

Forsyth County Department of Public Health Strategic Plan 2014-2017 (revised 12/2014)

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Message from the Health Director

December 2013

The Department of Public Health has the responsibility to prevent diseases and promote a healthy community through regulation, education and partnerships. This is an important mission that establishes a unified vision for our shared work ahead. I am pleased to present to you the department's strategic plan that will serve as a roadmap for 2014-2017.

Since January 2012, broad input was sought and taken from all health department staff, the Board of Health, community stakeholders and customers. A series of and planning sessions and an analyses of our Strengths, Weakness, Opportunities and Challenges (SWOC) was conducted to assist in the creation of this plan. We will update or revise the plan annually to reflect current public health statistics, reality assessment and performance improvement results.

In a rapidly changing world with existing and emerging diseases, public health departments must keep pace with capable professional staff that is innovative highly trained. This also includes assisting families with the tools needed to ensure positive health outcomes. To achieve this, we have reorganized our organization to improve daily operations and access to the services we offer to the community.

On behalf of all employees of the Forsyth County Department of Public Health, we are pleased to serve the people of Forsyth County and the City of Winston Salem and we look forward to your partnership in advancing health.

Sincerely,



Marlon Hunter, BSEH, MAOM
Public Health Director
Forsyth County Department of Public Health



Department Mission, Vision and Values

The mission and vision statements and values of the Forsyth County Department of Public Health (FCDPH) were updated as part of the strategic planning process in order to better reflect the identity of the department to the public as well as to affirm the work done by the FCDPH staff.

Mission

The mission of the Forsyth County Department of Public Health is to prevent disease and promote a healthy community through regulation, education and partnerships.

Vision

To engage community and partner organizations so all residents of our community can achieve optimal health.

Values

- *Respect (for others)*
- *Communication*
- *Teamwork*
- *Trust*
- *Integrity*
- *Customer satisfaction*
- *Accountability*
- *Efficiency*
- *Fairness*
- *Quality of work*

