

Community Health Strategic Plan:

A Collaborative Vision

Interim Report

July 2011

Community Health Assessment – the Starting Point

In February 2010, The Harvest Foundation engaged the services of Community Health Solutions, Inc. (Richmond VA) to conduct a community health assessment of Martinsville/Henry County, to identify the most pressing health and healthcare needs in the community. The study revolved around two primary components: a community insight analysis based on a survey of local health, education, government, and business leaders; and a community indicator analysis based on community health status indicators.

The findings, presented in August 2010, showed that the Martinsville/Henry County area is significantly older, more diverse (with a growing Hispanic population), less educated, and more economically stressed compared to Virginia as a whole. These underlying demographic factors influence community health.

Compared to the State as a whole, the area has higher death rates in terms of total deaths and cause-specific deaths (such as heart disease, cancer, diabetes). There are higher rates of teen pregnancy and infant mortality. 43% of the population is overweight or obese. There are a substantial number of hospitalizations for conditions that can often be prevented with proper outpatient care (pneumonia, diabetes, dehydration, asthma, chronic obstructive pulmonary disease). There are also a substantial number of hospitalizations for behavioral health conditions such as alcohol and drug abuse.

Regarding access to health care, 22% of nonelderly residents are uninsured. And, Martinsville/Henry County is designated a medically underserved area, meaning that even residents with health coverage may have difficulty acquiring needed health services.

Based on the findings of the Community Health Assessment, the next step was to convene (in early 2011) community leaders from multiple sectors (health, education, and economic development) for facilitated, strategic discussions with a focus on systems change and building a culture of health.

Community Health Strategic Planning – the Process

In January 2011, The Harvest Foundation engaged the services of Greg Newton Associates to facilitate a strategic planning process to develop a comprehensive, doable community health strategic plan that addresses health priorities, along with a post-plan infrastructure for implementation. The process involved three full-day strategic planning sessions (March 31, May 5 and June 23), with cluster meetings between each sessions.

At the launch of the first session, planning began in three health cluster areas: health education, community-based services, and primary care. Each cluster was to complete a **Strategic Planning Template**, within their scope, that included the following elements:

- **Priority Problems to be Solved:** greatest challenges; where improvement is most needed; root causes, where possible;

- ▶ **Potential Solutions for Priority Problems:** problem-solving options to include prevention, increased access and/or improved service delivery;
- ▶ **Three-Year Goals by Priority Problems:** end results; what is to be accomplished; realistic and doable; two or three key goals;
- ▶ **Strategies:** primary methods by which the goal will be achieved;
- ▶ **Key Activities and Dates:** who, what, and when for each strategy;
- ▶ **Success Indicators:** benchmarks of progress in meeting goals and implementing strategies;
- ▶ **Resources:** dollars and people; existing, needed and potential; dedicated, shared and/or aligned.

Community leaders (representing the areas of health, education and economic development) were invited to participate in the process, and asked to commit to the three strategic planning sessions and two cluster meetings. The community leaders, participating in the entire process, are acknowledged below for their commitment and tireless efforts to create a Community Health Strategic Pan:

Health Education Cluster

<i>Name</i>	<i>Organization</i>
Team Leader: Steve Keyser	New College Institute
Dr. Noel Boaz	Integrative Centers for Science & Medicine
Dr. Gordon Green	West Piedmont Health District
DeWitt House	Henry County Public Schools
Brad Kinkema	M/HC Family YMCA
Linda Plaster	M/HC Chamber of Commerce
Bishop JC Richardson	Mt. Sinai Apostle Church of Christ in God
Susan Selman	Patrick Henry Community College
Tiffani Underwood	United Way
Vicky Utt	Martinsville City Public Schools
Sherry Vestal	Henry County Public Schools
Rita Winbush	Free Clinic/MedAssist
Cari Zimmer	Activate M/HC

