

Chatham Health Alliance

Strategic Plan

2017-2018

Area	Objective	Source	Baseline	Year 1	Year 2	Year 3
Obesity	Increase the percentage of middle school students who ate vegetables three or more times per day from 9.8% to 10.7% by March 31, 2017.	Chatham Youth Health Behavior Survey	9.8%	-	-	-
	Increase the percentage of adults who reported doing 30 minutes of physical activity three or more days in the last 7 days from 70% to 73.5% by March 31, 2017.	Community Health Opinion Survey	70%	-	-	-
Access to Mental Health Services	Increase the percentage of residents who know where to refer someone for mental health/substance abuse services by 20%.	Community Health Opinion Survey	Mental Health: 38% Substance Abuse: 41%	-	-	-
Access to Healthcare	Reduce the percentage of residents who needed to see a doctor but could not due to cost in the past twelve months by 10%.	Community Health Opinion Survey	11%	-	-	-

Priorities identified in the 2014 Community Health Assessment process.

Obesity

Focus Area: Encourage healthy lifestyles through changes in the built environment

Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/ Outcome
<p>Develop community plans that include health considerations</p>	<p>Including public health in planning efforts is recommended by the APHA and HealthyPeople 2020 as a way of influencing the social, natural, and built environments that shape individual behaviors on a day-to-day basis. (Planning and public health from the American Planning Association: www.planning.org/research/publichealth/; Healthy Planning from ChangeLab Solutions: www.changelabsolutions.org/healthy-planning; Plan4Health from the APHA: www.apha.org/plan-4-health; Robert Wood Johnson, What Works for Health: www.countyhealthrankings.org/policies/bike-pedestrian-master-plans)</p>	<p>Number of town/county plans that include health considerations.</p> <p>Baseline (2014): 1 (SC Pedestrian Master Plan)</p> <p>2017: 4 (Comprehensive Plan, PBO UDO, SC Parks and Rec Plan, SC Pedestrian Plan)</p> <p>Planned: 2 (Chatham County Parks and Recreation Master Plan, Chatham County UDO)</p>	<p>Chatham County Public Health Dept</p>	<p>Obesity Sub-committee, Town/County Planning Dept</p>	<p>Ongoing</p>	<p>2015: Health data, and support provided for SC Parks and Recreation Master Plan 2016: Health recommendations provided for Pittsboro UDO 2017: Health element included in comprehensive Plan 2017: Alliance representative appointed to Parks and Recreation Master Plan steering committee 2017: Alliance invited to be part of Chatham UDO process.</p>

<p>Identify safe, walkable community routes to landmarks and install temporary and/or permanent point of decision prompts</p>	<p>Point-of-decision prompts are effective in a range of settings among a variety of population subgroups; the largest effects have been shown for individuals who are obese. (Robert Wood Johnson, What works for health: www.countyhealthrankings.org/policies/point-decision-prompts-physical-activity)</p>	<p># of signs installed (# temporary, # permanent) Total length (miles) of identified routes</p>	<p>Obesity Sub-committee</p>	<p>Obesity sub-committee, town planning departments, town parks and recreation departments</p>	<p>Ongoing</p>	<p>10/31/17: Initial conversations around the wellness complex in Siler City have included plans for increased walkability, and wayfinding signs to the complex. 7/10/18: The Alliance Leadership team voted unanimously to support the wellness campus.</p>
<p>Safe/Active Routes to Schools (built environment improvements)</p>	<p>Safe Routes to Schools/ Active Routes to Schools Program is designed to increase children’s physical activity levels by promoting biking & walking to school and providing safe environments for children to do so. North Carolina Safe Routes to Schools: www.saferoutesinfo.org/program-tools/find-state-contacts/north-carolina; Healthy NC Improvement App: www.ncimapp.org/tool/#detail/d6bf5e34-7166-e311-be30-782bcb63d3c5; Robert Wood Johnson, What Works for health: www.countyhealthrankings.org/policies/safe-routes-schools)</p>	<p># of improvements made # of students impacted</p>	<p>Safe Routes to Schools Working Group</p>	<p>Chatham County Schools, town and county planning departments, school PTAs</p>	<p>Ongoing</p>	<p>Siler City Elementary: Working to build trail at school. Waiting on cost estimates from contractor. 7/10/18: Contractor has signed contract. Waiting on school to sign. Chatham Middle School: Adding signage to 1-mile trail. Working on developing sign design. April 2018: Signs were finalized and delivered to school. As of 7/2/18: Workday scheduled for July 13th with community service and restitution youth to help install remaining signs. 7/3/18: Additional bags of Quikcrete were purchased. 7/16/18: Chatham Middle School completed the installation of trail signs.</p>

