BOARD RETREAT REPORT
MARCH 2022

Executive Summary

Guilford County Commissioners, along with County Manager, County Clerk, County Attorney and County Department Heads met for two days to discuss key themes associated with recovery from COVID-19 and to begin planning for the 2022/2023 fiscal year. The Board discussed:

- Updates on prior year board priorities
- State & Local Fiscal Recovery Funds Update
- Access to Healthcare
- Healthy Childhood Environments and Education Panel
- Behavioral Health & Substance Abuse
- Small Business, Local economy, & Workforce Development Panel

Action items from the board retreat may result in budget requests based on staff capacity. Follow-up will occur at future board work sessions.

Prior Year Board Priorities Updates

The board received updates on prior year priorities including: School Bonds; Reduce Community Disparities; Improve County Communications; Intentional Collaboration; School Nurses; and Staff Resources.

- Core values of organization are aligned in the organization through: **Successful People** (defined by the organizational priorities of healthy people, education), **Strong Community** (defined by the organizational priorities of public safety, economic development, recreation and culture), and **Quality Government** (defined by the organizational priorities of organizational excellence and infrastructure).
- Overarching theme to keep building on intentional collaboration and do more to diversify collaboration

Follow-up:
- Review $300 million school bond issuance and monitor potential impacts of higher interest rates
- Increase communication to courthouses on maintenance plans through intentional collaboration on needs, plans, and timelines
- Develop strategies to increase hiring rate for school nurse positions (31 out of 56 positions are vacant)
- Develop a strategy to address overall county retention and fill vacant positions so county can provide high quality services.
  - Identify strategies to improve the pipeline and creative ways to work with school system
- Identify a strategy to link priorities across the County to maximize impacts for the community

State & Local Fiscal Recovery Funds Update

Presenter: Tiffany Oliva

Board received a detailed review of ETC Survey data and discussion on what the data means for Commissioners' districts.

- Key themes included access to healthcare, healthy childhood environments, education, behavioral health, and small business support.

Board received an overview of the Request for Ideas process, which closed on Sunday, 3/17.

- The community-based ARPA idea submission process resulted in 75 requests received, including 27 near-term submissions ($74m) and 48 long-term submissions ($184m).
- Staff received small requests up to large, systematic change requests. The entities applying for funding also must have the capacity to adhere to federal reporting and actions.

Follow-up

- Provide data on number of respondents by zip code, broken out by age/race/avg. household income, and broken out by new Commissioner districts.
- Plan and resource future resident surveys to compare against baseline data.
- Submit a list of received submissions by community members by the end of March.
    - Board to receive ARPA economic analysis presentation at the April 7 Board Work Session.
    - Board to receive Near-Term Presentation and recommendations at the April 20 Board Work Session.
    - Board to receive near and long term internal and external presentation and recommendations at the May 26 Board Work Session.

Foundational Lenses

Many issues were identified as core requirements to support the successful implementation of identified priorities. These foundational lenses include:

- Cross-generational impact
- Build community resiliency
- Staffing and retention challenges
- Staff capacity to support services
- Communication and awareness
- Data collection and analysis
- Equity
- Broadband and digital equity
- Meeting people where they are, including transportation
- Remain curious

Staff will evaluate all strategies through these lenses to ensure we have the resources to successfully implement, and strategies to consider, equity, human centered design, and ways to measure success and communicate outcomes.

Access to Healthcare

Panel: Dr. Vann, Dr. Priest (Cone Health), Jim Albright

Panel discussion around barriers to access quality healthcare and discussion on how to provide healthcare when people need it and when convenient around other life commitments.

- Telemedicine offers increased access to healthcare but is dependent on availability of quality internet connection (broadband).
- Four pillars include: Quality care, Food/transportation/housing, telemedicine, curiosity.
- Having access to healthcare in schools is important via school nurses and counselors.
- New 988 number is coming to provide alternative channel to reach the proper support.

Top Priorities:

- Develop a strategy to expand hyper-local access to care and treat people where they are located, including evaluating mobile health clinics, CoC medically fragile infirmary, and pop-up clinics.
- Develop a strategy to expand community paramedicine and a countywide communication/education campaign on when to call 911 vs 988 number.
- Develop a strategy to complete a social determinant of health and vulnerability screening and expand community health workers/navigators.

