

**MADISON COUNTY HEALTH DEPARTMENT**

***Strategic Plan 2017-2019***

***Adopted by the Madison County Board of Health***

***Created February 24, 2017***



***Mission, Values, and Beliefs***

***Principles of Ethical Practice***

***Strategic Plan***



## Mission Statement

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

## Vision Statement

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Healthy People, Healthy Communities

## Values

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**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. More than 64% of children attending school receive free or reduced meals.

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 12 farms in 2012 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	21,139	10,146,788
Percent over 65 years of age	20.4%	15.1%
Percent under 18 years of age	18.5%	22.8%
Percent under 5 years of age	4.8%	6%
White	95.8%	71.2%
Number of Households	8,450	3,775,581
Median Household Income	37,904	46,868
Percent of Persons in Poverty	20.9%	

\*US Census Bureau

### **The Strategic Planning Process**

The Strategic Planning process began with a planning session with Dr. Marianna Daly, Medical Director and Health Director for the Madison County Health Department and Tammy Cody, Deputy 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. The group narrowed the list down to three goals. Dr. Daly and Tammy Cody conducted the same exercise with the Madison County Board of Health at their January 2017 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. The Board then reviewed the three goals the leadership team had identified and approved them for the 2016-2019 strategic plan. A meeting was held with Forrest Gilliam, County Manager. He reviewed the community health assessment priorities and goals then provided input for the strategic plan. He approved the recommended goals. Another meeting was held with the leadership team and objectives and activities were identified. A final meeting was held with the leadership team, and at this meeting timelines, persons responsible and partners were identified. Once the final report was completed it was presented to the Board of Health at their March 2017 meeting for their approval. The BOH approved the strategic plan at their May 2017 meeting. The final document was distributed to the staff, county manager, and posted on our 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 in January of 2016. Our CHA revealed the following priorities:

- Substance Use
- Mental Health
- Healthy Weight

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. Recruit and hire a part time certified environmental health specialist
    - ii. Achieve 90% inspection rate in food and lodging
    - iii. Decrease and maintain turnaround time on septic inspections to 1 week
    - iv. Move Environmental Health Offices to the bypass to improve accessibility for clients
  - b. Chronic Disease and Healthy Weight
    - i. Provide diabetes self-management, diabetes prevention classes to county residents and provide these classes to county employees during work hours
    - ii. Establish clinic for screening and treatment for Hepatitis C for uninsured and/or underinsured Madison County residents
    - iii. Support Registered Dietitian in efforts to become Certified Diabetes Educator
    - iv. Contract with Hot Springs Health Program to embed Registered Dietitian in their offices for 8 hours per week
  - c. Mental Health and Substance Use
    - i. Collaborate with VAYA, Hot Springs Health Program and RHA to enhance mental health services in Madison County
    - ii. Become a Drug Free Communities grantee
    - iii. Implement tobacco-free rule for county buildings and vehicles
    - iv. Support local efforts to bring FAN (Families Against Narcotics) to Madison County
    - v. Continue Madison Substance Awareness Coalition
    - vi. Continue Healthy Eating Active Living (HEAL) Group
    - vii. Continue Mental Health Committee
  - d. School Health
    - i. Explore Telehealth Options with Center for Rural Health Innovation
    - ii. 75% of school nurses will be actively seeking certification
2. Improve the image, reduce the stigma, and ensure the longevity of the Madison County Health Department
  - a. Marketing
    - i. Provide monthly informational newspaper articles about our services and related issues
    - ii. Sponsor two town hall meetings annually about relevant health issues
    - iii. Attend community events to market our services (health fairs, Expo Madison, County fair, school presence, etc.)
    - iv. Sponsor a minimum of 2 community events to promote public health (Pink Out Ball and Pink Out football game, etc.)

