

# Wilson County Health Department



## Strategic Plan 2019-2022

***Adopted by the Wilson County Board of Health  
August 13, 2019***

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Created July 3, 2019

# TABLE OF CONTENTS

THE STRATEGIC PLANNING TEAM .....	3
MISSION, VISION, VALUES .....	4
WHAT WE DO .....	5
HISTORY & OVERVIEW OF WILSON COUNTY .....	5
DEMOGRAPHICS .....	5
STRATEGIC PLANNING PROCESS .....	6
CHA PRIORITIES.....	6
SWOT ANALYSIS .....	7-8
Strengths.....	7
Weaknesses.....	7
Opportunities .....	8
Threats .....	8
STRATEGIC GOALS.....	9
Strategies and Objectives:	
Goal 1 .....	10-13
Goal 2 .....	14-16
Goal 3 .....	17-18
Goal 4 .....	19-20
Goal 5 .....	21-22
Goal 6 .....	23

# THE STRATEGIC PLANNING TEAM

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# WILSON COUNTY HEALTH DEPARTMENT

## Mission

To improve health, prevent disease, protect against exposure to environmental hazards, and promote health equity for all.

## Vision

“Partnering to build a healthier community”

## Values

- Quality
- Respect
- Community
- Collaboration
- Leadership
- Innovation

## What We Do

Public health is the practice of disease detection and prevention in populations. It is the science and art of protecting and improving the health of communities through educating providers and the public, promoting health lifestyles, and detecting and preventing the causes of disease and injury. Public health works to prevent costly and complex health problems before they occur. Supporting local public health supports economic development and potential for improvements in other areas that are important to community resilience. Wilson County Health Department accomplishes its mission through collaboration with local partners and works to anticipate, identify, and meet the health needs of our community.

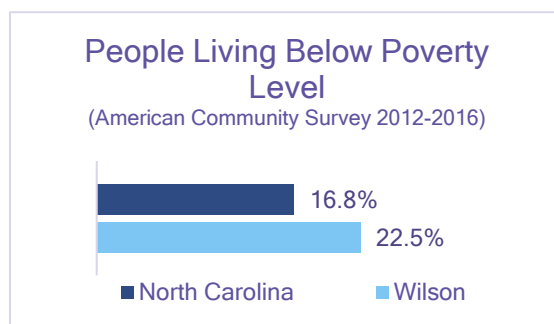
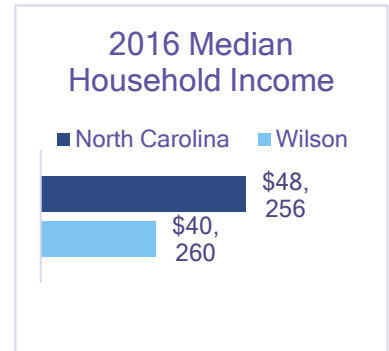
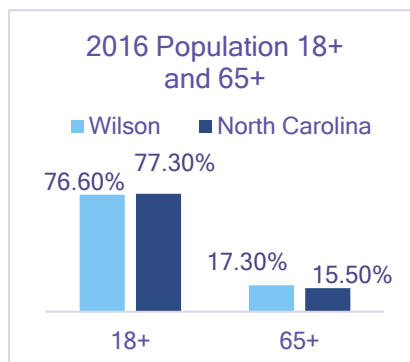
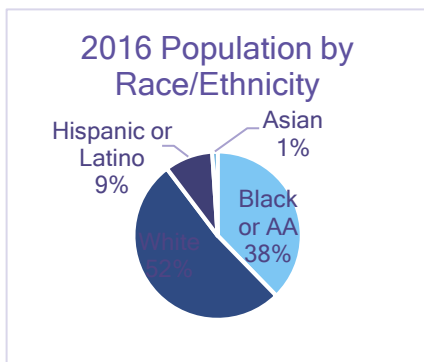
## History and Overview of Wilson County

Wilson County is located roughly on the fall line that separates the Piedmont and the Coastal Plain. Though most of the county is level, there are rolling hills in the west which are characteristic of the Piedmont. Traveling in an easterly direction within the county, the geography becomes flat as the land quickly transitions into the Coastal Plain. There are no major rivers that flow through Wilson County. Wilson County is comprised of one city (county seat) and eight smaller towns within the county.

Wilson has unique advantages of proximity, located near one of the fastest-growing areas in the country, with great access to major highways. Wilson has also had the foresight to make strategic investments like Buckhorn Reservoir, the Wilson Corporate Park and Greenlight Community Broadband to ensure current needs and future opportunities are available in Wilson. This encourages growth from individuals and businesses. Additional demographics for Wilson County are listed below.

