

Madison County Health Department

Strategic Plan 2022-2025

Adopted by the Madison County Board of Health

Updated September 26, 2022



Mission, Values, and Beliefs

Principles of Ethical Practice

Strategic plan



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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.

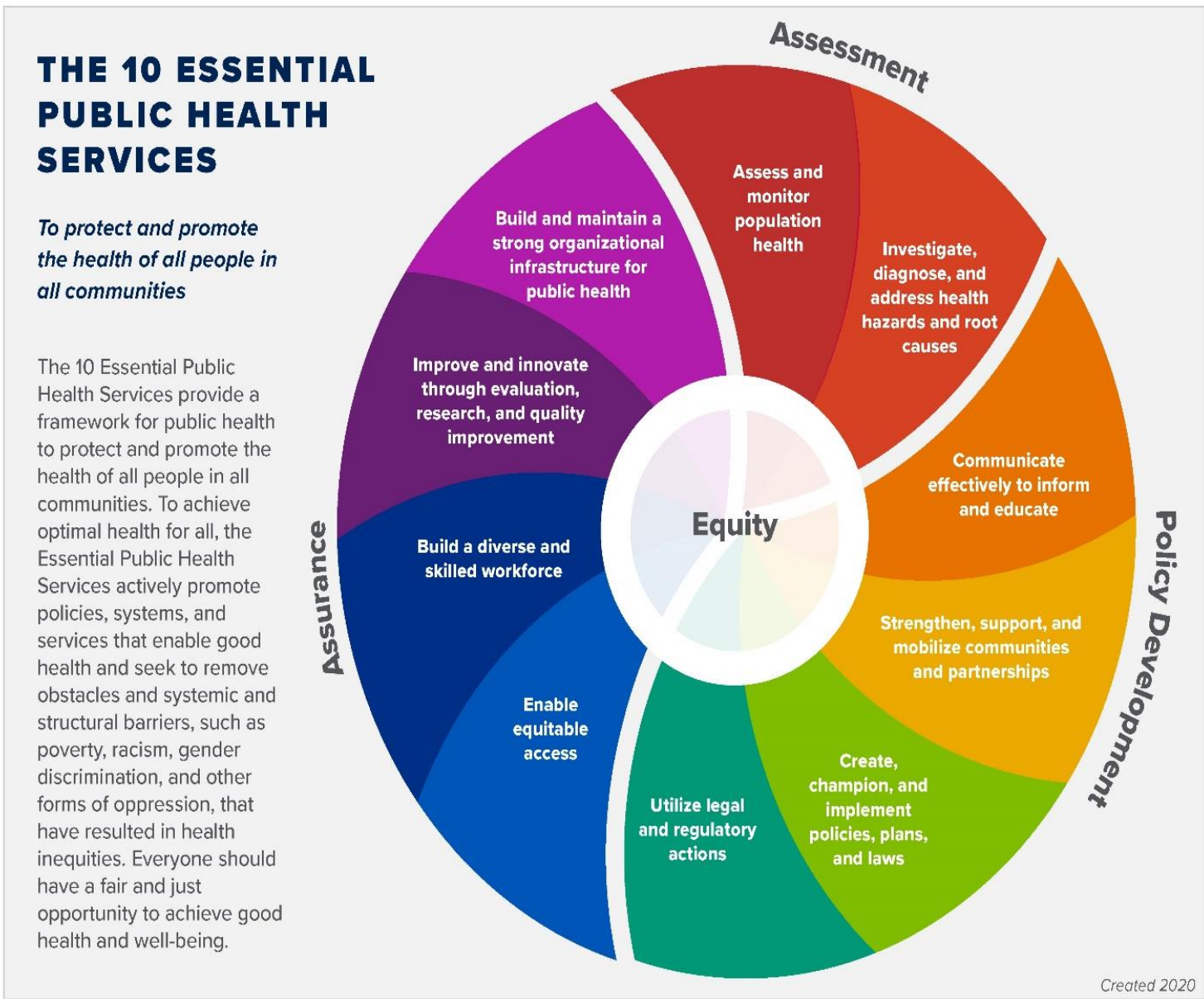
Principles of the Ethical Practice of Public Health

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.