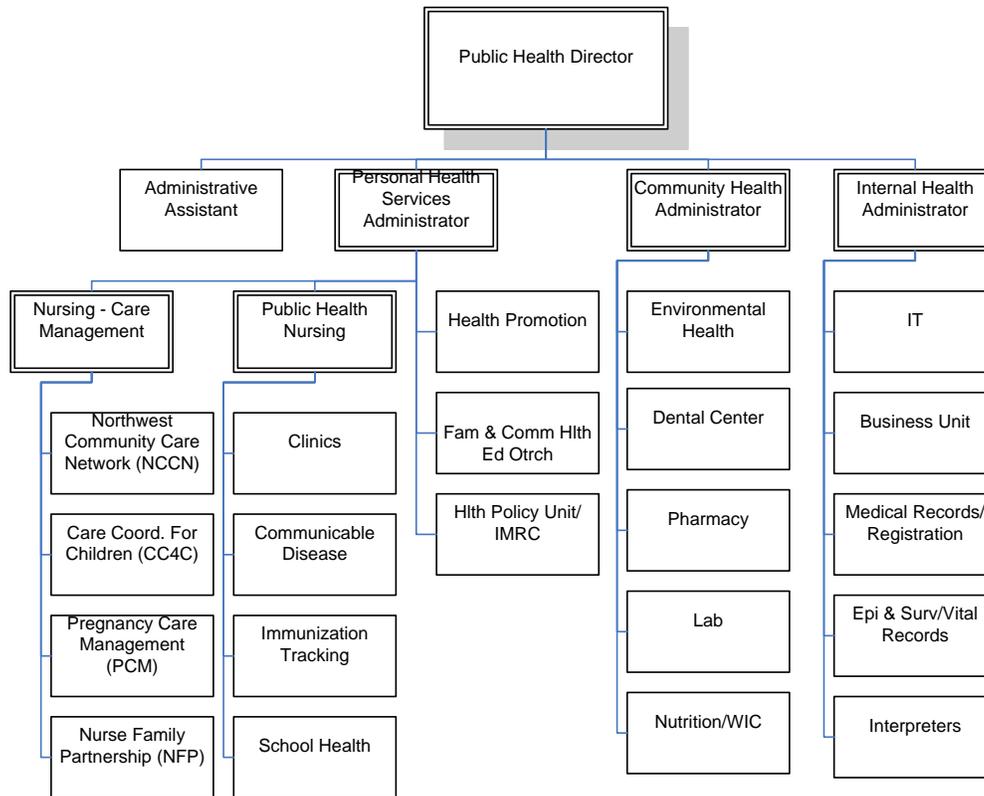
The Strategic Planning Process

Since January 2012, broad input was sought and taken from all health department staff, Board of Health, stakeholders and customers. A series of brainstorming and planning sessions, divisional and departmental Strengths, Weakness, Opportunities and Challenges (SWOC) analyses and information gathered resulted in the creation of this plan. This plan will serve as a roadmap for the Forsyth County Department of Public Health from January 2014 through December 2017. This plan will be updated or revised annually to reflect current public health statistics, reality assessment and performance improvement results.

The strategic planning process will be incorporated into a “strategic” calendar for the department involving the Community Health Assessment and the Accreditation process ever four years as follows:

Accreditation:	2009, 2014, 2018, 2022
Community Health Assessment:	2011, 2014, 2017, 2020
Strategic Plan:	2008, 2014, 2018, 2022

Organizational Chart



Strategic Planning Team

Community Health Services	Internal Health Services	Personal Health Services
Seena Desai	Ayo Ademoyero	Charlotte Haywood
Mayte Grundseth	Mary Ann Blackwell	MonaLisa Petruzzella
James McHone	Patricia Luna	Rodd Smith
Mike Merrell	Marie Moukdarath	Mary Rebecca Thompson
Blake Pate	LaShonda Ouk	Frances Williams
	Whitney Rouse	Carrie Worsley

Consultation

Doc Klein of Uncharted Territories, Inc provided consultation for the Forsyth County Department of Public Health with strategic planning and determining certain health outcome improvement goals. There were three phases of the work framed as “One Amazing Year” with the notion that the health department would intend to have its best year ever. **Phase One-Organizing for Action** focused solely on the FCDPH and the value-added contributions made to their partners and direct contributions they wish to make to certain health improvement goals. **Phase Two-Mobilizing Action Within the Community** focused on supporting current coalitions/action teams, supporting new action teams and supporting organizations/association/volunteer groups. **Phase Three-Evaluating/Assessing the Work, Learning and Refining Actions** focused on working and refining those strategic actions for better performance.

Purpose and Practices of Public Health

The Purpose of Public Health

The fundamental obligation of agencies responsible for population-based health is to:

- Prevent epidemic and spread of disease
- Protect against environmental hazards
- Prevent injuries
- Promote and encourage healthy behaviors and mental health
- Respond to disasters and assist communities in recovery
- Assure the quality and accessibility of health services

These responsibilities describe and define the function of public health in assuring the availability of quality health services. Both distinct from and encompassing clinical services, public health's role is to assure the conditions necessary for people to live healthy lives, through community-wide prevention and protection programs.

The Practice of Public Health

Public health serves communities and individuals within them by providing an array of essential services. Many of these services are invisible to the public. Typically, the public only becomes aware of the need for public health services when a problem develops (e.g. an epidemic occurs). The practice of public health becomes the following ten "essential Services".

Core Functions of Public Health and Ten Essential Services

Assessment

1. Monitor environmental and health status to identify and solve community environmental health problems
2. Diagnose and investigate environmental health problems and health hazards in the community

Policy Development

3. Inform, educate, and empower people about environmental health issues
4. Mobilize community partnerships and actions to identify and solve environmental health problems
5. Develop policies and plans that support individual and community environmental health efforts

Assurance

6. Enforce laws and regulations that protect environmental health and ensure safety
7. Link people to needed environmental health services and assure the provision of environmental health services when otherwise unavailable
8. Assure a competent environmental health workforce
9. Evaluate effectiveness, accessibility, and quality of personal and population-based environmental health services
10. Research for new insights and innovative solutions to environmental health problems