- b. Partnerships
    - i. Partner with Hot Springs Health Program to provide services without duplication and increase inter-agency referrals
    - ii. Increase Triple P classes offered in the county via partnership with MAHEC
    - iii. Hold diabetes classes with support from Mission Health System
  - c. Sustainability
    - i. Identify and send a key employee to a grant-writing class
    - ii. Support efforts of Registered Dietitian to become a Certified Diabetes Educator
    - iii. Increase successful billing efforts on first submission to 90%
    - iv. 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 of 70% or Buncombe County Human Services Department salaries
    - ii. Explore options for requiring retention for employees who require specialized training
  - b. Non-monetary strategies
    - i. Offer flexible hours to employees and clients
    - ii. Offer extended hours to employees and clients
    - iii. Cross train employees in other positions to increase flexibility



GOAL 1

Goal 1	Provide services to enhance the economic development and health status of Madison County		
Objective 1: Task 1	Recruit and hire a part time certified environmental health specialist		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Meet with HR Director to discuss a recruitment plan	Tammy Cody, Deputy Health Director	E Madison County HR Department	April 2017
Screen and Interview applicants	Tammy Cody, Deputy Health Director, Jamie List, Environmental Health Supervisor	E Health Department staff	July 2017
Hire Applicant	Tammy Cody, Deputy Health Director  Brooke Smith, HR Director	E Health Department staff and HR staff	September 2017
Goal 1: Task 2	Achieve and maintain 90% inspection rate in food and lodging by October 1, 2017		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Certify environmental health specialist	Sheila Isble, Environmental Health Specialist	E Health Department staff	March 2017
Inspect Food and Lodging businesses	Sheila Isble, Environmental Health Specialist  Tammy Cody, Deputy Health Director	E Health Department staff	April 2017  On-going
Achieve 90 % inspection rate	Sheila Isble, Environmental Health Specialist and Jamie List Environmental Health Supervisor, Vivian Lunsford, Environmental Health Office Manager	E Health Department staff	October 2017

Maintain 90% Inspection rate	Sheila Isble, Environmental Health Specialist and Jamie List Environmental Health Supervisor, Vivian Lunsford, Environmental Health Office Manager	E Health Department staff	On-going
Goal 1: Task 3	Decrease and maintain turnaround time on septic inspections to 1 week		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Hire additional environmental health specialist (certified)	Tammy Cody, Deputy Health Director Brooke Smith, HR Director	E Madison County HR Department	July 2017
Orientation for new environmental health specialist	Jamie List, Environmental Health Supervisor, Sheila Isble, Environmental Health Specialist	E Health Department staff	August 2017
New environmental health specialist to begin inspections	New Environmental Health Specialist	E Health Department staff	September 2017
Achieve a one week turnaround	Jamie List, Environmental Health Supervisor, New Environmental Health Specialist	E Health Department staff	January 2018
Maintain a one week turnaround	Jamie List, Environmental Health Supervisor, New Environmental Health Specialist	E Health Department staff	January 2018 On-going
Objective 1			
Goal 1: Task 4	Move Environmental Health Offices to the bypass to improve accessibility for clients		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Discuss with county manager	Tammy Cody, Deputy Health Director, Forrest Gilliam, County Manager	E Madison County Manager	September 2017

Maintenance to prepare new location	Alan Hunter, Maintenance Director, Tammy Cody, Deputy Health Director	E Madison County Maintenance Department	November 2017
Environmental health staff to move to new location	Jamie List, Environmental Health Supervisor, Sheila Isble, Environmental Health Specialist, Vivian Lunsford, Administrative Assistant, Ken Castello, Environmental Health Specialist	E Health Department staff	February 2018

Objective 1	Provide services to enhance the economic development and health status of Madison County		
Goal 1: Task 5	Provide diabetes self-management, diabetes prevention classes to county residents and provide these classes to county employees during work hours		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Discuss with county HR department and county manager	Tammy Cody, Deputy Health Director, Brooke Smith, HR Director	E County HR Department and County Manager	June 2017
Discuss diabetes classes with Mission Hospital	Dr. Marianna Daly, Health Director, Sonya Greck	E Mission Hospitals	June 2017
Secure location for classes	Tammy Cody, Deputy Health Director	E Health Department staff	June 2017
Market diabetes classes	Tammy Cody, Deputy Health Director, Brooke Smith, HR Director	E County HR Department	July 2017 On-going
Hold diabetes classes	Jennifer Angel, Registered Dietitian, Mission Diabetes Program	E Health Department staff	August 2017 On-going
Look for continued partnership opportunities with Mission Diabetes	Tammy Cody, Deputy Health Director, Jennifer Angel, Registered Dietitian, Dr. Marianna Daly, Health Director, Deana Stephens, Director of	E Health Department staff	On-going