The Madison County Health Department has adopted the Revised EPHS Framework released on September 9, 2020, as result of a collaborative effort by the Public National Center for Innovations and the de Beaumont Foundation.

The Madison County Health Department has long strived to provide services to the community based on need, strategic direction, and mandate. On September 9, 2020, a revised version of the 10 Essential Public Health Services (EPHS) was unveiled with the intention to reflect current and future public health practices. CDC uses the 10 EPHS to drive decision making, provide a working definition of public health, and establish a guiding framework for the responsibilities of local public health systems. The 10 EPHS acts as a guidepost to spur innovation by supporting practitioners to implement the tenets of innovation within each service and across the services, to best protect the public’s health.



Madison County Income & Poverty		North Carolina Income & Poverty	
Median Household income (2020 dollars),2016-2020	\$46,190.00	Median Household income (2016-2020)	\$56,642.00
Per capita income in past 12 months (in 2020 dollars),2016-2020	\$27,184.00	Per capita income in past 12 months (2016-2020)	\$31,993.00
Person in poverty, percent	14.0%	Persons in poverty, percent	13.4%

US Census Bureau 2020

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.

Current population of Madison County

Category	Madison County	North Carolina
Estimated Population	21,502	10,551,162
Percent over 65 years of age	22.7%	17.0%
Percent under 18 years of age	17.2%	21.8%
Percent under 5 years of age	4.3%	5.6%
White	95.8%	70.1%
Number of Households	11,164	4,031, 592

US Census Bureau 2020

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 2021. Madison County's collaborative process is supported on a regional level by WNC Healthy Impact. Locally, the CHA team guides our process. The team reviews the data and provides input into health issues of concern. Data summaries for the identified health issues are then brought forth to the community, where health priorities are confirmed. The Community Health Assessment Coordinators with support from WNC Healthy Impact compiled a list of data filters to be used when viewing the data. While reviewing the data health indicators were scored and ranked based on size and severity while taking into consideration any disparities that might be noted. It was very apparent that the top ten health indicators could be grouped into four health issues of concern. Those issues were diabetes, healthy eating and healthy weight, mental health and substance use. Once the top issues of concern were determined a data summary document was created for each.

Our CHA revealed the following priorities:

Health Priority 1: Healthy Eating/Healthy Weight and Diabetes

Health Priority 2: Substance Use and Mental Health

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

The Strategic Planning Process

The Strategic Planning process began with a planning session with Tammy Cody, Health Director for the Madison County Health Department and Kathy Price, Administrative Officer II for the Health Department. A meeting was held with the Health Department staff and reviewed and updated the strengths, weaknesses, opportunities, and threats that were previously identified. The leadership team also meet and discussed priorities for the Strategic Plan. Another meeting was held with the leadership team and objectives and activities were identified. The strategic plan will be presented to the Madison County Board of Health at their November 2022 meeting for input, updates, discussion, and final approval.

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

Madison County Health Department

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Community and Client Centered	Staff turn over	Education of the greater community	Uncertainty of funding and sustainability
Treat Clients with Dignity & Respect	Need for good marketing of services	Improved communication in the community	Local, state, and federal constraints
Innovative, Flexible Dedicated staff	Limited office space and storage space	Recruitment and Retention	Stigma around using public services
Team players	Questionable sustainability of programs	Grant Writer	Changing environment (ACO's)
Strong Partners & Partnerships	Limited Office Space and storage space	Expansion of Services	High Cost of providing care
Excellent Care- Personal & complete	Mandates	Mentoring	Ongoing technical Challenges
Creative Programs	Rural area, lack of transportation for clients	Partnerships with students and schools	Medicaid Transformation
Supportive staff	COVID Pandemic has created a new stigma/distrust from some around public health	Support the county economic development	Widespread communicable diseases
Looking to meet the needs of our residents		County wellness program	Travel
Willing to think outside of the box	Lack of Resources	Evening Clinic for Hepatitis C	Image and mistrust that has recently surfaced
Staff committed to high quality of care	Lack of Medical Provider Coverage	Treatment or other clinical services	Need to send positive message
Post COVID – reintroduced ourselves to our community	Staff Fatigue -mental, physical, emotional	Teen wellness program	Staff Pay
Staff health insurance	Staff all have many tasks can be difficult & others don't realize the effort and time required	Post COVID opportunities to continue providing services to new clients	Cellular Coverage
Working closely together during the pandemic	Don't have the necessary resources to shelter in place – county and residents we are responsible	Work with new hospital	Threat of being privatized at the mercy of legislature
Our work positive Family		Case management	
Baby supplies, car			

