Environmental Health Specialist, Tim Ammons Environmental Health Specialist	E Health Department staff	February 2021

Provide diabetes self-management, diabetes prevention classes to county employees during working hours.			
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Look for continued partnership opportunities with Mission Diabetes	Tammy Cody, Health Director, Mary Beth Horrell, Certified Diabetes Educator, Deana Stephens, Director of Community Services	E- Health Department Staff E- HCA	January 2021
Market diabetes classes to Employees	Tammy Cody, Deputy Health Director, Brooke Smith, HR Director, Deana Stephens, Director of Community Health Programs	E County HR Department	March 2021 On-going
Sustain county employees in diabetes classes	Tammy Cody, Health Director, Brooke Smith, HR Director, Deana Stephens, Director of Community Health Programs	E Health Department staff, HR Staff	December 2021
Identify and highlight employee success stories	Deana Stephens, Director of Community Services Tammy Cody, Health Director, Brooke Smith, HR Director	E Health Department staff, HR Staff	June 2020 On-going
Develop and conduct post program survey	Deana Stephens, Director of Community Health Services, Tammy Cody, Health Director, Brooke Smith, HR Director	E Health Department staff, HR Staff	March 2021
Continue clinic for screening and treatment for Hepatitis C for uninsured and/or underinsured Madison County residents			
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Work with Admin and clinical staff to create	Tammy Cody, Health Director, Administrative Officer, Robin	E Health Department staff	June 2021

an afterhours staffing system	Wallin, Director of Nursing, Rachel Potter, Program Coordinator		
Promote Services	Dr. Melissa Robinson, Medical Director, Tammy Cody, Health Director, Melinda Morrow FNP, Rachel Potter, Program Coordinator, Health Department	E Health Department N Community members	On going
Collaborate with VAYA, Hot Springs Health Program and RHA to enhance mental health and substance use in Madison County			
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Build on mental health and substance use opportunities for our residents	Tammy Cody, Health Director, Heather Sharp, Director of MSAC Consultant- with Vaya	E Health Department staff N =, VAYA Angie Garner	On going
Resource for Resiliency Training			
Acquire grant for on-going funding for Resiliency Training	Tammy Cody, Health Director, Health Sharp , Director of MSAC ,Dr. Ramsey Madison County Schools	E= MSAC E= Madison County Schools	On-Going
Send Staff to Resiliency training	Tammy Cody, Health Director, Health Sharp , MSAC Director, Dr. Ramsey Madison County Schools	E= MSAC E= Madison County Schools	On-Going
Identify and send someone to the Resiliency Education Apprentice Program to be a trainer in Resiliency training	Heather Sharp, MSAC Director and Resource for Resiliency	E= Health Department Staff E= Resource for Resilience	6 months

Obtain a Drug Free Communities grant for 2022-2027			
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Write federal grant	Heather Sharp, MSAC	E Health Department staff	Fall 2021

Assist with writing and review of grant	Deana Stephens, Director of Community Health Program, Johnny Somerville, Administrative Office II, Tammy Cody , Health Director, Heather Sharp, Director of MSAC, Lisa Gahagan Assistant Superintendent, Jake Morrow, Juvenile Court Counselor	E= Health Department staff, School system staff Law Enforcement	February 2022
Submit required documentation for existing grant	Tammy Cody, Health Director, Heather Sharp, Director of MSAC	E= Health Department	January 2020 On going
Implement tobacco-free policy for county buildings and vehicles			
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Discuss tobacco free rule with county manager	Tammy Cody, Deputy Health Director	E = Existing	Sept 2020
Present tobacco free rule to the county commissioners	Tammy Cody, Deputy Health Director	E = County Commissioners	Oct 2020
Update state consultant and have county map updated	Tammy Cody, Deputy Health Director, Karen Caldwell, State Consultant	E = Health Department and State	Nov 2020
Explore Options for implementing a Employee Wellness Program for the Health Department			
Research at work wellness program	Tammy Cody, Health Director , Kathy Price ,Administrative Officer II	E= Health Department	December 2020
Research grants to implement Wellness programs	Tammy Cody, Health Director, Kathy Price, Administrative Officer II	E= Health Department	March 2021
Write and submit grant for wellness program	Tammy Cody, Health Director Kathy Price Administrative Officer II	E= Health Department	June 2021
Implement wellness program	Tammy Cody, Health Director	E= Health Department	December 2021