Community-Based Services Cluster

<i>Name</i>	<i>Organization</i>
Team Leader: Jim Tobin	Piedmont Community Services
Travis Adkins	Community Storehouse
David Draper	MARC Workshop
Teresa Carter Fontaine	Southern Area Agency on Aging
Jeff Hairston	Hairston Home for Adults
Pastor Jaime Herrera	Hispanic Community Leader
Marci Lexa	Henry County Public School
Betsy Pace	Martinsville Senior Services
Melissa Puckett	Henry County Senior Services
Karen Riddle	Edwards Adult Day Center
Charles Ross	Coalition for Health & Wellness Board
Dr. Jim Rountree	Coalition for Health & Wellness Board
Rev. William Shackelford	St. Paul High Street Baptist Church

Primary Care Cluster

<i>Name</i>	<i>Organization</i>
Team Leader: Kim Adkins	West Piedmont Workforce Investment Board
Becky Farrar	King's Grant
Patsy Hobson	Stanleytown Health Care Center
Barbara Jackman	Coalition for Health & Wellness
Dr. Jack LaFave	Children's Medical Center
Dr. Ben Lewis	Carilion Clinic
Dr. David H. Lewis	Bassett Family Practice
Skip Philips	Memorial Hospital
Tammy Shorter	Golden Living Center
Kristopher Shrader	Martinsville Fire & EMS
Dr. George Wallace	Retired Physician

Community Health Strategic Plan – Scope of Work & Goals

The scope of work and goals, developed by the three health cluster areas, are outlined below and comprise the key elements of the Community Health Strategic Plan. The goals are the end results – what is to be accomplished.

Health Education

The scope of work of the Health Education Cluster focused on: education that increases the awareness and favorably influences the attitudes and knowledge relating to the improvement of health on a personal or community basis. The identified goals are as follows:

Goal #1

Promote healthy lifestyles and model healthy behaviors in school, work and community in an effort to decrease childhood and adult obesity, and related health risks associated with obesity, by July 2014.

Goal #2

Increase preventive knowledge and decrease current substance abuse throughout Martinsville and Henry County by July 2014.

Goal #3

Reduce the teen pregnancy rate through coordinated promotion of education programs (shared experiences, simulation, family life and ethics), abstinence, and distribution of contraceptives.

Community-Based Services

The scope of work of the Community-Based Services Cluster focused on: services designed to help each person achieve maximum independence and good quality of life in their home and community. The identified goals are as follows:

Goal #1

Increase transportation resources to enable all segments of the population to access available community resources.

Goal #2

Make the overall community, including professionals, fully aware of available services.

Goal #3

Create a variety of resources enabling individuals with communication barriers to fully access community services.

Goal #4

Create a flexible pool of resources to enable individuals to secure needed services.

Primary Care

The scope of work of the Primary Care Cluster focused on: the total healthcare a patient receives upon first contact with the healthcare system, before referral elsewhere within the system. The identified goals are as follows:

Goal #1

Link or re-link people to primary care physicians or a medical home.

Goal #2

Extend the capacity for organizations to provide primary care.

Goal #3

Increase the number of primary care providers.

Community Health Strategic Plan – Implementation

The Community Health Strategic Plan has three implementation elements: 1) a community health clearinghouse; 2) strategic plan goals; and 3) an operational plan.

Community Health Clearinghouse

The first priority will be the creation of the clearinghouse, to be housed in the Coalition for Health and Wellness. It will serve as a one-stop gateway for health information, referral and support for consumers, providers, and the community at-large.

Strategic Plan Goals

The strategies for all goals (the primary methods by which each goal will be achieved) will be developed through the creation of six taskforces: 1) clearinghouse; 2) health education; 3) transportation; 4) Hispanic community access; 5) flexible resources pool; and 6) primary care capacity/recruitment.

The membership of the taskforces will provide the opportunity for expanded community involvement and support. They will include other community leaders/organizations not previously around the table. The taskforces will build on the work of the clusters to create the operational plan, with input from consumers.

Operational Plan

The operational plan will complete the final elements of the strategic plan:

- ▶ **Strategies:** the primary methods by which the goals will be achieved;
- ▶ **Key Activities and Dates:** the who, what, and when for each strategy;
- ▶ **Success Indicators:** benchmarks of progress in meeting goals and implementing strategies;
- ▶ **Resources:** dollars and people needed; existing, aligned and new resources.

Future Involvement

Do you want to be involved and make a contribution to improving the health and healthcare of Martinsville/Henry County? Contact The Harvest Foundation. We want your ideas and involvement.

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