



# New Kent County's 2023-2027 Community Health Improvement Plan

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# Message from Chickahominy Health District's Health Director

The Chickahominy Health District (CHD) and the New Kent County Steering Committee are pleased to present the 2023-2027 New Kent County Community Health Improvement Plan (CHIP). The CHIP represents the next phase in the continuous cycle of community health improvement, which started after the completion of the 2022 New Kent County Community Health Assessment (CHA).

The CHIP includes goals, objectives, and strategies for the top three health priorities identified during the assessment process and is an action-oriented guide to improve the health and well-being of all our community members. This plan is the result of combined efforts involving many organizations and community members. We are grateful for the collaborative spirit of all the participants in this process.



**Thomas Franck, MD, MPH**  
Health Director  
Chickahominy Health District



# Executive Summary

The 2023-2027 New Kent County Community Health Improvement Plan (CHIP) is a long term, systematic effort for New Kent County and its partners to address the top three health priorities for community action, as identified in the 2022 New Kent County Community Health Assessment (CHA) (1, 2). Participants considered social determinants of health, possible causes of higher health risks for specific populations, and health equity. Throughout this process, the community vision and values were the Steering Committee's guide. Seventeen organizations joined together using the Mobilizing for Action through Planning and Partnerships (MAPP) framework, a community-based model that necessitates community engagement at all levels to conduct the CHA CHIP. We assessed the current health status of the communities in New Kent County, identified needs, and created an action plan by gathering input from community members to strategically improve the community's health. For more information on the assessment, please read the [2022 New Kent County Community Health Assessment](#) report.

Through this assessment and planning process, various issues were identified, and three health priorities were voted upon to be addressed during the implementation period. Those priorities are:

1. Mental Health and Substance Use (including nicotine and alcohol)
2. Healthcare Access and Quality
3. Affordable and Safe Housing

These priorities served as starting points in the development of the CHIP. The purpose of the CHIP is to strategically and collaboratively address the top health priority areas. This document describes the process for how the community prioritized strategic issues and formed goals and strategies. There is an emphasis on addressing root causes, using evidence-based approaches with health equity at the center of all activities to ensure everyone has a fair and just opportunity to achieve optimal health and well-being. Join us to implement these strategies and to help make New Kent the most accessible, inclusive, safe, and healthy county to thrive and grow in Virginia.



## Vision

To be the most accessible, inclusive, safe, and healthy county to thrive and grow in Virginia.

## Value Statement

We aspire to grow, transform, and support one another by treating everyone with respect, holding each other accountable, creating a welcoming environment, leading with compassion, prioritizing health equity, and collaborating across agencies to ensure everyone has a fair opportunity to attain wellness.

# About New Kent County

New Kent County, Virginia was established in 1654 and is full of rich history. As of July 1, 2021, New Kent County's population was approximately 23,897 (3). The county is nestled 30 minutes east of Richmond and 30 minutes west of Williamsburg. Richmond International Airport is a mere 10 minutes away, and I-64 cuts through the county (4). According to the University of Virginia Weldon Cooper Center, Demographics Research Group, New Kent County is the fastest growing locality in the Commonwealth of Virginia, and the population is expected to increase by 8.8% by 2030 (5). The rural atmosphere and small-town charm make New Kent County a desirable location to plant roots and grow.

As of July 2021, those who identified as Non-Hispanic, White represent 80.6% of the county, Non-Hispanic, Black represent 13.9% of the county, followed by 4.0% Hispanic, 1.2% Asian, 1.1% American Indian and Alaska Native, and 0.1% Native Hawaiian/Other Pacific Islander (3). Nearly all groups saw population gains in the last decade in New Kent County.

English is the primary language spoken by those living in the county. Of the 1.1% of the population that speak another language at home other than English, 82.2% of that population speak Spanish, followed by Asian and Pacific Island languages (17.8%) (6).