## Demographics of Wilson County (U.S. Census Bureau)

Wilson	
Estimated Population 2016	81,603



## The Strategic Planning Process

The strategic planning process began with a meeting facilitated by Ron Hunt, Assistant County Manager for Wilson County. He led the group through the process of revising the mission and vision of the health department as well as identifying the strengths, weaknesses, opportunities, and threats. At the second meeting the group established goals and objectives.

## CHA Priorities

Every three years the Wilson County Health Department completes a Community Health Needs Assessment (CHNA). Our most recent assessment was completed in January of 2019. Through a comprehensive process of gathering survey data from our county residents, three community focus groups a County Healthcare Summit and a comprehensive set of secondary data indicators measuring the health and quality of life needs for Wilson County the following health priorities have been selected as the focus for the next three years.

- Obesity
- Fitness/Nutrition
- Mental Health - including Alcohol and Substance Misuse

During the strategic planning process, the team considered the areas identified in the most recent Community Health Needs Assessment and incorporated objectives for the identified goals in the strategic plan to address relevant areas.

# SWOT ANALYSIS

## Strengths

- Staff Education
- Staff have a passion for Public Health
- Accessible services regardless of ability to pay
- Community Partnerships
- Ability to refer wrap around services, comprehensive services
- Mobilizing quickly during disasters, communicable diseases
- Professionalism
- Ability to serve multiple ethnic and cultural groups

## Weaknesses

- No “MD on staff”
- Limited Diagnostic Equipment
- Lack of advertisements of services provided (not a strong PR presence)
- Helping patients understand program services
- Use/lack of social media
- Stigma - “free clinic” or “STD clinic”
- Safety and Security
- Wait times during appointments
- Accessibility to staff, compartmentalized internally
- Funding and revenue constraints
- Lack of dental services
- Distance from other human services organizations
- Lack of behavioral health services
- Resistance to change
- Lack of quality providers for substance use and mental health
- Lack of resources to buy healthy food
- Access to free physical activity opportunities
- Lack of physical space
- Lack of community education

# SWOT ANALYSIS

## Opportunities

- Dental and Behavioral health services
- Adding staff member specifically for grant writing and PR
- Quality improvement for internal struggles
- Remodeling for efficiency and safety
- Partnering to provide healthy housing for children
- Bringing food safety education to the public, healthy foods and obesity
- Improve communication between HD and DSS in providing services
- Improve customer experience for external patients/clients/customers
- Implementing employee health programs internally and in the county
- Improve referral relationship with Eastern Carolina Pediatrics
- Improve follow up services to meet clients where they are
- Develop a Wilson County Public Health App

## Threats

- No “MD on staff”
- Limited Diagnostic Equipment
- Lack of advertisements of services provided (not a strong PR presence)
- Helping patients understand program services
- Use/lack of social media
- Stigma - “free clinic” or “STD clinic”
- Safety and Security
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# STRATEGIC GOALS

## Impact



Goal 1: Increase access to health care for all people in Wilson County



Goal 2: Increase awareness of chronic disease and promote healthier lifestyles within Wilson County



Goal 3: Educate, promote, and participate in efforts to reduce substance misuse in Wilson County



Goal 4: Reduce the incidence of sexually transmitted infections and teenage pregnancy in Wilson County

## Intrinsic



Goal 5: Encourage employee satisfaction and promote professional growth



Goal 6: Enhance consumer experience to ensure continuity of services

# GOAL 1

Goal 1	Increase access to healthcare for all people in Wilson County		
Goal 1: Strategy 1	Promote health department services using multiple platforms including social media, newspaper, television, and radio monthly		
Activities	Lead Person	Partners; N=new E=existing	Timeframe
Hire Human Services Planner to increase social media usage for the health department	Health Director		September 2019 <b>Complete</b>
Create comprehensive flyers, announcements and rack cards for advertisement	Human Services Planner	E = Health Educators	On-going
Work with Greenlight to promote service on TV	Human Services Planner	E = Health Educators	Beginning January 2020
Post to social media at least three times a week.	Human Services Planner	E = Health Educators	Beginning January 2020
Provide newspaper articles to inform public about public health issues	Human Services Planner	E = EH, PH, WIC, SW	Beginning January 2020
Explore opportunities with local radio stations to promote public health programs	Human Services Planner	E = Health Educators	June 2020