Future Priorities:

- Support nurturing healthcare programs at area colleges/universities to increase healthcare workforce, promote health equity, and improve access to healthcare.
- Support the transition to telemedicine to increase access to healthcare.
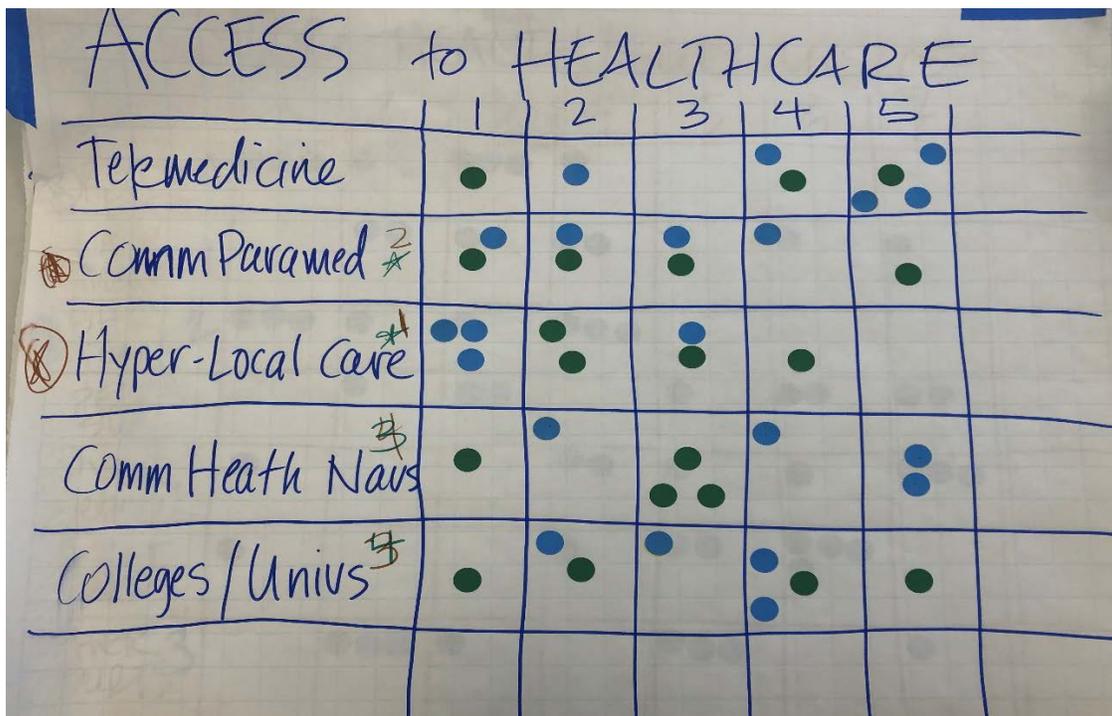
Healthy Childhood Environments and Education Panel

Panel: Sharon Barlow, Charisse Hart (Ready, Ready), Wendy Poteat (Say Yes!)

The panel represented agencies that are a part of the continuum of support for children getting ready to go to school, in schools and the community, and provide the support they need to create healthy childhood environments.