**TABLE 1: RACE/ETHNICITY NEW KENT COUNTY, 2021**

	New Kent County	Virginia
Non-Hispanic White	80.6%	68.8%
Non-Hispanic Black	13.9%	20.0%
Hispanic	4.0%	10.2%
American Indian and Alaska Native	1.1%	0.6%
Asian	1.2%	7.2%
Native Hawaiian/Other Pacific Islander	0.1%	0.1%

The age distribution for New Kent County is provided in Table 2.

**TABLE 2: AGE, 2020**

Age	Percent of Population
0-4	4.7%
5-17	14.9%
18-24	6.5%
25-34	12.7%
35-44	13.4%
45-54	14.8%
55-64	15.8%
65+	17.3%



# What is a Community Health Improvement Plan?

The Community Health Improvement Plan (CHIP) is a long-term, systematic effort to tackle the most important health priorities identified by the community <sup>(1)</sup>. The CHIP is based on the results of the New Kent County 2022 Community Health Assessment (CHA).

For individual county level data or the complete health assessment, please see the 2022 New Kent County Community Health Assessment on Chickahominy Health District's website at <https://www.vdh.virginia.gov/chickahominy/community-health-assessment/>.

The CHIP will be used to guide partners and help move them towards accomplishing the goals, objectives, and strategies listed in the action plan. The progress of the strategies will be monitored continuously and updated quarterly by Chickahominy Health District's Community Health Team. Additionally, the CHIP will be updated annually.

# Timeline of CHA CHIP Development

The following timeline shows the CHA CHIP development at a glance.



# Building the CHIP

## Selecting Priorities

Thirty-five New Kent County community members attended the New Kent County Community Health Forum on October 25, 2022, to review the findings of the CHA. Attendees included citizens, nonprofits, faith-based groups, county agencies, healthcare organizations, and business leaders. Participants learned about New Kent County’s top seven health issues:

- 1. Health care access and quality
- 2. Mental health/substance use
- 3. Affordable and safe housing
- 4. Aging in place support services
- 5. Physical activity and health eating
- 6. Broadband/internet access
- 7. Transportation options

After an in-depth review of data and sharing perspectives related to the top seven health issues, attendees were invited to participate in a prioritization activity. For the in-person group, attendees were given \$1,000 of monopoly money to “spend” on one specific priority or multiple priorities they felt were the most important to address in the community over the next five years. Participants were given 15 minutes to place their money in brown paper bags which were labeled to represent the top seven health issues. For the virtual group, attendees were provided a link to an interactive Padlet board that displayed the top seven health issues. Online attendees were able to anonymously spend their money by commenting a dollar amount for each priority. While in-person participants were spending, the CHD’s Community Health Team tracked spending in real time to determine the total sum of dollars in each health priority. The online and the in-person results were combined to reveal the top three health priorities.

## Results

The top three health priority areas were identified through the prioritization process and set the focus for the Community Health Improvement Plan. **Mental Health and Substance Use (including nicotine and alcohol)** was the most funded health issue with the total of \$9,600, followed by **Healthcare Access and Quality** with \$7,000, and then **Affordable and Safe Housing** with \$2,600.



Mental Health and Substance Use



Healthcare Access and Quality



Affordable and Safe Housing

## Developing Goals

From November to December 2022, the CHD Community Health Team began recruiting various community members to form three health priority specific workgroups. In the first week of January 2023, the workgroups met separately for the first time to set goals for their health priority. Each workgroup consisted of one team lead, and roughly six members from various organizations. The group was asked three questions to help formulate their goals.