Source: Centers for Disease Control and Prevention

Operational Definition Self Assessment Results

Key Description

- **No capacity**-There is no capacity, planning, staff, resources, activities, or documentation to fulfill the indicator
- **Minimal capacity**-There is minimal planning and staffing capacity to fulfill the indicator but no implementation activity or documentation
- **Moderate capacity**- There is moderate planning, staffing and other resources to fulfill the indicator but only minimal activity and/or documentation
- **Significant capacity**- There is significant planning, staffing and other resources and a moderate amount of activity and/or documentation
- **Optimal capacity**- There is significant planning, staffing and other resources and significant to optimal activity and/or documentation to fulfill the indicator

ESSENTIAL PUBLIC HEALTH SERVICE	FCDPH Capacity
1. Monitor health status to identify community health problems	
<ul style="list-style-type: none"> • Data collection, processing and maintenance • Disease reporting relationships, facilitation and exchange of information • Conduct or contribute expertise to periodic community health assessments • Integrate data with health assessment and data sharing with community partners • Data analysis 	Optimal Optimal Optimal Optimal Optimal
2. Diagnose and investigate health problems and health hazards in the community	
<ul style="list-style-type: none"> • Routine outbreak investigations • Alleviate health problems and adverse health events • Working with other governmental agencies on routine investigation and response • Take lead in emergencies that are public health in nature • Participate when other agencies are in the lead • Access to laboratory and biostatistical resources • Capacity for emergency communication and data exchange 	Optimal Optimal Significant Optimal Significant Optimal Optimal
3. Inform, educate and empower people about health issues.	
<ul style="list-style-type: none"> • Develop and implement media strategies • General data and information exchange on issues affecting public health • Provide health information to individuals for behavior change • Health promotion programs for behavior and environment/community change 	Significant Significant Optimal Optimal
4. Mobilize community partnerships to identify and solve health problems	
<ul style="list-style-type: none"> • Community planning process engaging systems partners • Raise awareness and gain general public support for the plan and a deeper understanding of public health issues • Support partners to implement action • Develop partnerships to support public health • Reporting progress, advocating for resources to implement priorities 	Optimal Optimal Optimal Optimal Significant

ESSENTIAL PUBLIC HEALTH SERVICE	FCDPH Capacity
5. Develop policies and plans that support individual and community	
<ul style="list-style-type: none"> • Primary scientific resource for policy change in public health • Policy advocacy for health improvement • LHD role in implementing community health improvement plan 	Minimal Moderate Optimal
6. Enforce laws and regulations that protect health and ensure safety.	
<ul style="list-style-type: none"> • Review and update public health authority • Link LHD practice to existing law and regulation in an appropriate way • Communication with and education of regulated entities on how to comply with laws • Tracking and understanding patterns of compliance with regulation • Competent and fair enforcement actions • Notify other government agencies of enforcement violations 	Significant Optimal Significant Optimal Significant Significant
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.	
<ul style="list-style-type: none"> • Community-oriented program planning • Prevention and personal healthcare system building • Individual-focused linkages to needed care 	Significant Significant Moderate
8. Assure a competent public health and personal health care workforce	
<ul style="list-style-type: none"> • Overall human resources function/workforce capacity • Public health competencies of existing workforce • Developing the future workforce • Effective public health practices used by other practitioners • Adequate resources (education & equipment)for job performance 	Significant Significant Moderate Minimal Moderate
9. Evaluate effectiveness, accessibility and quality of personal and population-based health services	
<ul style="list-style-type: none"> • LHD evaluation strategy focuses on community outcomes • Use of evidence-based methodology for evaluation • Evaluate LHD programs • External evaluation of other programs 	Significant Moderate Significant Optimal
10. Research for new insights and innovative solutions to health problems	
<ul style="list-style-type: none"> • Participate in research activities • Disseminate research findings • Apply research results in LHD activities 	Moderate Moderate Minimal