Goal 1	Increase access to healthcare for all people in Wilson County		
Goal 1: Strategy 2	Explore mobile dental unit with the intention to start services by 2022		
Activities	Lead Person	Partners; N=new E=existing	Timeframe
Explore funding sources	Health Director	N= Office of Rural Health	March 2020
Visit portable dental program in Cabarrus County	Health Director, Deputy Health Director	N = Cabarrus County Dental program	May 2020 <b>Complete</b>
Present portable dental program to Board of Health,	Health Director	E= Wilson County Schools	August 2019 <b>Complete</b>

Board of Commissioners, and Board of Education			
Hire Dental Staff (including, Dentist, two dental assistants, and office manager)	Health Director		June 2020
Order Equipment and Supplies	Health Director, Accounting Technician II		June 2020
Implement Portable Dental Health Program	Health Director, Dental Health Staff	E = Wilson County Schools	August 2020

<b>Goal 1</b>	<b>Increase access to healthcare for all people in Wilson County</b>		
<b>Goal 1: Strategy 3</b>	<b>Explore ways to ensure clients are aware of availability of all services</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Collaborate with DSS programs and faith connections coordinator to educate citizens and churches on services	Health Educators	E = DSS (Faith Connections Coordinator)	June 2020
Partner with local farmer's market to educate on services offered at the health dept.	Health Educators	N = Wilson County Farmer's Market, Barton College Farmer's Market	Beginning April 2020
Update Health Department Brochure to reflect changes in logo, programs and departments	Health Educators, Human Services Planner		October 2020

# GOAL 1

<b>Goal 1</b>	<b>Increase access to healthcare for all people in Wilson County</b>		
<b>Goal 1: Strategy 4</b>	<b>Hire a LCSW to provide low to moderate behavioral health services</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Recruit for LCSW position	Health Director		June 2020
Educate staff on mental health billing rules and regulations	Patients Relations Rep Supervisor		June 2020
Promote availability of behavioral health services	Human Services Planner, Health Educators		Beginning June 2020

<b>Goal 1</b>	<b>Increase access to healthcare for all people in Wilson County</b>		
<b>Goal 1: Strategy 5</b>	<b>Assist patients with the transition to Medicaid managed care</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Create flyer to educate clients on Medicaid managed care	Health Educators		June 2019
Distribute flyer to Medicaid patients	Processing Assistant III's		On - going
Provide one on one assistance for patients to aid in transition	Patient Relations Representative IV	E= DSS	November 2019

# GOAL 1

<b>Goal 1</b>	<b>Increase access to healthcare for all people in Wilson County</b>		
<b>Goal 1: Strategy 6</b>	<b>Establish a Nurse Family Partnership (NFP) to serve as a support resource for low-income, first time parents</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Identify nurses that will participate in the NFP and hold quarterly meetings	Health Director	E = DSS	June 2022
Promote the development of the Nurse Family Partnership within the community	Human Services Planner, Health Educators	E = DSS	Beginning July 2022
Utilize partnership to identify individual family needs and help connect parents and families to local resources and support	Health Director, Nurse Family Partnership Team	E = DSS	Beginning July 2022

## GOAL 2

<b>Goal 2</b>	<b>Increase awareness of chronic diseases and promote healthier lifestyles within Wilson County</b>		
<b>Goal 2: Strategy 1</b>	<b>Collaborate with multiple community partners to promote healthier lifestyles to the Wilson County Health Fair, annually</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Secure New AmeriCorps VISTA to lead event details	Health Director	E = United Way	Annually June <b>2019-2020 hired</b>
Establish Event Planning committee for Health Fair	AmeriCorps VISTA	E = Vidant Health Complex, Wilson Medical Center, Carolina Family Health, Wilson OIC, Wilson Community College	Annually June
Promote health fair on all media platforms	AmeriCorps VISTA	Human Services Planner	Annually June
Promote health fair with organizations through face to face contact (i.e. Soup Kitchen, OIC, Hope Station etc.)	AmeriCorps VISTA	E= Planning Committee	Annually June
Secure Transportation route for health fair attendees	AmeriCorps VISTA	N= Wilson Transit System	Annually June
Explore the option of offering additional screenings in county areas	AmeriCorps VISTA, Health Educators		June 2020

<b>Goal 2</b>	<b>Increase awareness of chronic diseases and promote healthier lifestyles within Wilson County</b>		
<b>Goal 2: Strategy 2</b>	<b>Continue to provide diabetes prevention programs to at risk populations with two classes per year</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Continue to implement Minority Diabetes Prevention Program	Public Health Educator II	E= White Oak Church, Pitt County Health Department	On - going