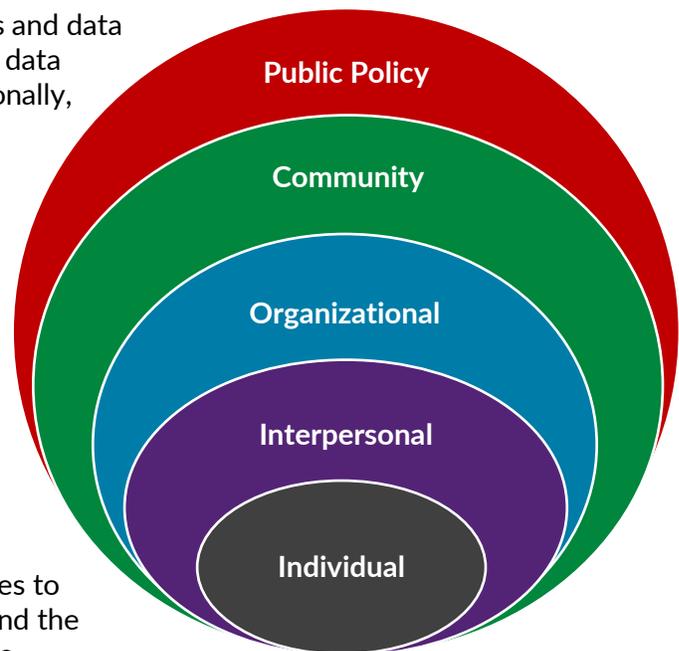
1. What is the desired state or outcome for this priority area?
2. What is trying to be achieved for the county?
3. What needs to be done in this priority area to significantly change the way things are now and move toward a vision of how things should be?

After reviewing the questions, the Team Lead asked the group to draft a couple of goals and share them with the group. The goals were finalized over the following week.

## Developing Strategies

During the first workgroup meeting, key themes and data snapshots were reviewed to ensure assessment data would help inform action cycle planning. Additionally, the group reviewed the Social Ecological Model (Figure 1), which is a model that can assist in providing a complete perspective of the factors that affect specific health behaviors, including social determinants of health, at various levels (7). The intention of reviewing the Social Ecological Model was to encourage the workgroup members to design strategies that have an impact across multiple levels of the model at the same time because this approach is more likely to sustain prevention efforts over time and achieve population-level impact.

Next, the workgroups reviewed various resources to help them research evidence-based strategies and the process of submitting strategies for the CHIP. To submit a strategy, a workgroup member had to complete a Strategy Development Worksheet to submit for initial review. See Appendix A, page 34, for a copy of the Strategy Development Worksheet.



**FIGURE 1:**  
Social Ecological Model

## Community Assets and Resources

In the Strategy Development Worksheet, it asks if the strategy being submitted is a new or existing strategy. This prompt was to ensure we were engaging the many organizations, resources, and assets that currently support the well-being and the health of New Kent County community members. In the first phase of the MAPP process, a large list was developed in May

of 2022 by the Steering Committee (SC) to identify current programs, services, assets, and resources available within the county that can be built upon or mobilized to address the health priorities established. See Appendix B, page 35-36, for the detailed list of community assets and resources.

What resource is going to address one of the health priorities?

## Initial Review of the Strategies

An in-person meeting was held in New Kent County to have the SC members review the initial 24 strategies submitted to address the three chosen priorities: 1) Mental Health and Substance Use (including nicotine and alcohol); 2) Healthcare Access and Quality; 3) Affordable and Safe Housing. The SC split into three workgroups to review the strategies and provide feedback. After each strategy was reviewed, SC members voted whether to label each strategy with a red and/or a gold star sticker. A red star sticker signified the strategy needed more thought, partnerships, and/or resources. A gold star sticker signified the group liked the strategy and agreed to incorporate the strategy into the CHIP action plan. The Chickahominy Health District's Community Health Team entered all the strategies with at least one gold sticker into an excel spreadsheet to later be scored by the MAPP Core Team.

Additionally, the strategies were assessed to see if they addressed any social determinants of health. Social determinants of health (SDOH) are the nonmedical factors that influence health outcomes (8). According to Healthy People 2030, SDOH are all the environmental factors that influence your health, including early childhood development, employment opportunities, food insecurity, air and water quality, transportation, educational attainment, public safety, and housing. Figure 2 outlines the five key areas of SDOH (9). It is important to address social determinants of health because these key areas contribute to the health challenges and opportunities that exist in communities.