Timeline

Activity	Timeline	Participants
One Amazing Year Launch Meeting Brainstorming & Index Card Activity	January 13, 2012	All FCDPH Staff
HD Staff Vision Theme identified via Survey monkey questions	January 2012	All FCDPH Staff
HD Staff Current Reality Theme identified via Survey monkey questions	February 2012	All FCDPH Staff
Brainstorming on Departmental Priorities	February 2012-April 2013	*Design Team/Leadership team
Divisional SWOC	July 2012- June 2013	Divisional Directors and Staff
One Amazing Year Celebration- 2012 Successes and Accomplishments	April 12, 2013	All FCDPH Staff
Vision, Mission, Values Deliberation	August 8, 2013	Expanded Staff
Vision, Mission, Values Selection	October 2, 2013	Board of Health
Vision, Mission, Values Selection	October 11, 2013	All FCDPH Staff
SWOC Analysis and development of Goal Statements	October 16, 2013	Strategic Planning Team
Revision of Goal statements and objectives developed	October 28, 2013	Strategic Planning Team
Draft Strategic plan presented to Board of Health	November 5, 2013	Strategic Planning Team
Revision and refinement of objectives and strategies	November 15, 2013	Strategic Planning Team
Revised Strategic plan presented to Senior Leadership Team	November 19, 2013	Strategic Planning Team
Finalized Strategic Plan presented to Board of Health	December 4, 2013	Strategic Planning Team

*Design Team-Quality Improvement/Quality Assurance team

The following data sources were used for decision making and strategic issue identification.

- 2011 Stakeholders Report
- 2011 Customer Satisfaction Survey
- 2011 Community Health Assessment Report
- 2012 HD Vision Responses
- 2012 Index Card
- 2012 Current Reality Responses
- 2012-2013 Divisional SWOC Analyses
- 2013 Departmental SWOC Analysis
- FCDPH Financial Reports (FY08/09 & FY12/13)

FCDPH SWOC Analysis

Internal Strengths

Resources or capabilities that help FCDPH accomplish its mandates or mission

- Strong collaboration and partnership with community, other agencies and programs
- Board of health and employees committed and involved in strategic planning process
- Strong Epidemiology- Surveillance division
- Diligent fiscal responsibility or Budget Planning, Monitoring and Funding
- Open access scheduling—flexibility and benefits for staff
- Attract large talent pool.
- Workforce- diverse, dedicated, expertise and competent.
- Workforce- effective grant writers
- Availability of County resources for staff
- New leadership and reorganization.
- Electronic medical records

Internal Weaknesses

Deficiencies in resources or capabilities that hinder FCDPH's ability to accomplish its mandates or mission

Leadership & Organization

- New leadership and reorganization
- Internal communication: lack of follow through on implementation
- Internal communication: lack of transparency from management
- Lack of consistent funding.
- Internal communication is challenging
- Concerned workplace security

Staff-Workplace/Competency

- Lack of effective/consistent staff training and development
- Lack of applicable customer and cultural competency training. Being customer service vs. doing customer service
- Staff unaware of Public Health Services for effective client servicing
- Lack of administrative training on policies and procedures for new supervisors.
- Inadequate training on electronic medical records

Employee morale (attitude, fairness, respect)

- Fragmented and siloed across divisions
- Staff turnover, understaffed and lack of resource needed for programs.
- Lack of staff retention.
- Lack of professionalism in the workplace
- Low employee morale.
- Unfair employee compensation

Customer Satisfaction

- Lack of client parking
- Customer service surveys were not comprehensive to all programs.
- Long client wait time
- Inadequate explanation on protocol for service
- Open access- less accessibility to customers

External Opportunities

Outside factors or situations that can affect FCDPH organization in a favorable way

Communication

- Use of media for external communication

Resources

- Numerous health care providers in Forsyth County

Collaboration

- Collaboration with new community partners and improved collaboration with existing current partners
- Engage universities and people w/\$\$\$.