Focus Area: Promote Physical Activity						
Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/ Outcome
Safe/Active Routes to Schools (Walk at School programming)	See info above.	# participants recurring events # participants one-time events	Individual Schools	Safe Routes to Schools Regional Coordinator, Poe Center	Ongoing	Chatham Middle, had walk at school days: 11/1, 12/6, 1/3, 2/7, 3/7, 4/11, 5/2 Walk at School Day 2017: 5 schools: Horton (), Pollard (25 Bike), Pittsboro (150 Walk and Bike), Chatham Middle (550 Walk AT School), Siler City (650 Walk AT School) Safe Kids received two grants (International Walk to School Day Grant \$500, and iRap opt-in Grant \$500).
Exercise is Medicine	There is strong evidence that physical activity prescriptions help to increase physical activity improve physical fitness, and increase mobility. In addition, physical activity prescriptions may improve overall health outcomes as well as mental health. Individually tailored exercise prescriptions are more effective than generic prescriptions. Many successful programs use exercise prescriptions along with counseling, planning and activity logs, exercise tests. Combining with additional interventions, such as phone, mail, or internet follow-up can improve adherence and long-term effectiveness.	Avg increase in PAVS % participants reaching 150 minutes per week	Chatham County Public Health Dept	Piedmont Health Services; Participating network referral sites	Ongoing	Summer 2016: Established EIM Referral Network with 33 community-based resources agreeing to receive EIM referrals (7/33 offer EIM promotion & discounts; 19/33 are free). 10/3/16-12/31/16: Enrolled 23 participants in pilot (average exercise increased by 23.2 minutes at 6-weeks). 2/14/17: Received the Health Transformation Award at the 2017 national Communities Joined in Action Conference. 8/21/17: Launched a second pilot to address clinic flow and patient adherence via email/text messaging,

	(Robert Wood Johnson, What Works for Health: www.countyhealthrankings.org/policies/exercise-prescriptions)					as identified through quality improvement consultation with coaches. Ongoing confirmation of referral network pledges Ongoing development of onboarding materials for providers
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Focus Area: Promote Healthy Eating						
Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/ Outcome
Childcare Food Environments	<p>Strong evidence suggests nutrition interventions in preschool and child care improve children’s diets. Adhering to nutrition guidelines in preschool and child care can decrease children’s fat intake and increase fruit and vegetables. It is recommended that child care centers provide teachers training around obesity, and nutrition. (Robert Wood Johnson, What Works for Health: www.countyhealthrankings.org/policies/nutrition-and-physical-activity-interventions-preschool-child-care;</p> <p>NC IMAPP: www.ncimapp.org/tool/#detail/8a01d5f1-5612-4e29-bac4-3e232b054cb0)</p>	<p>NAPSACC Scores</p> <p># of training participants</p> <p>Participant surveys</p>	<p>Chatham Health Alliance, Chatham Public Health Dept</p>	<p>Chatham County Partnership for Children, Smart Start, Food Program, Cooperative Extension, Childcare Centers</p>	<p>Ongoing</p>	<p>Summer 2017: UNC student summer intern conducted needs assessment, including interviews, surveys and focus groups with Childcare Centers and Homes (For results see folder on S: drive) 11/15/17:</p> <p>5/23/18: Master Gardeners Training-Container Garden</p> <p>As of 7/11/18: Continued work on online resource guide for child care providers and parents. Continued work on farm to child care resources.</p>
Healthy Hospitals/ Healthy Hospital Foods	<p>Improving food environment at hospitals is recommended by CDC. Healthy hospital foods is a combination of evidence-based interventions, such as point of decision prompts for healthy food. (CDC: www.cdc.gov/obesity/strategies/healthy-hospital-env.html), Robert Wood Johnson, What Works for Health: www.countyhealthrankings.org/policies/healthy-vending-machine-options; Robert Wood Johnson, What Works for Health:</p>	<p>Implement marketing changes</p> <p>Implement fry-less Fridays</p>	<p>Chatham Hospital</p>	<p>Chatham Health Alliance</p>	<p>December 2018</p>	<p>9/14/17: Hospital has been experimenting with recipes from Rex to develop a repertoire of successful recipes for Chatham.</p> <p>April 2018: Displayed signage in cafeteria of menu items.</p> <p>National Nutrition Month-</p> <p>5/4/18: Fryerless Friday Kickoff Event- Hospital held a taste-testing</p>