**FIGURE 2: Five Key Areas of SDOH  
Healthy People 2030**

## Scoring the Strategies

In the month of February, the MAPP Core Team met virtually four times to edit and finalize the final draft of strategies. The MAPP Core Team included members of CHD's Community Health Team, Karen Mortensen from the Victim Witness Assistance Program, Mark Hennaman from Habitat for Humanity Peninsula and Greater Williamsburg, Suzanne Grable, and Shana Abdus from New Kent County Department of Social Services, Evelyn Beaumont from Senior Connections, and Kim Turner from New Kent County Parks and Recreation.

To score the strategies, each strategy underwent the PEARL test, created by the National Agency of City and County Officials (NACCHO). This rubric evaluates the **Propriety, Economic, Acceptability, Resources, and the Legality** of each strategy. To score the strategies, we asked the following questions for each strategy.

1. Is the strategy consistent with the essential services and public health principles?
2. Is the strategy financially feasible? Does it make economic sense to apply this strategy?
3. Will the stakeholders and the community accept the strategy?
4. Is funding likely to be available to apply this strategy? Are organizations able to offer personnel time and expertise or space needed to implement this strategy?
5. Do current laws allow the strategy to be implemented?
6. Does this strategy have enough information to move forward?

If the MAPP Core Team answered ‘no’ to any of the questions above, they discussed if the strategy needs to be revised or eliminated. After each weekly meeting, the MAPP Core Team members contacted various lead organizations responsible for implementing and/or coordinating a strategy to gather additional information and ensure buy-in to move forward.

## Finalizing the Strategies

On March 7, 2023, the final planning meeting was held both in-person and online. The purpose of this meeting was to assess the feasibility and acceptability of the final draft of the goals, objectives, and strategies. Sixteen individuals in the meeting room split into three groups based on health priority after a short overview of the MAPP process. The ten participants who joined online were prompted to vote via Zoom poll on which health priority they would like to review. The Team Leads kicked off the conversation by reviewing the most recent draft of their assigned health priority’s goals, objectives, and strategies. Next, the Team Leads distributed the Strategy Review Worksheet for participants to fill out on their own. See Appendix C, page 37-38, for an example of the Strategy Review Worksheet. The example provided is for the Affordable and Safe Housing priority. There was a Strategy Review Worksheet for all three health priorities. Participants were asked to review each strategy and then answer “yes”, “no” or “unsure” for these two questions:

1. Will the stakeholders and the community accept the strategy?
2. Is it likely that the strategy can be successfully implemented?

If they selected “no” or “unsure”, participants were asked to provide an explanation to help the MAPP Core Team understand their reasoning. After everyone completed their worksheet, the Team Leads collected all the worksheets. Online participants emailed their worksheets.

Lastly, the Team Leads facilitated a discussion focusing on equity. The group was asked if the strategies included the right partners, if the strategies will have a positive impact on the intended target population(s), and what strategy they are most excited about, or feel is most important to share with the larger group. The meeting wrapped up by establishing a meeting cadence for monitoring CHIP progress.

## Final Review

After the March 7 meeting, the MAPP Core Team met to review and finalize the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses drafted by Chickahominy Health District's Community Health Team. The SWOT analysis was used to evaluate strategies and make decisions about the best path for each strategy (10). After the March 7, 2023, meeting, the CHD Community Health Team reviewed the feedback provided by the workgroups. Using this feedback, edits were made to the strategies to improve clarity and focus on equity.

Next, all responses collected via paper worksheets or submitted by email were entered in a Microsoft Form and then a descriptive analysis was performed. The CHD Community Health Team established a threshold of 75 percent of "yes" answers in both "Acceptability" and "Feasibility" categories to consider that a strategy has been accepted by the SC. If a strategy obtained less than 75 percent of "yes" responses in either, "Acceptability", "Feasibility" or both categories, the strategy should undergo a SWOT analysis. The strategies that had 75 percent or more "yes" responses were immediately included into the CHIP. The group meticulously reviewed each SWOT analysis and was given the opportunity to add and/or edit additional strengths, weaknesses, opportunities, or threats. After each review, the MAPP Core Team members voted to approve, abandon, or adapt the strategy. If more than half of all participant members voted to approve, abandon, or adapt the strategy, this was considered the final decision. The SWOT analyses were key in finalizing the strategies for the CHIP action plan.