External Challenges

Outside factors or situations that can affect FCDPH in a negative way

Public Perception

- Community perception of PH as serving only low-income population-stigma of PH services
- Lack of public input

Social Determinants of Health

- Impact of social determinants of health on the residents

Funding

- Lack of funding

2014-2018 Strategic Goals

Departmental

1. Maintain a skilled, competent and engaged public health workforce
2. Foster an environment of open and effective communications internally for FCDPH staff
3. To provide consistent and quality services in a customer-friendly and safe environment
4. Develop a community engagement plan and strategy to enhance relationships, collaborations and community partnership in order to accurately assess current health status and to achieve optimal public health outcomes

Community

5. Reduce Forsyth County infant mortality rate
6. Increase community awareness resources and services available for improved chronic disease management
7. Decrease the percent of middle school students who describe themselves as slightly or very overweight
8. Increase the percentage of adults who consume five or more servings of fruits and vegetables per day
9. Increase the percentage of adults getting the recommended amount of physical activity.
10. Decrease the percentage of high school students reporting current use of any tobacco product.
11. Increase public awareness and understanding of the determinants of health, disease, and disability and the opportunities for progress

Goal 1: Maintain a skilled, competent and engaged public health workforce

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: Assurance: Assure competent public and personal health care workforce

Objective	Strategy	Measures	Who is Responsible?	Timeframe
1.1 Assure public health workforce receives training and support	1.1.1 Each Division shall develop and implement a divisional orientation checklist	Divisional orientation checklist developed and maintained in Divisional personnel file.	Division Directors Service Administrators	January 2015
	1.1.2 Encourage professional development with trainings, webinars, and in-service education	Employee log of training events	Expanded Staff (Supervisors)	Ongoing
1.2. Ensure the Board of health members are engaged in public health services and programs	1.2.1 Be an advocate for PH in the community (coalition or board)	Archive of BOH contributions to local agencies, BOH minutes of reported activities	BOH Chair / Health Director	Ongoing

Goal 2: Foster an environment of open and effective communications internally for FCDPH staff

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: Assurance: Assure competent public and personal health care workforce

Objective	Strategy	Measures	Who is Responsible?	Timeframe
2.1. Foster positive and informed work force	2.1.1 Ensure that a full staff departmental meeting is conducted at least once annually	Meeting Agendas, Sign-in sheets, Calendar of Meeting dates	Leadership Team	Ongoing
	2.1.2 Reinvent/revamp expanded staff meetings and its format: address personnel issues, round table discussion	Meeting Agendas	Leadership Team	Ongoing
2.2 Organize departmental and community events to recognize the FCDPH 100 Year Anniversary in 2016	2.1.3 Develop a planning and implementation team for the 100 year anniversary of the FCDPH.	Meeting Agendas Meeting Minutes Activities	Leadership Team	December 2014- December 2016

Goal 3: To provide consistent and quality services in a customer-friendly and safe environment

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: **Policy Development:** Inform, educate, and empower people about health issues

The Ten Essential Public Health Services: **Assurance:** Evaluate effectiveness, accessibility, and quality of personal and population-based health services

Objective	Strategy	Measures	Who is Responsible?	Timeframe
3.1 Ensure optimal safety of FCDPH Staff and Customer	3.1.1 Conduct a feasibility study on access to building utilizing name tag and proximity cards	Details of study	Safety Committee Internal Health Service Director	Ongoing
	3.1.2 Review current emergency response procedures related to employee and customer safety procedures	Review of Emergency plan and adding a component to plan to address employee and client safety	Safety Committee DERC Internal Health Service Director	Ongoing
3.2 Assure information about health department programs and services is readily available to the general public	3.2.1 Maintain and update Public Health website	Items sent to web team for posting on website	Service Directors	Ongoing
	3.2.2 Explore and improve access to phone system	Minutes of review and process	Health Services Directors / MIS	Ongoing
	3.2.3 Assess and update existing HD Brochures/Handouts	Updated handout/brochure on PH programs and services	Preventive Health	Ongoing
	3.2.4 Ensure the availability of willing and informed program specific spokesperson in the HD	List of spokesperson Media Spokesperson Training	DERC/Information and Communication Specialist	Ongoing
3.3 Improve clinic flow and processes through Practice Management	3.3.1 Assess clinic flow and efficiency	Meeting minutes	Practice Management Team	Ongoing
3.4 Assure Continuous Quality Improvement(CQI) is integrated into departmental operations	3.4.1 Reinstate the department QA/QI team and clearly define the dept improvement process	PDSA write-up, Meeting Minutes	Leadership Team / QIQA	Ongoing

Goal 4: Update Community Health Assessment process to enhance relationships, collaborations and community partnership in order to accurately assess current health status and to achieve optimal public health outcomes

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: **Policy Development:** Mobilize community partnerships and action to identify and solve health problems.