<p>seats, etc to our clients Madison Kids Matter, Prom Closet, Food Pantry at MCHD</p>	<p>for</p> <p>Lacking true understanding & support county Commissioners and other county leadership</p> <p>Lack of communication and support from CC</p> <p>No access to HCA records</p> <p>Funds for infrastructure and modernization – ele sign</p> <p>Medicaid Children – ortho care, transportation need Medicaid oral surgeon</p> <p>Limited Ability to get messages out to people - media dessert</p> <p>Staff Pay</p> <p>Lack of partnership presentations – due to pandemic and picking back up</p> <p>Computer system in EH</p> <p>County car's reliability</p>	<p>Continuing training UNC program</p> <p>Work with county leadership to support public health mission</p> <p>Understand what each dept does and relate</p> <p>Ability to digitize EH records</p>	
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Madison County Health Department

Strategic Goals

Goal 1: Assess and monitor population health status, factors that influence health and community needs and assets

Healthy Eating/Healthy Weight/Diabetes (CHA Priority #1)

- a) Maintain and convene Healthy Eating Active Living Team
- b) Promote Walk with Ease programs in partnership with NC Center for Health and Wellness and Land of Sky Regional Council
- c) Promote Cooking Matters or similar program in partnership with YMCA and Madison County Cooperative Extension
- d) Distribute and promote Diabetes education videos in partnership with Madison County Cooperative Extension and Hot Springs Health Program
- e) Collection of BMI data for K-8 students in partnership with Madison County Schools
- f) Maintain and promote use of the food pantry at Madison County Health Department
- g) Completion and promotion of the Madison County Health Department playground
- h) Nutrition education at Madison Middle School in partnership with health classes

Goal 2: Strengthen, support, and mobilize communities and partnerships

SUBSTANCE USE/MENTAL HEALTH (CHA Priority #2)

- a) Provide Teen Intervene to Middle, High School, and Early College students
- b) Maintain and convene Madison Substance Awareness Coalition
- c) Obtain a Drug Free Communities grant for year 6-10
- d) Hire and train an additional staff person to work in the school system in the middle school.
- e) Collaborate with VAYA, RHA, October Road, Advent Health, and other providers to enhance mental health and substance use services in Madison County
- f) Provide Catch My Breath curriculum to Middle, High School, and Early College students
- g) Provide substance awareness education to Madison County School students
- h) Explore funding opportunities to provide mental health and resiliency training in Madison County
- i) Review and update school policies to ensure adequate safety measure are in place related to substance misuse
- j) Actively work with SHAC to identify student needs related to substances.
- k) Explore options to fund additional school personnel to teach prevention programs.

School Health

- a) Work with the Healthy-E schools' team to provide services as needed
- b) Be an active participate of the School Health Advisory Council.

Goal 3: Create, champion, and implement policies, plans, and laws-

Healthy Communities

- a) Educate and advocate for tobacco free policy for county government and Mars Hill University

Goal 4: Investigate, diagnose, and address health problems and hazards affecting the residents of Madison County.

Environmental Health

- a) Recruit and hire a full time certified environmental health specialist for Food & Lodging
- b) Decrease and maintain turnaround time for septic and well application evaluation in 3 weeks.
- c) Continue to discuss, and implement Quality Improvement strategies, for improving workloads and work dispersal.

Medication for Opioid Use Disorder (MOUD):

- a) Continue to provide low barrier, harm reduction focused, and whole person MOUD treatment to Madison County Health Department patients regardless of insurance status.
- b) Continue to expand our MOUD program to meet the needs of the community.
- c) Explore options for funding of our MOUD clinic
- d) Train and support new MOUD medical provider

Hepatitis C (HCV):

- a) Continue to provide universal and as needed Hepatitis C screening for Madison County Health Department patients regardless of insurance status.
- b) Continue to provide Hepatitis C treatment with Bridge Counseling services to all patients regardless of insurance status.