## Results

Overall, the MAPP Core Team voted to approve nine strategies, abandon one strategy, and adapt three strategies after reviewing the SWOT analyses. For the 2023-2027 New Kent County CHIP, there are a total of 31 strategies included in the action plan to address the top three health priorities. See Appendix D, pages 39-51, for the SWOT Analyses Results.

# Community Input on Strategies

The CHD's Community Health Team continues to meet with various partners and community organizations to gather additional input on the strategies that required a SWOT analysis. CHD's Community Engagement Specialist met with Dr. Milton Hathaway, a retired pastor, to gain insight on key stakeholders and groups, followed by outreach to the New Kent African American Heritage Society, Parent Teacher Student Organization (PTSO), NAACP, Proclaiming Grace Outreach, Lions Club, Shore to Shore LaSertoma, Bottom of the Bridge, and New Kent Chamber of Commerce. A brief overview of the CHA and CHIP was shared to provide context to community members who were new to the process. Next, each group was given the Strategy Review Worksheet with the list of strategies that required a SWOT analysis. Community members were asked to review each strategy and then answer "yes", "no" or "unsure" to the same questions described in Appendix C.

# Action Plan

Each priority area is connected to goals, objectives, strategies, timelines, lead organizations, outcomes, and performance measures.

Developing objective and strategies, measuring progress, and identifying lead organizations creates a path to success. It is the difference between wishful thinking and achieving results.

The Chickahominy Health District's Community Health Team will provide quarterly progress reports to the SC on the CHIP's three health priority areas. The SC and Chickahominy Health District will also meet biannually to share successes, identify roadblocks or barriers that might be slowing down the implementation of a strategy, and discussing what we can do to get back on track. This is a living document, and changes will occur at least yearly. Also, an annual report will be created and shared with the community.

# CHIP Definitions

Below are the definitions for the terms that make up the CHIP action plan.

## GOALS

Broad statements, describing a desired population condition of well-being.

## OBJECTIVES

Specific, measurable, achievable, relevant statements with a timeframe. Objectives specifically describe what your efforts are intended to accomplish and what change you hope to achieve. They help quantify the achievement of the goal.

## SOURCE

The location where the data is being used originates from.

## STRATEGIES

A collection of tangible actions to be carried out that have a reasonable chance of achieving goals and objectives.

## TIMELINES

Sets the parameters for when a strategy will be completed.

## LEAD ORGANIZATIONS

Organizations and individuals who have agreed to facilitate the work. The strategy owners report their progress, successes, and challenges quarterly to the Chickahominy Health District's staff.

## OUTCOMES

Represents a specific result a program is intended to achieve.

## PERFORMANCE MEASURES

How change in behavior, environment, and/or policy will be measured in implementation. Measures include both outputs (project deliverables) and outcomes when possible.

# CHIP Organizational Structure

This table illustrates how the parts of the CHIP fit together, and was obtained from the Kansas Health Institute CHIP Handbook (11).



# Health Priority 1:

## Mental Health and Substance Use (including nicotine and alcohol)



### **Definition:**

Mental health includes our emotional, psychological, and social well-being (12). Substance use is defined as the use of illegal drugs or the use of prescription or over-the-counter drugs or alcohol for purposes other than those for which they are meant to be used, or in excessive amounts. Substance use may lead to social, physical, emotional, and job-related problems (13).

### **Why is this important?**

This was identified as the top health issue to address for this iteration of the CHIP. In New Kent County, adults reported that they had on average 4.4 mentally unhealthy days in a 30 day period (14). During our community health assessment, many adults in the community stated that they believe isolation from the COVID-19 pandemic has led to an increase of mental health and behavioral issues among youth and the older adult populations. Furthermore, access to in-person mental health providers can be a challenge because of the mental health provider workforce shortage and recruitment challenges. Mental health and substance use were combined because according to the National Institute of Mental Health, mental disorders can contribute to substance use and substance use disorders (13). During a key informant interview with law enforcement personnel, they stated how drugs have become more deadly largely due to fentanyl, which has contributed to more fatal drug overdoses not just in the county, but at the state and national levels as well.