The Ten Essential Public Health Services: **Assurance:** Link people to needed personal health services and assure the provision of health care when otherwise unavailable

Objective	Strategy	Measures	Who is Responsible?	Timeframe
4.1 Develop intentional plans and processes to identify and engage non-traditional community partners	4.1.1 Provide a framework that engages non-traditional community partners in activities that identify relevant issues and making decisions about how to address them to evaluating and sharing the results the community	Minutes and emails about Community Health Assessment	Forsyth County Healthy Community Coalition; Preventive Health Services Staff	Ongoing
4.2 Strengthen and expand collaboration and partnership with existing partners	4.2.1 Enhance the level of participation by community partners in the community health assessment process	Minutes from CHA and Action team meetings; CHA & SOTCH reports	Epidemiology Division; Forsyth County Healthy Community Coalition	Ongoing
4.3 Use social media to inform and educate the public	4.3.1 Explore utilizing social media to reach our partners, customers and stakeholders	Demonstrated Social Media presence	Program supervisors; PR Committee; FC MIS (E-Gov) ; Department IT Support Analyst	Ongoing

Goal 5: Reduce Forsyth County infant mortality rate

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: Policy Development: Inform, educate, and empower people about health issues

Community Health Assessment Priority Addressed: Maternal and Infant Health

Objective	Strategy	Measures	Who is Responsible?	Timeframe
5.1 Reduce Forsyth County infant mortality rate from 7.7 to 7.0 (infant deaths per 1,000 live births) among African American and Hispanic mothers	5.1.2 Conduct focus groups to learn more about barriers and supports for Family Planning Services	Notes from Focus Groups	IMRC	2014
	5.1.2 Case Management Systems will promote breastfeeding	Number of clients provided with breastfeeding education, support and promotion	Pregnancy Case Managers (NCCN), Downtown Health Plaza, Imprints, Welcome Baby	Ongoing
	5.1.3 Outreach Education on breastfeeding to community agencies and daycares working with pregnant or parenting families	Number of community workshops conducted	Smart Start, FCIMRC; WIC, March of Dimes, NCCN, YMCA and various community groups	December 2015
	5.1.4 Outreach Education maternity care clinicians	Number of outreach education for clinicians provided	FCIMRC; WIC, Forsyth Medical Center and NCCN	December 2015

Goal 6: Increase community awareness resources and services available for improved chronic disease management

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: Assurance: Link people to needed personal health services and assure the provision of health care when otherwise unavailable

Community Health Assessment Priority Addressed: Chronic Disease

Objective	Strategy	Measures	Who is Responsible?	Timeframe
<p>6.1 Reduce the number of hospital readmissions within 30 days on discharge and improved access to support services among Forsyth County Adults</p>	<p>6.1.1 Support current initiatives that address chronic disease hospital to home program(s) among senior population</p>	<p>Report from Hospital to Home program, now ANCHOR; Meeting minutes</p>	<p>FCDPH, Novant Health, Forsyth County Cooperative Extension, Wake Health, Senior Services, and Northwest Community Care Network</p>	<p>December 2015</p>
	<p>6.1.2 Ongoing education of chronic disease management services/programs offered at hospital and clinical level</p>	<p>Number of service/programs provided at area churches, homeless shelters, schools, recreation centers and businesses.</p>	<p>Novant Health and Wake Health</p>	<p>December 2015</p>
	<p>6.1.3 Area agencies commit to pursuing one new community project to increase awareness and access to available resources</p>	<p>Development and implementation of comprehensive model based off of Health Leads (Boston, MA)</p>	<p>Novant Health; Wake Health; Forsyth County Dept. of PH; Senior Services; University of NC at Greensboro; Winston-Salem State University; TSI/PCEI; Faith-based organizations</p>	<p>2014</p>

Goal 7: Decrease the percent of middle school students who describe themselves as slightly or very overweight