- Exposure gap: Kids that do not have the exposure to all they can do, do not know what opportunities they're missing out on.
- Foundation issues can impact the ability to receive a successful education: Child and maternal health, food deserts and healthy food access, stability in the home, etc. are also big priorities.
- 9,500 infants and children live in households at or below 200% of the poverty level, this impacts ability to being school ready.
- Equity and prevention steps start at the beginning of life. There are disparities in communities of color, which experience these disparities more and experience higher rates of infant mortality.
- Challenge of bridging different disciplines and need to work together across different knowledge bases and build an integrated data system.
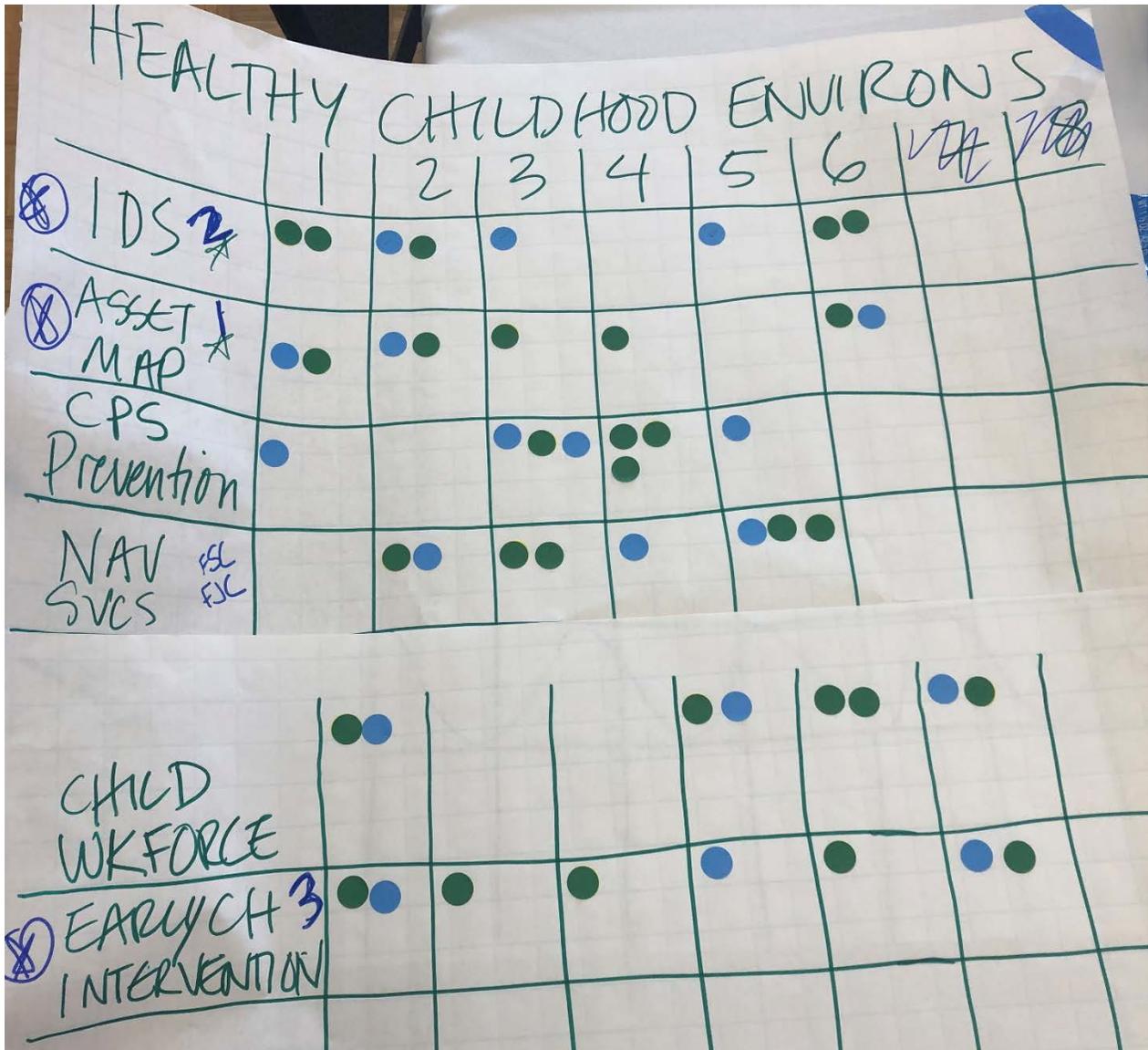
Top Priorities:

- Complete a comprehensive asset mapping of organizations and resources.
- Develop a strategy to streamline integrated services in collaboration with community partners, including integrated data sharing.
- Enrich early intervention, including support and advocacy for universal Pre-K.

Future Priorities:

- Support the development of a Child Welfare Prevention Team to work with children and families who are at-risk of entering the foster care system. This team would interact and provide support before separation would occur.
- Support implementation of a Community Resource Navigator team to support various themes and help residents find the resources they need.
- Continue to support prior board investments of maternal and child initiatives, including reducing infant mortality.

Follow-up:

- Provide data on what percent of County children are participating in after school programming.

HEALTHY CHILDHOOD ENVIRONS

	1	2	3	4	5	6	VH	VHH
⊗$ IDS 2	●●	●●	●		●	●●		
⊗ ASSET MAP	●●	●●	●	●		●●		
CPS Prevention	●		●●●	●●●	●			
NAV SVCS FSL FJC		●●	●●	●	●●●			
CHILD WKFORCE				●●	●●	●●		
⊗ EARLY CH 3 INTERVENTION	●●	●	●	●	●	●●		

Behavioral Health & Substance Abuse

Panel: Jim Albright, Anthony Ward (Sandhills Center), Paul Jeffrey (Cone Health Behavioral Health Services), Debra Mack

The panel discussed the status of behavioral, mental health, and substance abuse services available in Guilford County.