Continue to implement Diabetes Prevention Program with YMCA	Health Education Specialist	E = YMCA Executive Director	On - going
Explore new participant groups through local businesses and their employees	Health Educators		June 2021

<b>Goal 2</b>	<b>Increase awareness of chronic diseases and promote healthier lifestyles within Wilson County</b>		
<b>Goal 2: Strategy 3</b>	<b>Promote Eat Smart Move More program in partnership with Wilson County DSS</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Market ESMM programs on Health Department Social Media	Human Services Planner	E= ESMM Coordinator	On-going
Work closely with ESMM coordinator to implement programs in community	Health Educators	E= ESMM Coordinator	On-going
Provide Office space for ESMM coordinator	Health Director	E= DSS, Wilson Wellness Collaborative	On-going

<b>Goal 2</b>	<b>Increase awareness of chronic diseases and promote healthier lifestyles within Wilson County</b>		
<b>Goal 2: Strategy 4</b>	<b>Promote chronic disease awareness monthly through multiple media platforms</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Coordinate Health Department social media posts with monthly public health awareness campaign	Human Services Planner		January 2020
Work with at least one local radio station to implement a monthly health update for community listeners	Health Educators, Human Services Planner	N = Local Radio Stations	January 2020
Connect with Greenlight to promote chronic disease awareness on local channel	Human Services Planner, Health Educators	N = Greenlight	Beginning January 2020

## GOAL 2

<b>Goal 2</b>	<b>Increase awareness of chronic diseases and promote healthier lifestyles within Wilson County</b>		
<b>Goal 2: Strategy 4</b>	<b>Promote Stroke prevention and awareness to community members</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Research the needs for conducting a community forum on Stroke Prevention	Health Educators		June 2021
Promote stroke prevention community forum on all available media platforms	Health Educators, Human Services Planner	N = Local Radio Stations	June 2021
Implement stroke prevention community forum to educate community members of the prevention methods and the warning signs of a stroke	Health Director, Health Educators		June 2021
Evaluate program through participants that attend the forum			

<b>Goal 2</b>	<b>Increase awareness of chronic diseases and promote healthier lifestyles within Wilson County</b>		
<b>Goal 2: Strategy 5</b>	<b>Establish a lead coalition to decrease lead exposure incidences in Wilson County</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Establish a group of strategic partners to form lead coalition and hold quarterly meetings	Health Director, Environmental Health Supervisor		June 2021
Educate community stakeholders regarding current lead issues and laws that should be enforced and work toward policy and environmental change	Environmental Health Supervisor		June 2021
Provide education about resources for residents and homeowners to remove lead and environmental housing risks from homes	Environmental Health Supervisor		June 2021



## GOAL 3

<b>Goal 3</b>	<b>Educate, promote, and participate in efforts to reduce substance misuse in Wilson County</b>		
<b>Goal 3: Strategy 1</b>	<b>Build capacity for Syringe Exchange Program services at the fixed and mobile site.</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Construct an evaluation to assess needs of program	Health Educators	E= OIC of Wilson, Cynthia, Substance Prevention Coalition Wilson County Police Department	June 2020
Work with jail education program to promote syringe exchange services	Health Educators	E= Wilson County Jail	On-going
Streamline Process to have (SEP) participants tested for STDs and Hepatitis C	Health Educators	E = OIC of Wilson	June 2020

<b>Goal 3</b>	<b>Educate, promote, and participate in efforts to reduce substance misuse in Wilson County</b>		
<b>Goal 3: Strategy 2</b>	<b>Connect with other agencies currently working on substance prevention and misuse</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Participate in Multidisciplinary Team (MDT) and events	Health Educators		On-going
Participate in Substance Use Coalition and events	Health Educators		On-going
Promote MDT and Coalition programs on social media	Human Services Planner, Health Educators		Beginning January 2020

## GOAL 3

<b>Goal 3</b>	<b>Educate, promote, and participate in efforts to reduce substance misuse in Wilson County</b>		
<b>Goal 3: Strategy 3</b>	<b>Establish a post opioid response team</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Identify needs and services most critical to survivors and families after an opioid overdose incident	Health Director, Health Educators	N = Wilson Co. EMS, Wilson Co. Substance Prevention Coalition	January 2021
Assess what local service providers/services are available to address post overdose needs identified	Health Director, Health Educators	N = Wilson Co. EMS, Wilson Co. Substance Prevention Coalition	January 2021
Establish a post opioid response team that utilizes local services and/or providers, including a peer support specialist, in a coordinated and collaborative approach	Health Director	N = Wilson Co. EMS, Wilson Co. Substance Prevention Coalition	June 2021