	www.countyhealthrankings.org/policies/point-purchase-prompts-healthy-foods)	Implement composting				with various healthy recipes from Rex and allowed customers to vote for their favorite. Favorite was the Caprese Salad, followed by the Watermelon Mint Salad, then the Kale Salad and Chocolate Mousse. 7/3/18: Update: the Hospital cafeteria is transitioning to ecofriendly products, most are compostable. Cups are made from corn and plates from wheat straw.
School/Community Gardens	School and community gardens can positively impact obesity, through increased fruit and vegetable consumption. Most effective when, 1) paired with nutrition education, 2) are year-long, 3) have a strong on-site champion and backbone agency to provide support, and maintenance for the gardens year-round. (Robert Wood Johnson, What Works for Health: www.countyhealthrankings.org/policies/community-gardens ; www.countyhealthrankings.org/policies/school-fruit-vegetable-gardens)	TBD	Chatham Health Alliance	YMCA, Cooperative Extension, Master Gardeners, Chatham County Public Health Department, Community Gardens, ?	Ongoing	

Focus Area: All

Strategy	Evidence Base	Key Measures	Core Agency/Point Person	Partner Agencies	Expected Completion	Progress/ Outcome
Worksite Wellness	Worksite wellness represents a suite of programs that can be implemented in the workplace to promote the health and	# of participating employer	Chatham Health Alliance, YMCA	Chamber of Commerce, EDC	Ongoing	Worked with two UNC Health Behavior Capstone teams to develop program and promotions (academic year 2016-17, and 2017-18).

	<p>wellness of employees. Worksite wellness programs have been proven to have positive impacts on obesity. (CDC: www.cdc.gov/workplacehealthpromotion/initiatives/healthscorecard/index.html; Robert Wood Johnson: What Works for Health: www.countyhealthrankings.org/policies/worksite-obesity-prevention-interventions)</p>	<p>Worksite Wellness Scorecard</p>				<p>5/8/17: Launched Worksite Wellness Chatham (WWC) June 2017: YMCA joined as co-lead on WWC November 2017: Conducted survey of worksites to improve program Recruitment efforts: Chatham Business Expo (10/26), presented to Chamber of Commerce board (11/16), messages through EDC and Chamber of Commerce, Chatham Health Alliance Further development of onboarding materials (enrollment form, resource list). As of 7/9/18: One location has completed the CDC Scorecard</p>
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Access to Mental Health Services

Focus Area: Work collectively to prevent substance abuse						
Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Opioid Overdose Prevention (Task Force, Educational Materials)	Uses elements from Project Lazarus model (https://www.projectlazarus.org/)	Emergency Department Overdose numbers (NC DETECT) Pills per resident counts/Prescription Rates (https://www.ncdhhs.gov/divisions/mhddsas/ncdcu/prescription-rates-by-county)	Health Dept, Sheriff, Schools, Chatham Drug Free	Cardinal Daymark Courts	Ongoing	Brochure targeting youth/parents (5/2017) Opioid Summit (12/2017)
Focus Area: Promote mental health treatment services/ substance abuse and counseling services.						
Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Comm. tools/ strategies to enhance knowledge of mental health & substance abuse services (2)		Webpage visits for online mental health and substance use resource guides	Health Dept.	Chatham Health Alliance, Daymark	12/2017	Mental health: www.chathamnc.org/mentalhealth Substance Use: www.chathamnc.org/recovery
Assessment of mental health & substance abuse needs and resources (1)		Completion of comprehensive assessment, with recommendations	Sub-committee	Health Dept.	6/2019	Opioid Assessment completed (12/2016) Comprehensive Assessment starting 2018
Provide support and feedback to Daymark Recovery Services (3)		Number of clinic visits; Patient Satisfaction	Daymark	Providers Comm. Orgs.	Ongoing	Daymark Clinic opened (7/2017) Daymark Alliance update (12/2017)