Goal 5: Assure an effective system that enables equitable access to the individual services and care needed to be healthy.

HEALTH EQUITY

- a) Develop and disseminate a resource guide for the county
- b) Increase healthy food access
- c) Maintain participation in agency equity team
- d) Maintain participation in Racial Justice Coalition

Goal 6: Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it.

Marketing

- a) Madison County Health Department and Dental Brochures in English and Spanish
- b) Secure funding for and install a digital sign

- c) Maintain active engagement on Health Department website and Facebook page
- d) Sponsor two town hall meetings annually about relevant health issues

Goal 7: Build and maintain a strong organizational infrastructure for public health

Stability

- a) Increase our clinic volume by 20 percent
- b) Cross training of staff to assure coverage of clinical programs
- c) Create, Plan, and secure a backup provider for clinic coverage
- d) Increase successful billing efforts on the first submission by 90%
- e) Become familiar with the 5 Prepaid Health Plans, services, billing, and program expectations
- f) Become familiar with the Health Opportunities Pilot
- g) Refer residents to services provided within the Healthy Opportunities Pilot
- h) Identify staff, train staff and begin using Unite Us platform
- i) Become familiar with the Tailored Medicaid Plans
- j) Maintain Accreditation Status
- k) Update salary scale to reflect seniority and merit
- l) Identify and apply for grants to offset the high cost of providing care
- m) Complete installation of the new dental room
- n) Recruit, hire, train new dental staff employee

Strategic Planning Goal 1

Goal 1	Assess and monitor population health status, factors that influence health and community needs and assets
Objective 1A	<u>Healthy Eating/Healthy Weight /Diabetes (CHA priority #1)</u>
Lead Persons:	<ul style="list-style-type: none"> • Tammy Cody, Health Director • Deana Stephens, Director of Community Service • Jodi Brazil
Potential Partners	<ul style="list-style-type: none"> • Madison County Schools • YMCA • Play nations • Hot Springs Health Program • Madison County Extension Office • Land of Sky Regional Council • NC Center for Health and Wellness • Healthy Eating Active Living (Heal) Team
Activities	<ul style="list-style-type: none"> • Maintain and convene Healthy Eating Active Living Team • Promote Walk with Ease programs in partnership with NC Center for Health and Wellness and Land of Sky Regional Council • Promote Cooking Matters or similar program in partnership with YMCA and Madison County Cooperative Extension • Distribute and promote Diabetes education videos in partnership with Madison County Cooperative Extension and Hot Springs Health Program • Collection of BMI data for K-8 students in partnership with Madison County Schools • Maintain food pantry at Madison County Health Department • Completion of Madison County Health Department playground • Nutrition education at Madison Middle School in partnership with health classes
Timeframe	<ul style="list-style-type: none"> • Ongoing Healthy Eating Active Living Team • Ongoing Continue to Promote Cooking Matters • Ongoing Continue to promote Walk with Ease

	<ul style="list-style-type: none"> • Ongoing promotion of Diabetes education videos • Ongoing promotion of the Mobile Market • Ongoing collection for BMI Data for K-8 • Ongoing Maintaining food pantry at the Health Department • Ongoing completion of the playground • Ongoing completion of the nutrition education
Desired Outcomes	All people in Madison County live in a community that supports access to affordable, nutritious foods and physical activity opportunities.

Strategic Planning Goal # 2

Goal 2	Goal 2: Strengthen, support, and mobilize communities and partnerships
Objective 2A.	<u>Substance use/Mental Health (CHA Priority #2)</u>
Lead Persons	<ul style="list-style-type: none"> • Tammy Cody, Health Director • Heather Sharp, Director of MSAC • Rachel Potter, Director of Specialty Clinics
Potential Partners	<ul style="list-style-type: none"> • Vaya Health • Madison Substance Awareness Coalition (MSAC) • Advent Health • RHA • Madison County School • October Road • Holler Harm Reduction
Activities	<ul style="list-style-type: none"> • Provide Teen Intervene to Middle, High School, and Early College students • Maintain and convene Madison Substance Awareness Coalition • Obtain a Drug Free Communities grant for year 6-10 • Collaborate with VAYA, RHA, October Road, Advent Health and other providers to enhance mental health and substance use services in Madison County • Provide Catch My Breath curriculum to Middle, High School, and Early College students • Provide substance awareness education to All Madison County School students • Explore funding opportunities to provide mental health and resiliency training in Madison County
Timeframe	<ul style="list-style-type: none"> • Fall 2022 Drug Free Communities Grant • Ongoing- Madison Substance Awareness Coalition • Ongoing- providing Teen Intervene to Middle, High School and Early College • Completed- Obtain a Drug Free Communities grant for year 6-10 • Ongoing- collaboration with VAYA, RHA, October Road and Advent Health