	Community Services		
Sustain county employees in diabetes classes	Tammy Cody, Deputy Health Director, Jennifer Angel, Registered Dietitian, Brooke Smith, HR Director, Dr. Marianna Daly, Health Director	E Health Department staff, HR Staff	On-going
Identify and highlight employee success stories	Deana Stephens, Director of Community Services Jennifer Angel, Registered Dietitian, Tammy Cody, Deputy Health Director, Brooke Smith, HR Director	E Health Department staff, HR Staff	September 2017 On-going
Develop and conduct post program survey	Deana Stephens, Director of Community Services Jennifer Angel, Registered Dietitian, Tammy Cody, Deputy Health Director, Brooke Smith, HR Director	E Health Department staff, HR Staff	November 2017
Goal 1: Objective 6	Establish 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 an afterhours staffing system	Tammy Cody, Deputy Health Director, Becky Webb Administrative Officer, Robin Wallin, Director of Nursing	E Health Department staff	July 2017
Meeting with CHAMP team to learn aspects of treating HCV	Dr. Marianna Daly, Health Director	E Health Department staff	June 2017 On-going
Promote services	Dr. Marianna Daly, Health Director, Tammy Cody, Deputy Health Director, Bridge Counselor, Health Department Staff	E Health Department staff N Community members	July 2017 On-going
Treat Patients	Dr. Marianna Daly, Health Director, Bridge Counselor,	E Health Department staff	August 2017 On-going
Identify and increase the number of patients	Dr. Marianna Daly, Health Director, Tammy Cody, Deputy	E Health Department	On-going



served (double)	Health Director, Bridge Counselor, Health Department Staff	staff	
Goal 1	Provide services to enhance the economic development and health status of Madison County		
Objective 7: Task 7	Support Registered Dietitian in efforts to become Certified Diabetes Educator		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Registered Dietitian to attend workshop	Jennifer Angel, Registered Dietitian	E Health Department staff	September 2017
Registered Dietitian to sit for CDE exam	Jennifer Angel, Registered Dietitian	E Health Department staff	October 2017
Enter personal profile information for registered Dietitian into CAQH (Council for affordable quality healthcare)	Kim Kelly, Processing Assistant	E Health Department staff	October 2017
Contact each insurance company we plan to work with and ask them to look in CAQH for information and let us know of additional requirements	Kim Kelly, Processing Assistant	E Health Department staff	October 2017
Discuss payment requirements with each insurance company	Kim Kelly, Processing Assistant	E Health Department staff	October 2017
Follow up with each insurance company	Kim Kelly, Processing Assistant	E Health Department staff	November 2017
Receive letter of credential	Kim Kelly, Processing Assistant	E Health Department staff	December 2017
Add credential information to electronic medical	Kim Kelly, Processing Assistant	E Health Department staff	December 2017

record (CureMd)			
Goal 1: Task 8	Contract with Hot Springs Health Program to embed Registered Dietitian in their offices for 8 hours per week		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Establish Need	Dr. Marianna Daly, Health Director, Tammy Cody, Deputy Health Director, Teresa Strom, HSHP Executive Director, Pam Gregg	E Health Department staff, HSHP staff	September 2017
Create contract and Sign Contract	Donnie Laws, County Attorney, Dr. Marianna Daly, Health Director, Tammy Cody, Deputy Health Director, Teresa Strom, HSHP Executive Director, Pam Gregg	E Health Department staff, HSHP staff	November 2017
Sustain need for service	Jennifer Angel, Registered Dietitian, Dr. Marianna Daly, Health Director, Tammy Cody, Deputy Health Director, Teresa Strom, HSHP Executive Director	E Health Department staff, HSHP staff	On-going
Increase hours from 8 to 16	Jennifer Angel, Registered Dietitian, Dr. Marianna Daly, Health Director, Tammy Cody, Deputy Health Director, Teresa Strom, HSHP Executive Director	E Health Department staff, HSHP staff	November 2018
Goal 1: Task 9	Collaborate with VAYA, Hot Springs Health Program and RHA to enhance mental health services in Madison County		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Send clinic referrals to RHA	Clinic staff, RHA staff	E Health Department staff N = RHA staff	June 2017 On-going
Share Community Health Assessment Goals with VAYA	Tammy Cody, Deputy Health Director, Sara Spotila, Consultant with VAYA	E Health Department staff N = Sara Spotila, VAYA	September 2017