	Leadership Team		
Continue Madison Substance Awareness Coalition			
Reduce overdoses through education and outreach	Heather Sharp, Director of MSAC Youth Coordinator	E = Health Department Staff	On-Going
Provide tobacco and ENDS education and counseling to patients in the clinic and students	Heather Sharp, Director of MSAC	E= Health Department Staff	On-going
Madison Prevention Partners (MP3) to focus on CHA and DFC initiatives	Heather Sharp, Director of MSAC, Jennifer Angel, WIC Director , Deana Stephens, Director of Community Programs, Youth Coordinator	E= Health Department Staff	On-going
Identify and send a person to become a Certified Substance Abuse Prevention Specialist. (CSAPS)	Heather Sharp, Director of MSAC	E= Health Department N= North Carolina Substance Abuse Professional Practice Board N= Nicole Augustine, Clinical Supervisor	July 2021
Explore services to support our homeless population in Madison County			
Needs assessment to identify the number of homeless, individuals, in our county	Tammy Cody, Health Director, MSAC, HEALS, School System, DSS , AMOM, Housing Coalition, Beacon of Hope, My Sister's Place Hot Springs Health Program	E= Health Department, Com, School System, DSS , AMOM, Housing Coalition, Beacon of Hope, My Sister's Place , Hot Springs Health Program	June 2021
Review needs assessment and resources that would be needed.	Tammy Cody, Health Director, MSAC, HEALS, School System, DSS , AMOM, Housing Coalition, Beacon of Hope, My Sister's Place Hot Springs Health Program	E= Health Department, Com, School System, DSS , AMOM, Housing Coalition, Beacon of Hope, My Sister's Place , Hot Springs Health	December 2021
Develop work group	Tammy Cody, Health Director, MSAC, HEALS, School System, DSS , AMOM, Housing Coalition, Beacon of Hope, My Sister's Place	E= Health Department, Com, School System, DSS , AMOM, Housing Coalition, Beacon of	June 2022

	Hot Springs Health Program	Hope, My Sister's Place , Hot Springs Health	
Research available grants	Work group	E= Health Department, Com, School System, DSS , AMOM, Housing Coalition, Beacon of Hope, My Sister's Place , Hot Springs Health	December 2022
Submit grant	Work group	E= Health Department, Com, School System, DSS , AMOM, Housing Coalition, Beacon of Hope, My Sister's Place , Hot Springs Health	June 2023
Develop plan to implement services	Work Group	E= Health Department, Com, School System, DSS , AMOM, Housing Coalition, Beacon of Hope, My Sister's Place , Hot Springs Health	December 2023
	Explore Telehealth Options with Center for Rural Health Innovation		
Implement telehealth in all Madison County Schools	Dr. Steve North, Tonya Schaffer, Jennifer Puglisi, Morgan Huntsinger, Teah Thomason, Kristy Waldroup	E = Health Department Staff, School System Staff	Fall 2020
	Continue Healthy Eating Active Living (HEAL) Group		
Promote activity in the community by promoting Walk with Ease Program	Deana Stephens, Director of Community Services, Amy Massey, Public Health Nurse II Health Educator	E = Health Department Staff	On-going
Promote activity in the community by promoting the Senior Games	Deana Stephens, Director of Community Health Programs Jodi Brazil Parks and Rec	E= Health Department Staff E= Parks and Rec	On-going
Promote healthy eating in the community by promoting Cooking Matters.	Deana Stephen , Director of Community Health Programs, Jodi Brazil YMCA	E= Health Department Staff E=YMCA Staff	On-going

Create flyers and posters to advertise the new programs, then place flyers and posters in community settings	Deana Stephens, Director of Community Health Programs, Jennifer Angel, Registered Dietitian, Amy Massey, Public Health Nurse II	E = Health Department Staff	On-Going
Hold Active Aging Week	Deana Stephens, Director of Community Health Programs, Jodi Brazil, Health Educator	E = Health Department Staff	On-going
Explore a center for exercise programs for adults and youth and healthy living classes with the YMCA or another provider			
Assess Need/ Feasible Study	Tammy Cody, Health Director, Deana Stephens, Director of Community Health Programs, HEAL TEAM, Parks and Rec YMCA	E = Health Department Staff E= HEAL Team E= Parks and Rec E= YMCA	June 2021
Review needs assessment and Feasibility study	Tammy Cody, Health Director, Deana Stephens, Director of Community Health Programs, HEAL TEAM, Parks and Rec	E = Health Department Staff E= HEAL Team E= Parks and Rec	December 2021
Develop implementation plan	Tammy Cody, Health Director, Deana Stephens, Director of Community Health Programs, HEAL TEAM, Parks and Rec	E = Health Department Staff E= HEAL Team E= Parks and Rec	
Medication Assisted Treatment			
Continue to educate the community on what MAT is and how it works	, Dr. Melissa Robinson, Medical Director Tammy Cody Health Director, Rachel Potter, Health Department Staff, All BOH, county manager, members of FAN, MSAC	E = Health Department Staff E BOH staff E County Staff E Community Members	On-going