	<ul style="list-style-type: none"> • Ongoing-Provide Catch My Breath curriculum to Middle, High School, and Early College students • Ongoing- Provide substance awareness education to Madison County School students • Ongoing- Explore funding opportunities to provide mental health and resiliency training
Desired Outcomes	<ul style="list-style-type: none"> • Increased access to Mental Health and Substance uses professionals • Increase access to Narcan • Prevention and Community Education • Fewer overdoses • Students better equipped to avoid substance use • Madison County residents live in a community that supports substance free lifestyles and positive mental health

Objective: 2B.	<u>School Health</u>
Lead Persons	<ul style="list-style-type: none"> • Tammy Cody, Health Director • Robin Wallin, Director of Nursing • Kristy Waldrop, Lead School Nurse
Potential Partners	<ul style="list-style-type: none"> • Healthy-E schools • The members of the School Health Advisory Council • Madison County Board of Education • Senior Leadership of Madison County Schools • Private Schools Leadership Teams
Activities	<ul style="list-style-type: none"> • Work with the Healthy-E schools' team to provide services as needed • Be an active participate of the School Health Advisory Council.
Timeframe	<ul style="list-style-type: none"> • Ongoing work with the health-E schools' team to provide services as needed • Ongoing participation on the School Health Advisory Council
Desired outcomes	<ul style="list-style-type: none"> • Healthy Students • Safe Students • Informed students

Strategic Planning Goal # 3

Goal 3	Create, champion, and implement policies, plans and laws
Objective	<u>Healthy Communities</u>
Lead Persons	<ul style="list-style-type: none"> • Tammy Cody, Health Director • Deana Stephens Health Education Director • Jodi Brazil, Health Director
Potential Partners	<ul style="list-style-type: none"> • Mars Hill University-Center for Community Engagement and Administration • Madison County Government • Madison Substance Awareness Coalition (MSAC) • Madison County School Systems
Activities	<ul style="list-style-type: none"> • Educate and advocate for tobacco free policy for county government and Mars Hill University
Timeframe	<ul style="list-style-type: none"> • Ongoing education and advocating for tobacco free policy
Desired Outcomes	<ul style="list-style-type: none"> • All people in Madison County live in a community that supports substance free live styles and positive mental health

Strategic Planning Goal # 4

Goal 4	Investigate, diagnose, and address health problems and hazards affecting the residents of Madison County.
Objective 4 A	<u>Environmental Health</u>
Lead Persons	<ul style="list-style-type: none"> • Tammy Cody, Health Director • Jamie List • Savannah Kent
Potential Partners	<ul style="list-style-type: none"> • Building Inspections • Economic Development • Contractors • State and Regional Consultants
Activities	<ul style="list-style-type: none"> • Recruit and hire a full time certified environmental health specialist for Food & Lodging • Decrease and maintain turnaround time for septic and well application evaluation in 3 weeks. • Continue to discuss, and implement Quality Improvement strategies, for improving workloads and work dispersal.
Timeframe	<ul style="list-style-type: none"> • As soon as possible recruit and hire a full time certified environmental health specialist • Ongoing turnaround time for septic and well application • Ongoing to implementation for Quality Improvement strategies, for improving workloads and work dispersal
Desired Outcomes	<ul style="list-style-type: none"> • A program that is efficient and response to issues quickly and enhances the safety of the residents of Madison County