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: Policy Development: Inform, educate, and empower people about health issues

Community Health Assessment Priority Addressed: Physical Activity and Nutrition

Objective	Strategy	Measures	Who is Responsible?	Timeframe
7.1 Decrease the percent of middle school students who describe themselves as slightly or very overweight by targeting K-5 student population and their families	7.1.1 Participate in the Transformation Nation, a free 16-week weight loss program	Number of participants and total pound lost or other biometric data	Lead-YMCA; Novant Health, WXII, WSFC Schools, Parks & Recreation, Forsyth County Department of Public Health, Family Services	June 2015
	7.1.2 Community collaboration for increased health of individuals and families	Number of involved community partners	WSFC Schools; Forsyth County Department of Public Health; YMCA; City of Winston-Salem; Forsyth County; Novant Health; Wake Health	Ongoing
	7.1.3 Create and promote unified health messaging that relates to physical activity, nutrition and health	Unified health message created	WSFC Schools; Forsyth County Department of Public Health; YMCA; Novant Health; Wake Health-	June 2015
	7.1.4 School Wellness Policy Evaluation	Annual surveys; annual reports from social wellness committees.	WSFC Schools; Forsyth County Department of Public Health	December 2015

Goal 8: Increase the percentage of adults who consume five or more servings of fruits and vegetables per day

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: Policy Development: Mobilize community partnerships and action to identify and solve health problems.

The Ten Essential Public Health Services: Policy Development: Inform, educate, and empower people about health issues

Community Health Assessment Priority Addressed: Physical Activity and Nutrition

Objective	Strategy	Measures	Who is Responsible?	Timeframe
8.1 Increase the percentage of adults who consume five or more servings of fruits and vegetables per day to 29.3%	8.1.1 Expanding the community garden program and the distribution of produce grow	Number of community gardens; Number of pounds harvested and distributed	Forsyth County Cooperative Extension	December 2015
	8.1.2 Increase community collaboration and cross-promotion of programs related to nutrition, food access, local foods and food security	Formation of Local Foods Advisory Council; Number of new collaborations established	FCDPH; Forsyth Medical Center WFBH; Cooperative Extension Service; WSFCS; YMCA; YWCA; TSI/PCEI	December 2015

Goal 9: Increase the percentage of adults getting the recommended amount of physical activity

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: Policy Development: Inform, educate, and empower people about health issues

The Ten Essential Public Health Services: Policy Development: Develop policies and plans that support individual and community environmental health efforts

Community Health Assessment Priority Addressed: Physical Activity and Nutrition

Objective	Strategy	Measures	Who is Responsible?	Timeframe
9.1 Increase the percent of Forsyth County adults who report getting the recommended amount of physical activity	9.1.1 Promote new and ongoing initiatives that support physical activity and alternative modes of transportation	Annual participation of Sunday Funday, Cycling Sunday, Bike to Work Week etc	FCDPH, YMCA, DOT, Winston Salem Parks & Recreation, Forsyth County Parks & Recreation, WSFC Schools, Faith Community, Wake Health, Novant Health	Ongoing
	9.1.2 Encourage participation in the Step Up Forsyth is a free 8-week physical activity program	Number of participants; weekly newsletters	FCDPH	December 2015
	9.1.3 Support the Legacy Plan which is a	Updates to the legacy plan	BeHealthy	December 2015

	comprehensive plan for Winston-Salem, Forsyth County and all its municipalities			
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Goal 10: Decrease the percentage of high school students reporting current use of any tobacco product

Core Function(s): Assessment Policy Development Assurance

The Ten Essential Public Health Services: **Policy Development:** Inform, educate, and empower people about health issues