Provide ongoing MAT related training for clinical staff and support staff	Rachel Potter, Program Coordinator, Robin Wallin, Director of Nursing	E = Health Department Staff	On-Going
Continue to update and expand billing options for MAT	Ivy Payne ,Processing Assistant, Tammy Cody, Health Director	E = Health Department Staff	On-Going
Provide care to 30 residents with substance use dependency	Dr. Melissa Robinson, Medical Director, Melinda Morrow FNP ,clinical staff,	E = Health Department Staff	On Going
Community Playground			
Plan to install the new equipment	Tammy Cody, Deputy Health Director, Jesse Roberts, Director of Maintenance, Chris Maney, Parks and Rec Director	E = Health Department Staff E County Staff	On going
Install the new equipment	Tammy Cody, Deputy Health Director, Jesse Roberts, Director of Maintenance, Chris Maney, Parks and Rec Director	E = Health Department Staff E County Staff E Community Members	Fall 2020
Market playground	Madison County Health Department Staff, Chris Maney, Parks and Rec Director	E = Health Department Staff E = Parks and Rec	Fall 2020
Continue CHA, CHIP, and SOTCH activities			
Determine health priorities through community collaboration	Deana Stephens, Health Education Director, Jodi Brazil, Health Educator	E= Health Department Staff	Fall 2021
Write Community Health Assessment	Deana Stephens, Health Education Director, Jodi Brazil, Health Educator	E= Health Department Staff	Spring 2022
Write Community Health Improvement Plan as appropriate	Deana Stephens, Health Education Director, Jodi Brazil, Health Educator	E= Health Department Staff	Fall 2022

Write State of the County Health Report as appropriate	Deana Stephens, Health Education Director, Jodi Brazil, Health Educator	E= Health Department Staff	Spring 2021 and again in 2021
Objective 2	Improve the image, reduce the stigma, and ensure the longevity of the Madison County Health Department		
	Marketing		
Sponsor two town hall meetings annually about relevant health issues	Tammy Cody, Health Director, Dr. Mellissa Robinson/Medical Director, Deana Stephens, Director of Community Health Services	E = Health Department Staff	On-Going
Attend community events to market our services such as (health fairs, Expo Madison, County fair, school presence, etc) 2020 school health fair, French Broad EMC annual Fair and Community drug take backs.	Tammy Cody, Health Director, Dr. Mellissa Robinson/Medical Director, Deana Stephens, Director of Community Health Services, Heather Sharp. Director of MASAC, Jennifer Angel WIC Director	E = Health Department Staff	On-Going
Replace current Health Department Sign with an electronic sign;	Tammy Cody, Health Director, Deana Stephens, Director of Community Health Services and Jesse Roberts, Director of Maintenance	E = Health Department Staff and County Staff	December 2020
Research Electronic signs and purchase	Tammy Cody, Health Director, Deana Stephens, Director of Community Health Services	E = Health Department Staff	December 2020
Move placement of sign to main road where it is more visible to residents	Tammy Cody , Health Director, Jesse Roberts , Director of Maintenance	E = Health Department Staff and County Staff	December 2020
	Sustainability		
Identify and send a key staff member to grant writing class	Tammy Cody, Health Director and Kathy Price, Administrative Office II	E = Health Department Staff	October 2020
Increase successful billing efforts on first	Tammy Cody, Health, Johnnie Somerville, Finance Administrative	E = Health Department Staff	May 2021

submission to 90%	Officer II, Dr. Melissa Robinson, Medical Director , Ivy Payne, Processing Assistant		
Increase clinic volume by 20%	Tammy Cody, Health Director, Dr .Melissa Robinson Medical Director, Robin Wallin, Director of Nursing	E = Health Department Staff	May 2021
Reaccreditation			
Training on the newest HSDAI documents	Kathy Price, Administrative Office II Accreditation Team	E = Health Department Staff	On going
Training on the new NCLHDA digital platform	Kathy Price, Administrative Office II, Accreditation Team	E = Health Department Staff	On- going
Be granted status of "Reaccredited" in 2023	Tammy Cody, Health Director, Kathy Price Administrative Officer , Accreditation Team	E= Health Department	February 2023
Digital Updates			
Add MSAC resource card to website	Deana Stephens, Community Health Services Director, and Kathy Price Administrative Office II, Jamie Lunsford, IT Director	E = County IT	December 2020
Add resource links for mental health to website	Deana Stephens, Community Health Services Director, and Kathy Price Administrative Office II, , Jamie Lunsford, IT Director	E = County IT	December 2020
Update MCHD Social Media	, Deana Stephens, Community Health Services Director,	E = Health Department Staff E = County IT	December 2020
Objective 3	Improve employee job satisfaction and decrease employee turnover		
Salary and Benefits / non-monetary strategies			
Update pay schedule to reflect seniority and merit	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director/Medical Director	E = Health Department Staff	May 2021
Research cost of ice machine for staff	Kathy Price Administrative Office II	E= Health Department	June 2020

Present options to Health Director	Tammy Cody , Health Director, Kathy Price, Administrative Office II	E= Health Department	June 2020
Purchase ice maker	Tammy Cody , Health Director, Kathy Price, Administrative Officer II	E= Health Department	June 2020
Install ice maker	Kathy Price, Administrative Officer II	E= Health Department	June 2020