Build on mental health opportunities for our residents	Tammy Cody, Deputy Health Director, Sara Spotila, Consultant with VAYA	E Health Department staff N = Sara Spotila, VAYA	January 2018 On-going
Follow up with VAYA on mental health opportunities	Tammy Cody, Deputy Health Director, Sara Spotila, Consultant with VAYA	E Health Department staff N = Sara Spotila, VAYA	December 2018
Send clinic referrals to Hot Springs Health Program	Clinic staff, Teresa Strom, Executive Director	E Health Department staff, N= HSHP staff	September 2017 On-going

Goal 1	Provide services to enhance the economic development and health status of Madison County		
Objective 1: Task 10	Become a Drug Free Communities grantee		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Write federal grant	Heather Sharp, Health Promotions Coordinator	E Health Department staff	February 2017
Submit federal grant	Heather Sharp, Health Promotions Coordinator	E Health Department staff	March 2017
Assist with writing and review of grant	Deana Stephens, Director of Community Services, Becky Webb, Finance Administrator, Tammy Cody, Deputy Health Director, Lisa Gahagan, Curriculum Director, Basil Savitsky, RHA Prevention Coordinator	E Health Department staff, School System staff, Law Enforcement staff, RHA staff	February 2017
Submit required documentation for grant	Deana Stephens, Director of Community Services, Becky Webb, Finance Administrator, Tammy Cody, Deputy Health Director, Heather Sharp, Health Promotions Coordinator	E Health Department staff	September 2017 On-going
Prepare for reapplication and expansion	Heather Sharp, Health Promotions Coordinator, Tammy Cody, Deputy Health Director	E Health Department staff	January 2019

Goal 1: Task 11	Implement tobacco-free rule for county buildings and vehicles		
Activities	Lead Person	Partners N=New; E=Existing	Timeframe
Present tobacco free rule to the Board Of Health (BOH)	Mike Stevenson, BOH Chair	E = BOH Chair	March 2017
Present tobacco free rule to the county commissioners	Tammy Cody, Deputy Health Director	E = County Commissioners	April 2017
Update state consultant and have county map updated	Tammy Cody, Deputy Health Director, Karen Caldwell, State Consultant	E = Health Department and State	May 2017
Work with state consultant on next steps	Tammy Cody, Deputy Health Director, Karen Caldwell, State Consultant, Dr. Marianna Daly, Health Director, Mike Stevenson, BOH Chair	E = BOH Chair, State, Health Department Staff	January 2018
Goal 1 Task 12	Support local efforts to bring FAN (Families Against Narcotics) to Madison County		
Attend and actively participate in FAN meetings	Dr. Marianna Daly, Health Director, Tammy Cody, Deputy Health Director, Heather Sharp, Health Promotions Coordinator	E Clerk of Courts Office, School System, Law Enforcement, Health Department  N Community Members, Religious Sector	On-going
Bring Drug Court to Madison County	Mark Cody, Clerk of Court, Kelly Boone, Clerk to the Court System, Buddy Harwood, Sheriff, Dr. Marianna Daly, Health Director, Tammy Cody, Deputy Health Director, Heather Sharp, Health Promotions Coordinator	E Clerk of Courts Office, Law Enforcement, Health Department	On-going
Serve on Board of Directors	Heather Sharp, Health Promotions Coordinator	E = Health Department	June 2017
Serve on Advisory Board	Heather Sharp, Health Promotions Coordinator, Marianna Daly, Health Director	E = Health Department	October 2017