Community Health Assessment Priority Addressed: Tobacco Use

Objective	Strategy	Measures	Who is Responsible?	Timeframe
10.1 Reduce the percent of high school students who report using tobacco products on a daily basis	10.1.1 Coordinate the Tru Youth Advisory Council- state-wide program to reduce teen tobacco use	Participation in community and school events ; Number of new recruits	FCDPH; WSFC Schools	Ongoing
	10.1.2 Promote ASPIRE-ten tobacco prevention and cessation online tool.	Number of Annual training for teachers; ASPIRE Presentation to principals/assistant principals	WSFC Schools; FCDPH	Ongoing
	10.1.3 Promote Secondhand Smoke Prevention to “keep childhood smoke free” message to encourage smoke-free homes and prevent youth exposure to secondhand smoke	Douglas Display Report which features the Smoke free media campaign “Daddy’s Eyes”- promoted in cinema, area transit, mall, truck side and billboard.	FCDPH; WSFC Schools; WIC; Downtown Health Plaza; Physician Offices	Ongoing

Goal 11: Increase public awareness and understanding of the determinants of health, disease, and disability and the opportunities for progress

Core Function(s) Assessment Policy Development Assurance

The Ten Essential Public Health Services: **Policy Development:** Inform, educate, and empower people about health issues

The Ten Essential Public Health Services: **Policy Development:** Mobilize community partnerships and action to identify and solve health problems.

Community Health Assessment Priority Addressed: Social Determinants of Health

Objective	Strategy	Measures	Who is Responsible?	Timeframe
11.1 Identify resources and organizations within Forsyth County that have information that can support Health Equity Action Team ‘s (HEAT) campaign to raise consciousness and awareness related to health disparities and health determinants	11.1.1 Seek endorsements and free advertising from county and triad media outlets	TBD	TBD	2015

	11.1.2 Identify and secure marketing departments such FMC/Wake health and other organization to help disseminate information	TBD	Dr. Chere Gregory-Novant Health Ms. Katetia Hargrove	2015
	11.1.3 Develop a simple and succinct document that demonstrates county health disparities and issues related to determinants of health	TBD	Epidemiology Division, FCDPH	2015
11.2 Develop health disparities action steps that are linguistically and culturally responsive to all aspect of the county in order to build trust and communication	11.2.1 Involve community individuals and leaders such as churches, schools, business, healthcare, organization, employers, recreation centers, YWCA/YMCA etc in the planning and implementation process	TBD	Dr. Chere Gregory- Novant Health	2015
	11.2.2 Make governmental, Winston-Salem/Forsyth County School system, Department of Social Services, the justice system and other entities aware of policies that contribute to sustained poverty; that promotes low expectations of students; that allows sub-standard housing; and that concentrates low wealth into selected residential areas.	TBD	Forsyth Futures Wakehealth	2015
11.3 Create a public education campaign for Forsyth County communities regarding health disparities and contributing factors	11.3.1 Design media, internet, and social media materials for each aspect of the community that explains health disparities and health determinants and the related impact.	TBD	TBD	2015
	11.3.2 Develop materials that relate to the benefits that each aspect of the community will receive if health disparities are eliminated within the county. (i.e., reduced health cost, increase in employment)	TBD	Wake Forest University	2015
	11.3.3 Develop a strategy to educate the public on	TBD	WFDD	2015

	services and resources available that focuses on the elimination of health disparities and current preventive care programs within the county			
	11.3.4 Design marketing materials that show personal health and lifestyle behaviors that influence risks for developing health issues; the importance of screening to bring about early detection and improved health outcomes; and the importance of self-management of chronic diseases in improving quality of life and reducing the burden of disease	TBD	TBD	2015
	11.3.5 Develop a large community-wide conference that will allow all aspects of the community to come together to share information and outcomes at the end of the campaign	TBD	CEEHD-WSSU Wake Health	2015
	11.3.6 Develop a series of health disparities seminars to be held in areas that will reach each aspect of the community to begin informing individuals about the Raising Consciousness and Awareness campaign	TBD	TBD	2015
	11.3.7 Conduct focus groups with disparities populations to determine what they expect from healthcare and health care providers, etc	TBD	Downtown Health Plaza	2015
	11.3.8 Implement a strategy to teach health literacy.	TBD	TBD	2015
	11.3.9 Begin an assessment of local curriculum in the medical school,	TBD	WSSU-Dr Valentine; Dr. Campbell; Mr. Doug Atkinson	

	nursing programs, therapy programs and social science programs to determine the extent of health disparities			
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