Goal 4	Investigate, diagnose, and address health problems and hazards affecting the residents of Madison County.
Object 4 B	<u>Medication for Opioid Use Disorder (MOUD)</u>
Lead Persons	<ul style="list-style-type: none"> • Tammy Cody, Health Director • Robin Wallin, Director of Nursing • Dr. Robinson, Medical Director • Rachel Potter • Dr. Karen Le Hew
Potential Partners	<ul style="list-style-type: none"> • MAHEC • Project Access • Asheville Gastro • Gilead, • NC DHHS • Holler Harm Reduction • WNCAP • Steady Collective • HSHP • Blue Ridge Community Health • Care Reach, RHA, VAYA, MSAC, ADACT, RHA Mobile Crisis, RHA • Behavioral Health Urgent Care, Crossroads, Missions Health • Land of Sky • Madison County Jail, • Madison Pharmacy • Dogwood Health Trust, all the community organizations in the county • Madison County School System • My Sister's Place
Activities	<ul style="list-style-type: none"> • Continue to provide low barrier, harm reduction focused, and whole person MOUD treatment to Madison County Health Department patients regardless of insurance status. • Continue to expand our MOUD program to meet the needs of the community. • Explore options for funding of our MOUD clinic • Train and support new MOUD medical provider • Educate community about MOUD

Timeframe	<ul style="list-style-type: none"> • Ongoing continuation of providing low barrier, harm reduction focused, and whole person MOUD treatment to Madison County Health Department patients regardless of insurance status. • Ongoing continuation of expanding our MOUD program to meet the needs of the community • Ongoing exploration of funding for MOUD clinic • Train and support new MOUD medical provider completed by February 2023
Desired Outcomes	For the health department to be able to provide these services on an ongoing basis for our community.

Goal 4	Investigate, diagnose, and address health problems and hazards affecting the residents of Madison County.
Objective 4 C	<u>Hepatitis C (HCV):</u>
Lead Persons	<ul style="list-style-type: none"> • Tammy Cody, Health Director • Robin Wallin, Director of Nursing • Dr. Robinson, Medical Director • Rachel Potter
Potential Partners	<ul style="list-style-type: none"> • MAHEC • Project Access • Asheville Gastro • Gilead, • NC DHHS • Holler Harm Reduction • WNCAP • Steady Collective • HSHP • Blue Ridge Community Health • Care Reach, RHA, VAYA, MSAC, ADACT, RHA Mobile Crisis, RHA • Behavioral Health Urgent Care, Crossroads, Missions Health • Land of Sky • Madison County Jail, • Madison Pharmacy
Activities	<ul style="list-style-type: none"> • Continue to provide universal and as needed Hepatitis C screening for Madison County Health Department patients regardless of insurance status. • Continue to provide Hepatitis C treatment with Bridge Counseling services to all patients regardless of insurance status.
Timeframe	<ul style="list-style-type: none"> • Ongoing continuation to provide universal and as needed Hepatitis C screening for Madison County Health Department patients regardless of insurance status
Desired Outcome	<ul style="list-style-type: none"> • Ongoing Hepatitis C treatment with Bridge Counseling services to all patients regardless of insurance status

STRATEGIC GOAL # 5

Goal 5:	Assure an effective system that enables equitable access to the individual services and care needed to be healthy.
Objective 5A	<u>Health Equity</u>
Lead Persons	<ul style="list-style-type: none"> • Jodi Brazil • Deana Stephens
Potential Partners	<ul style="list-style-type: none"> • Beacon of Hope • AMOM • Lord's Harvest • Racial Justice Coalition • Assisting Ministries of Madison (AMOM) • Healthy Eating Active Living Team (HEAL)
Activities	<ul style="list-style-type: none"> • Develop and disseminate a resource guide for the county • Increase healthy food access • Maintain participation in agency equity team • Maintain participation in Racial Justice Coalition
Timeframe	<ul style="list-style-type: none"> • Ongoing updating and disseminating the resource guide for the county • Ongoing work on increasing health food access • Ongoing participation in agency equity team • Ongoing participation in the Racial Justice Coalition
Desired Outcomes	All people in Madison County live in a community that health equity.