Access to Healthcare

Focus Area: Promote, provide, and assist in the coordination of healthcare services.						
Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Hold an Interagency fair to better coordinate services, improve connectivity, identify gaps, and avoid duplication across organizations in Chatham.		Organizations; attendees	Access to Healthcare Subcommittee	n/a	Completed June 15, 2017	75+ individuals representing 34 organizations attended Overall attendee feedback was positive; comments were made about the timing of food (it was delivered late)
Focus Area: Examine gaps in healthcare services						
Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Conduct a transportation assessment to better understand medical transportation needs and issues		n/a	UNC Student team	Chatham Health Alliance	Completed May 2016	Full report on Access to Medical Transportation developed by student team, including target populations, case studies, and recommendations.
Conduct a network analysis to identify gaps, inefficiencies, and opportunities for improved collaboration between organizations providing services in Chatham County	Network analysis is a widely recognized assessment tool	n/a	Network Analysis Intern	Access to Healthcare Subcommittee; Alliance members	Completed August 1, 2017	June 2017: Interviews conducted with key organizations June 2017: Surveys conducted with Chatham Health Alliance members (41 responses) 8/1/2017: Presentation and report presented at Alliance meeting

Focus Area: Educate the Alliance and community on healthcare system changes						
Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Plan for Medicaid transformation in Chatham County			Access to Healthcare Subcommittee	Chatham County Public Health Department, Piedmont Health Services, Chatham Hospital	Ongoing	12/5/17: Debra Farrington, NC DHHS, presented to the Alliance on the Medicaid Transformation
Promote and increase enrollment in the health insurance marketplace			Legal Aid NC, Piedmont Health Services	Access to Healthcare Subcommittee	Annual	2015: 553,729 North Carolinians enrolled 2016: 549,158 North Carolinians enrolled 2017: 523,989 North Carolinians enrolled

Alliance Growth & Capacity

Focus Area: To serve as a healthy example within the community

Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Create a Healthy Meeting Policy for the Alliance.	Healthy meeting policies are promoted by a number of organizations as a way of modeling positive nutritional decisions. (National Alliance for Nutrition and Physical Activity: http://healthyeatingresearch.org/2014/04/new-nana-healthy-meeting-toolkit/ ; Center for Science in the Public Interest: https://cspinet.org/protecting-our-health/nutrition/healthy-meetings)	Approval of policy by Alliance.	n/a	n/a	n/a	Adopted 6/6/17

Focus Area: To improve connections between agencies, both within and outside the Alliance

Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Identify gaps in Alliance membership, and identify specific Alliance members with connections to reach out.	n/a	n/a	Leadership Team	Alliance at large	Ongoing	6/17/17: Interagency Fair (see Access to Healthcare) Summer 2017: Intern completed Network Analysis

Ambassador program	n/a	n/a	Communication consultant	Leadership team	March 31, 2018	9/5/17: Included in proposal for Communications consultant. 3/9/18: Contract complete with Formation PR. See Sustainability for additional information.
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Focus Area: To continuously assess the value of the Alliance to members

Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Conduct yearly Engagement Quotient survey	n/a	n/a	Population Health Improvement Partners	n/a	Yearly	Fall 2016: 20 Alliance members completed the EQ survey 10/3/17
Ensure multiple opportunities for Alliance members to provide feedback	n/a	n/a	Alliance Coordinator	Chair, Vice-Chair	Complete April 4, 2017	4/4/17: Introduced comment box, and survey link at Alliance meetings as feedback mechanisms.