Goal 1 Task 13	Continue Madison Substance Awareness Coalition		
Maintain Routine Meeting Schedule	Heather Sharp, Health Promotions Coordinator	E = Health Department Staff	On-Going
Reduce overdoses through education and outreach	Heather Sharp, Health Promotions Coordinator	E = Health Department Staff	On-Going
Provide access to free or reduced Narcan	Heather Sharp, Health Promotions Coordinator	E = Health Department Staff	On-Going
Provide lock boxes to secure drugs	Heather Sharp, Health Promotions Coordinator	E = Health Department Staff	On-Going
Provide tobacco education and counseling to patients at the clinic	Heather Sharp, Health Promotions Coordinator	E = Health Department Staff	On-Going
Refer patients to the quitline	Heather Sharp, Health Promotions Coordinator	E = Health Department Staff	On-Going
Create and implement Madison Prevention Partners (MP3) to focus on CHA initiatives and drug awareness	Dr. Marianna Daly, Health Director, Tammy Cody, Deputy Health Director, Heather Sharp, Health Promotions Coordinator, Jennifer Angel, Registered Dietitian, Deana Stephens, Director of Community Services	E = Health Department Staff	October 2017 On-Going
Goal 1 Task 15	Explore Telehealth Options with Center for Rural Health Innovation		
Assess Need	Beth Shook, Lead School Nurse, Tammy Cody, , Deputy Health Director, Dr. Christian Ramsey, Exceptional Children's Program Director	E = Health Department Staff, School System Staff	September 2017
Identify Provider and requirements	Beth Shook, Lead School Nurse, Tammy Cody, Deputy Health Director, Dr. Christian Ramsey, Exceptional Children's Program Director	E = Health Department Staff, School System Staff	October 2017

Create Contract	Donnie Laws, County Attorney, Dean Shatley, School Attorney, Tammy Cody, Deputy Health Director, Dr. Christian Ramsey, Exceptional Children's Program Director	E = Health Department Staff, School System Staff, Attorneys	November 2017
Purchase and install equipment	Christian Ramsey, Exceptional Children's Program Director, Michael Wallin, School Finance Officer/Accounting Administrator	E = Health Department Staff, School System Staff	January 2018
Implement telehealth at the high school	Dr. Steve North, Tonya Reed, Beth Shook, Lead School Nurse	E = Health Department Staff, School System Staff	February 2018
Goal 1 Task 16	75% of school nurses will be certified or actively seeking certification		
Discuss need for certification	Tammy Cody, Deputy Health Director, Dr. Christian Ramsey, Exceptional Children's Program Director, Beth Shook, Lead School Nurse	E = Health Department Staff, School System Staff	August 2017
Certification for school nurses	Jennifer Puglisi, School Nurse, Mary Ramirez, School Nurse, Melissa Hensley, School Nurse, Beth Shook, Lead School Nurse	E = Health Department Staff	January 2019
Goal 1 Task 17	Continue Healthy Eating Active Living (HEAL) Group		
Participate in School Health Fairs	Heather Sharp, Health Promotions Coordinator, Jennifer Angel, Registered Dietitian, Jennifer Puglisi, School Nurse, Mary Ramirez, School Nurse, Melissa Hensley, School Nurse, Beth Shook, Lead School Nurse, Deana Stephens, Director of Community Services	E = Health Department Staff	October 2018, October 2019, October 2020
Promote Activity in the Community by creating an Activity Calendar	Deana Stephens, Director of Community Services, Heather Sharp, Health Promotions Coordinator, Jennifer Angel, Registered Dietitian	E = Health Department Staff	April 2017
Promote Activity in the Community by developing and	Deana Stephens, Director of Community Services, Heather Sharp, Health Promotions	E = Health Department Staff	August 2017