STRATEGIC GOAL # 6

Goal 6	Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it.
Objective	<u>Marketing</u>
Lead Persons	<ul style="list-style-type: none"> • Deana Stephens • Jodi Brazil • Tammy Cody
Potential Partners	<ul style="list-style-type: none"> • Assisting Ministries if Madison (AMOM) • Healthy Eating Active Living (HEAL) • Racial Justice Coalition
Activities	<ul style="list-style-type: none"> • Madison County Health Department and Dental Brochures in English and Spanish • Secure funding for and install a digital sign • Maintain active engagement on Health Department website and Facebook page • Sponsor two town hall meetings annually about relevant health issues • Install fence and signs around Health Dept playground • Market use of and benefits of outdoor play
Timeframe	<ul style="list-style-type: none"> • Ongoing updating of brochures when needed • Continue to search for funding for digital sign- October 2023 • Ongoing maintenance of website and Facebook page • Do research of topics for town hall meetings-May 2023 • Fence installation December 2022 • Playgroup open to all January 2023.
Desired Outcomes	All people in Madison County are aware of resources and programs that the Madison County Health Department provides and resources within our county

STRATEGIC GOAL # 7

Goal 5:	Build and maintain a strong organizational infrastructure for public health
Objective	<u>Stability</u>
Lead Persons	<ul style="list-style-type: none"> • Tammy Cody Health Director • Leadership Team
Potential Partners	<ul style="list-style-type: none"> • Prepaid Health Plans • NC360 • Unite Us • AMOM • Vaya Health • State and regional consultants for Health Opportunities Pilot
Activities	<ul style="list-style-type: none"> • Increase our clinic volume by 20 percent • Cross training of staff to assure coverage of clinical programs • Create, Plan, and secure a backup provider for clinic coverage • Increase successful billing efforts on the first submission by 90% • Become familiar with the 5 Prepaid Health Plans, services, billing, and program expectations • Become familiar with the Health Opportunities Pilot • Identify and receive training and begin using Unite Us platform • Become familiar with the Tailored Medicaid Plans • Maintain Accreditation Status • Update salary scale to reflect seniority and merit • Identify and apply for grants to offset the high cost of providing care
Timeframe	<ul style="list-style-type: none"> • Ongoing Increase clinic volume by 20 percent • Ongoing Cross training of staff to assure coverage of clinical programs • 12/1/2022 Create, Plan, and secure a backup provider for clinic coverage • Ongoing increase successful billing efforts on the first submission by 90% • Ongoing become familiar with the 5 Prepaid Health Plans, services, billing, and program expectations

	<ul style="list-style-type: none"> • March 2023 Become familiar with the Health Opportunities Pilot • April 2023 Become familiar with the Tailored Medicaid Plans • Fall 2023 Maintain Accreditation Status • Ongoing Update salary scale to reflect seniority and merit • Ongoing Identify and apply for grants to offset the high cost of providing care
Desired Outcomes	The Madison County Health Department will be able to provide the best care possible to our residents and help each resident live their best life.

Strategic Plan Evaluation

<p style="text-align: center;"><u>Goal 1:</u> Assess and monitor population health status, factors that influence health and community needs and assets</p> <p style="text-align: center;"><u>Objectives</u></p>	<u>FY 2022-2023</u>	<u>FY 2023-2024</u>	<u>FY 2024-2025</u>
1A: Health Eating/Healthy Weight/Diabetes (CHA Priority #1)			
<p style="text-align: center;">Goal 2: Strengthen, support, and mobilize communities and partnerships.</p> <p style="text-align: center;"><u>Objectives</u></p>			
2A: Substance Use/Mental Health (CHA Priority #2)			
2B: School Health			
<p style="text-align: center;">Goal 3: Create, Champion, and implement policies, plans and laws.</p> <p style="text-align: center;"><u>Objectives</u></p>			
3A: Healthy Communities			
<p style="text-align: center;">Goal 4: Investigate, diagnose, and address health problems and hazards affecting the residents of Madison County</p> <p style="text-align: center;"><u>Objectives</u></p>			
4A: Environmental Health	<u>FY2022-2023</u>	<u>FY 2023-2024</u>	<u>FY2024-2025</u>

4B: Medication for Opioid Use Disorder (MOUD)			
4C: Hepatitis C (HCV)			
Goal 5: Assure an effective system that enables equitable access to the individual services and care needed to be healthy <u>Objectives:</u>			
5A: Healthy Equity			
Goal 6: Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it. <u>Objectives:</u>			
Marketing:			
Goal 7: Build and maintain a strong organizational infrastructure for public health <u>Objective</u>			
7A: Stability			