- The old mode of service had a single portal of entry, but the downside was the lack of choices. The state made a change in 2001, switching from County programs to outsources programs. Now there were more options for services but missing a single point of entry to access.
- Guilford County is one of the only counties with a child and adult crisis center, and 24/7 urgent care center.
- Substance misuse is a medical condition that must be treated the same as other chronic conditions.
- Peer support and social network is a big part of treatment and support. Access to care for mental health should be supplemented with a relationship with people to provide trusted, effective services.
- Justice involved individuals lose their Medicaid eligibility, which creates an increased dependency on state and county funded programs.
- Social determinants of health challenges include housing insecurity, or food/transportation.
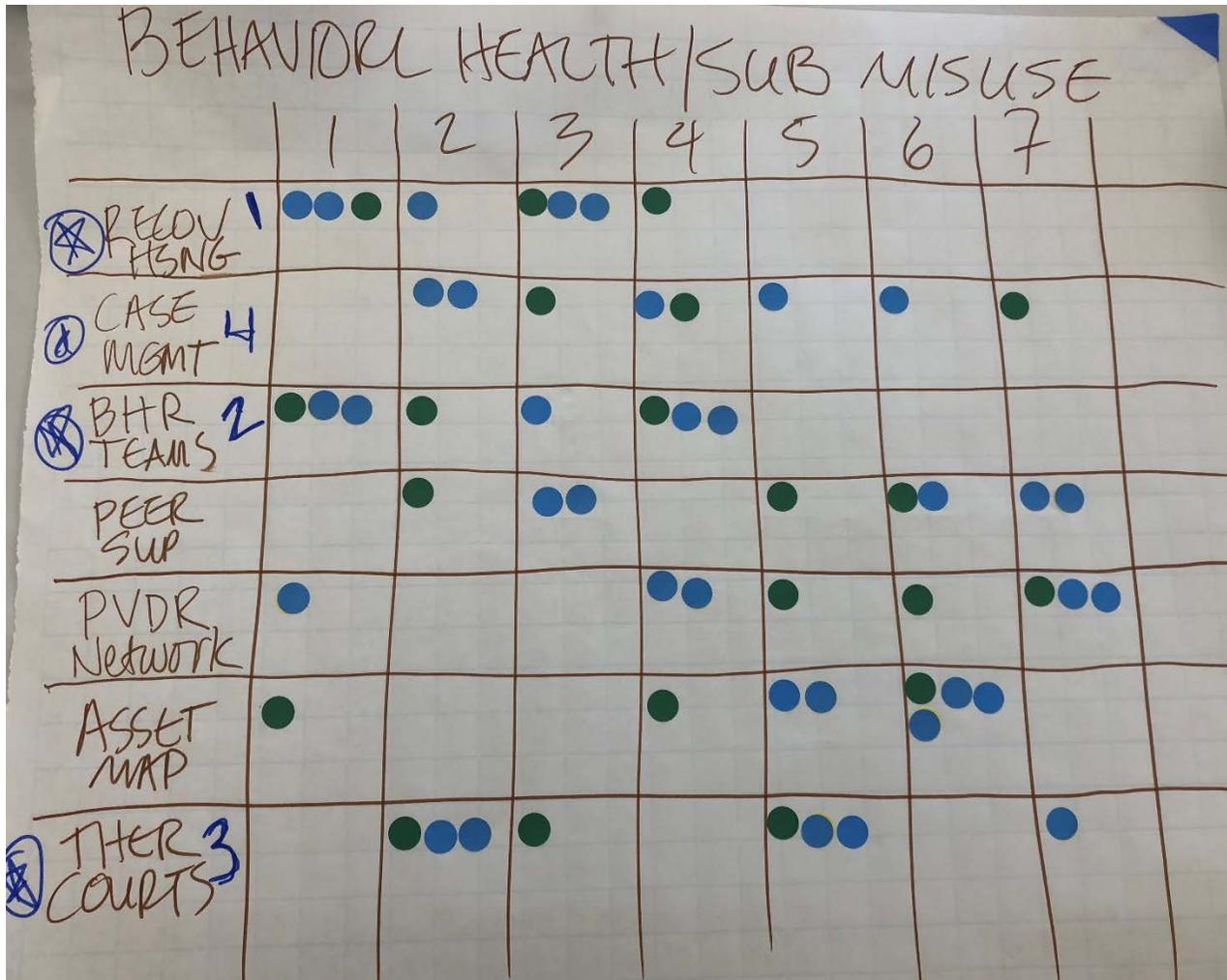
Top Priorities:

- Develop a strategy to support recovery housing and residential programs for parents and women with children who are recovering from substance abuse.
- Support intentional collaboration and increase use of behavioral health response team concept in law enforcement.
- Develop a strategy to support therapeutic courts.
- Develop a strategy to implement a BH/SA Case Management for high-service users.

Future Priorities:

- Support the coordination of additional peer support services.
- Foster collaboration in the continuum of care to divert emergency room visits and ensure people receive the care they need, when needed.
- Support comprehensive asset mapping of organizations and resources to increase alignment in support of a behavioral health system of care.
- Support the development of a behavioral health system of care model.

Follow-up:

- Schedule a work session presentation on future opioid funding, strategies, and next steps.

BEHAVIORL HEALTH/SUB MISUSE

	1	2	3	4	5	6	7
(X) RECOV HSNG 1	●●●	●	●●●	●			
(✓) CASE MGMT 4		●●	●	●●	●	●	●
(X) BHR TEAMS 2	●●●	●	●	●●●			
PEER SUP		●	●●		●	●●	●●
PVDR Network	●			●●	●●		●●●
ASSET MAP	●			●	●●	●●●	
(X) THER COURTS 3		●●●	●		●●●		●

Small Business, Local Economy, & Workforce Development

Panel: Chris Rivera (GuilfordWorks), Marvin Price (Greensboro Chamber of Commerce), Sandy Dunbeck (High Point Economic Development Corporation)

The panel provided an update on the local economy, workforce development initiatives, and the health of small businesses.

- Our people are our greatest asset, and we have a rich array of programs available already to support our workforce development. There are work experience programs for school-aged through college students, and career networks for young professionals.
- Robust ecosystem in upskilling and teaching talent in our community. A lot of partnerships among organizations to provide services and find the right fit for what our residents are looking for. However, there is a need for a cohesive and navigable system for users.
- Gaps in system include under-invested areas, including connectivity in High Point and eastern Guilford. Lack of childcare, social support, and transportation issues create barriers for parents and children that limit opportunities (and exposure to potential employment opportunities).
- Labor participation rates are lower than hoped, may require greater focus on the opportunities that are coming to our community to re-engage with the workforce. Additional apprenticeship and high-school programs would be helpful.
- Access to broadband increases opportunities for historically marginalized communities.

Top Priorities:

- Develop a strategy to address the transit barrier so residents can reach job opportunities and improve equitable outcomes.
- Develop a strategy to support small scale and entrepreneurial support.
- Develop a strategy to improve work-readiness opportunities for disproportionately impacted populations.
- Revisit Economic Development Investment Guidelines to support more equitable outcomes.

Future Priorities:

- Develop a strategy to support expanded GAP/CTE-like programs.
- Develop a strategy to retain talent and home-grown graduates.
- Develop a strategy to reengage those who have left the workforce, including re-entry programs.
- Develop a strategy to strengthen community-based programs and partnerships, especially with trusted, "hyperlocal" organizations.
- Coordinate broadband initiatives to eliminate digital divide as a workforce development strategy.

WORKFORCE / ECONOMY

A hand-drawn grid chart titled "WORKFORCE/ECONOMY" with columns numbered 1 through 7 and the following rows with colored dot voting stickers:

	1	2	3	4	5	6	7
GAP/CTE/+	yellow	green	green	green	yellow	blue blue	yellow
④ ED GUIDELINES	blue yellow	yellow		blue blue	green		blue green
① TRANSP ☆	green green blue yellow (circled)	blue	yellow			green	
RETAIN TAL/GRADS	green		yellow	green green	green blue	green yellow	
② SM-SCALE BUS SUP ☆		green yellow	blue blue blue	blue	green		
REENGAGE			green		yellow yellow	green green	yellow blue green
③ WORK READ		blue green blue	blue		yellow blue	green	blue