implementing exercise classes	Coordinator, Jennifer Angel, Registered Dietitian, Amy Massey, Public Health Nurse II		
Create flyers and posters to advertise the new programs, then place flyers and posters in community settings	Deana Stephens, Director of Community Services, Heather Sharp, Health Promotions Coordinator, Jennifer Angel, Registered Dietitian, Amy Massey, Public Health Nurse II	E = Health Department Staff	August 2017
Advertise new programs via facebook and website	Deana Stephens, Director of Community Services	E = Health Department Staff	August 2017 On-Going
Increase Fruit and Vegetable Consumption by utilizing YMCAs Mobile Market and the Beacon of Hopes food boxes	Deana Stephens, Director of Community Services, Heather Sharp, Health Promotions Coordinator, Jennifer Angel, Registered Dietitian	E = Health Department Staff	On-Going
Hold Active Aging Week	Deana Stephens, Director of Community Services, Heather Sharp, Health Promotions Coordinator, Jennifer Angel, Registered Dietitian	E = Health Department Staff	September 2017 September 2018 September 2019
Goal 1 Task 18	Continue Mental Health Committee		
Track number of abuse and neglect cases in Madison County	Heather Sharp, Health Promotions Coordinator,	E = Health Department Staff	On-Going
Create and distribute resource card for crisis response	Heather Sharp, Health Promotions Coordinator	E = Health Department Staff	July 2017
Partner with DSS to hold a community forum	Heather Sharp, Health Promotions Coordinator, Elaine Edwards, DSS Supervisor	E = Health Department Staff	September 2017
Goal 2	Improve the image, reduce the stigma, and ensure the longevity of the Madison County Health Department		
Goal 2 Task 1	Marketing		

Provide Monthly informational newspaper articles and/or radio updates, social media updates about our services and related issues	Tammy Cody, Deputy Health Director, Deana Stephens, Director of Community Services, Heather Sharp, Health Promotions Coordinator, Jennifer Angel, Registered Dietitian	E = Health Department Staff	On-Going
Sponsor two town hall meetings annually about relevant health issues	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director, Deana Stephens, Director of Community Services	E = Health Department Staff	On-Going
Attend community events to market our services (Health Fairs, Expo Madison, County Fair, School Presence, etc.)	Tammy Cody, Deputy Health Director, Deana Stephens, Director of Community Services, Heather Sharp, Health Promotions Coordinator, Jennifer Angel, Registered Dietitian	E = Health Department Staff	On-Going
Sponsor a minimum of 2 Community events to promote public health (Fall Ball, Pink out football game, etc)	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director, Deana Stephens, Director of Community Services, Amy Massey, Public Health Nurse II	E = Health Department Staff	On-Going
Goal 2	Improve the image, reduce the stigma, and ensure the longevity of the Madison County Health Department		
Goal 2 Task 2	Maintain and create partnerships		
Partner with Hot Springs Health Program to provide services without duplication and increase inter-agency referrals	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director	E = Health Department Staff, HSHP staff	On-Going
Increase the Triple P classes offered in the county via partnership with MAHEC	Tammy Cody, Deputy Health Director, Molly Coffee, Triple P Specialist, Kimberly Siefert, Triple P Specialist	E = Health Department Staff, MAHEC staff	On-Going
Hold diabetes classes with support from Mission	Jennifer Angel, Registered Dietitian, Mary Beth Hollell, Certified Diabetes Educator	E = Health Department Staff, Mission staff	On-Going
Goal 2	Improve the image, reduce the stigma, and ensure the longevity of the Madison County Health Department		



Goal 2	Sustainability		
Task 3			
Identify and send a key staff member to grant writing class	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director	E = Health Department Staff	March 2018
Support efforts of Registered Dietitian to become a certified diabetes educator	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director	E = Health Department Staff	On-Going
Increase successful billing efforts on first submission to 90%	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director, Kim Kelly, Processing Assistant, Becky Webb Administrative Officer	E = Health Department Staff	April 2018
Increase clinic volume by 20%	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director, Robin Wallin, Director of Nursing	E = Health Department Staff	March 2018
Goal 3	Improve employee job satisfaction and decrease employee turnover		
Goal 3	Salary and Benefits / non-monetary strategies		
Task 1			
Update pay schedule to reflect seniority and merit with compensation goal of 70% of BCHD salaries in three years	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director	E = Health Department Staff	July 2018 July 2019
Explore options for requiring retention for employees who require specialized training	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director, Donnie Laws, County Attorney	E = Health Department Staff	January 2018
Offer flexible hours to employees and clients	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director	E = Health Department Staff	January 2018
Offer extended hours to employees and clients	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director	E = Health Department Staff	August 2018
Cross train staff in other positions to increase flexibility	Tammy Cody, Deputy Health Director, Dr. Marianna Daly, Health Director	E = Health Department Staff	On-Going