## GOAL 4

<b>Goal 4</b>	<b>Decrease the incidence of sexually transmitted infections and teenage pregnancy in Wilson County</b>		
<b>Goal 4: Strategy 1</b>	<b>Better promotion using social media for programs that are in place through health education</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Health educators work with Human services Planner to promote programs monthly on social media platforms	Health Educators, Human Services Planner		Beginning January 2020
Health Educators collaborate with other organizations to promote STD and Teen Pregnancy programs on their social media platforms	Health Educators	N = Wilson Medical Center, Vidant Health Complex, Carolina Family Health	Beginning January 2020

<b>Goal 4</b>	<b>Decrease the incidence of sexually transmitted infections and teenage pregnancy in Wilson County</b>		
<b>Goal 4: Strategy 2</b>	<b>Collaborative effort among schools and community-based organizations, promoting other school activities for kids to be involved in</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Continue involvement with School Health Advisory Board	Child Health Coordinator		On-going
Increase the number of schools participating in Healthy Choices from 1 to 3	Health Educators		June 2021
Work with Counselors to implement Sexual Health Education presentations in middle schools	Health Educators		June 2022
Increase the number of organizations participating in Making Proud Choices from 1 to 3	Health Educators		June 2021

## GOAL 4

<b>Goal 4</b>	<b>Decrease the incidence of sexually transmitted infections and teenage pregnancy in Wilson County</b>		
<b>Goal 4: Strategy 3</b>	<b>Increase use of Long-Acting Reversible Contraceptives for uninsured women up to age 26</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Create social media campaign for intended population on LARCs	Human Services Planner, Health Educators, Family Planning Coordinator		June 2020
Secure grant from Healthcare Foundation of Wilson	Health Director		Annually
Implement an annual Teen Girl Seminar with interactive booths and speakers for girls up to age 26 to educate on LARCs, STD prevention and women's health	Health Educators, Family Planning Coordinator		June 2021

## GOAL 5

<b>Goal 5</b>	<b>Encourage employee satisfaction and promote professional growth</b>		
<b>Goal 5: Strategy 1</b>	<b>Create team building activities three times per year</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Designate Public Health Week as a space yearly for team building activities	Rotating Staff Leader (yearly)		On-going
Create a team building committee to plan activities and establish chair	Health Director		July 2020
Update board monthly with accomplishments and spotlights	Personnel Technician II		Beginning January 2020
Allow time during quarterly staff meetings for accomplishments and spotlights	Health Director		Beginning September 2019

<b>Goal 5</b>	<b>Encourage employee satisfaction and promote professional growth</b>		
<b>Goal 5: Strategy 2</b>	<b>Create a celebration board to celebrate employee accomplishments and spotlights</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Designate a space in the health department for celebration board	Personnel Technician II		January 2020
Allow time during monthly staff meetings for accomplishments and spotlights	Health Director		Beginning September 2019
Update board monthly with accomplishments and spotlights	Personnel Technician II		Beginning January 2020

## GOAL 5

<b>Goal 5</b>	<b>Improve employee satisfaction within the Wilson County Health Department</b>		
<b>Goal 5: Strategy 3</b>	<b>Encourage more participation in county wide trainings that are offered</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Promote on various inter office levels of communication	Personnel Technician II		Beginning January 2020
Promote at staff meetings	Health Director		Beginning January 2020
Promote trainings and classes offered on employee bulletin board	Personnel Technician II		Beginning January 2020

## GOAL 6

<b>Goal 6</b>	<b>Enhance consumer experience to ensure continuity of services</b>		
<b>Goal 6: Strategy 1</b>	<b>Increase internal and external communication of the resources the health department and community have to offer</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Establish a quarterly newsletter	Human Services Planner		June 2020
Emails, notification board, quarterly staff meeting	Health Director, Human Services Planner		Beginning January 2020

<b>Goal 6</b>	<b>Enhance consumer experience to ensure continuity of services</b>		
<b>Goal 6: Strategy 2</b>	<b>Increase proficiency with check-in/eligibility process</b>		
<b>Activities</b>	<b>Lead Person</b>	<b>Partners; N=new E=existing</b>	<b>Timeframe</b>
Complete construction in front lobby to allow “one stop shopping” with check-in/eligibility	Deputy Health Director		August 2019
Educate Processing Assistant III on the registration and eligibility processes	Patients Relations Rep Supervisor		August 2019
Monitor time with a goal of a maximum of 10 minutes for check-in and 15 minutes for eligibility as the standard	Patients Relations Rep Supervisor		January 2020