Engagement and Equity

Focus Area: To increase the number and diversity of residents engaged in the Alliance						
Strategy	Evidence Base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
<p>Hold Community Conversations to identify community health priorities and develop a dialogue with the community.</p>	<p>The World Café or Community Café model is recognized as an effective method to create meaningful and ongoing community dialogue and engagement. (The World Café: http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/).</p>	<p># of conversations held</p> <p># of community members attending</p>	<p>Michelle Wright</p>	<p>Planning Committee; Community churches; Council on Aging; Chatham County Public Health Department</p>	<p>Ongoing</p>	<p>8/8/17: Training held with consultant Carolyn Abdullah on Community Conversations model. (8 individuals trained)</p> <p>11/2/17: First Community Conversation held (23 community attendees)</p> <p>4 planned for 2018, 3 region specific, 1 to unify county.</p> <p>Establishment of Equity Subcommittee</p> <p>Equity Lens</p>
<p>Alternate Alliance meetings between Siler City and Pittsboro.</p>			<p>Alliance Coordinator</p>	<p>n/a</p>	<p>Ongoing</p>	<p>Alliance meetings began alternating between Siler City and</p>

						Pittsboro in 2017, and will continue with the 2018 meeting calendar.
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Sustainability

Focus Area: To ensure funding stability for the Chatham Health Alliance, beyond the Healthy People, Healthy Carolinas program grant						
Strategy	Evidence base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Determine if a sponsorship or membership model would be effective for financial support.	n/a	n/a	Leadership Subgroup	Alliance Members	December 2018	Summer 2017: Network analysis identified agencies with capacity to contribute funding to Alliance.
Explore opportunities for Coordinator continuity with county funding.	n/a	n/a	Leadership Subgroup	County Manager	October 2018	11/15/17: Established that carryover funds cannot be held to cover Coordinator January 2018 – June 2018. 3/28/17: Met with Sustainability Subgroup to discuss and develop a plan for funding continuity in the next year. Three potential funding plans were identified and approved.
Explore pros/cons of nonprofit status.	n/a	n/a	Leadership Subgroup	Leadership Team	December 2018	
Develop a diversified funding plan for 2019 for the Chatham Health Alliance.	n/a	n/a	Alliance Coordinator	Leadership Team	December 2018	Reapplication of the Duke Endowment HPHC Grant

Focus Area: Improve internal and external communications about the Alliance and its work						
Strategy	Evidence base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Develop branding and communications plan for the Alliance.	n/a	Developed branding guide. Complete communications plan.	Alliance Coordinator	Consultant, Leadership Team, Chatham Health Alliance	March 31 st , 2018	9/5/17: Contacted Allison Development Group to learn about their branding packages. 11/7/17: Proposal approved by Leadership Team. 3/9/18: Contract complete with Formation PR. See Sustainability for additional information.
Ensure Alliance members are aware of Alliance website and social media.	n/a	# of Facebook likes/follows (Baseline: 10/31/17 58 likes/follows)	Alliance Coordinator	Branding consultant, Leadership Team, Chatham Health Alliance	Ongoing	9/5/17: Included promotion of social media in the communications request to Formation PR group.
Focus Area: To ensure the work of the Alliance is guided by strategic planning						
Strategy	Evidence base	Key Measures	Core Agency/ Point Person	Partner Agencies	Expected Completion	Progress/Outcome
Develop sustainability plan for all Alliance initiatives to prepare for Community Assessment and priority shift.	n/a	n/a	Committee Chairs and Liaisons	Subcommittee members	July 2018	1/22/18: Checklist approved by Leadership. 3/9/18: Checklist distributed to Subcommittees. June 2018: Community Assessment Prioritization Planning Working Group July 2018: Job posting for part-time research assistant to assist with analysis of data and information.

<p>Develop a planning checklist for use by subcommittees to institutionalize evaluation and assessment within the Alliance.</p>	<p>n/a</p>	<p>n/a</p>	<p>Alliance Coordinator, Committee Chairs and Liaisons</p>	<p>Subcommittee members</p>	<p>March 2018</p>	<p>1/22/18: Checklist approved by Leadership. 3/9/18: Checklist distributed to Subcommittees.</p>
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