## Goal 1: Increase accessibility, availability, affordability, and acceptability of prevention services and resources for mental health and substance use in New Kent County.

**Objective 1:** By March 31, 2025, the New Kent County Outreach Council will increase the knowledge of the New Kent County community members' of how to locate the New Kent County Resource Directory by 30%.

**Source:** Online survey on social media

**Strategy 1:** New Kent County Department of Social Services (DSS) and New Kent County will launch a social media campaign to increase New Kent County community members' knowledge of how find the services, programs, and resources they need for any healthcare or social need in the county by March 31, 2025.

[INCOMPLETE -removed]

**Objective 2:** By December 31, 2027, increase the percentage of population covered by smokefree school grounds and playgrounds policies by 50%.

**Source:** New Kent County Parks and Recreation

**Strategy 2:** New Kent County Parks and Recreation will insert no cost signage at three New Kent County Parks to help inform visitors that the parks/outdoor space is 100% tobacco-free and vapor-free by March 31, 2025.

[COMPLETE]

**Strategy 3:** New Kent County Parks and Recreation will assess current and additional opportunities to implement 100% tobacco-free and vapor-free policies to increase smokefree areas in public outdoor spaces (parks, school grounds, workplaces) by March 31, 2025.

[COMPLETE]

**Objective 3:** By December 31, 2027, decrease the number of drug overdose deaths that occur in New Kent County from 22 to 20.

**Source:** County Health Rankings: National Center for Health Statistics - Mortality Files

**Strategy 4:** New Kent County will build a task force that will develop at least two new strategies for the New Kent County CHIP and implement at least one strategy to address a significant substance use issue by December 31, 2027.

[INCOMPLETE -removed]

**Strategy 5:** Henrico Area Mental Health and Developmental Services will implement a mobile Medication Assisted Treatment (MAT) pilot program in New Kent County by December 31, 2027.



**Strategy 6:** Chickahominy Health District will facilitate 20 REVIVE! Trainings (1 per quarter/4 year) for community members in New Kent County by December 31, 2027.

**Objective 4:** By March 31, 2024, 70% of the “EveryDay Strong” program participants will report they know more about how to support the mental health of teens and children due to the “EveryDay Strong” program.

**Source:** United Way of Greater Richmond and Petersburg

**Strategy 7:** The United Way of Greater Richmond and Petersburg will implement the “EveryDay Strong” program in New Kent County to equip caring adults with at least two trainings to support the mental health and wellness of children aged 8 to 18 by March 31, 2024.

[COMPLETE]

**Social Determinants of Health Addressed in this Goal:**

Health Care Access and Quality, Social and Community Content

**Goal 2: Increase the workforce capacity and support for traditional and non-traditional professionals to provide mental health and substance use services in New Kent County.**

**Objective 5:** By December 31, 2027, decrease the proportion of youth that felt sad or hopeless in New Kent County from 32% to 25%.

**Source:** Virginia Youth Survey

**Strategy 8:** The New Kent County Public Schools will hire two full-time Behavioral Health Specialists to support New Kent County students with their mental/behavioral health needs by December 31, 2026.

[COMPLETE]

**Strategy 9:** Tri-Rivers Trauma Informed Network (TICN) will host an annual event each May, during Mental Health Awareness Month, to educate parents and youth on a variety of important and timely topics by December 31, 2027.

**Objective 6:** By December 31, 2027, decrease the number of poor mental health days reported in New Kent County from 4.4 to 4.2.

**Source:** County Health Rankings: Behavioral Risk Factor Surveillance System (BRFSS)



**Strategy 10:** Mind Meld Physcotherapy will conduct monthly trainings for New Kent County professionals/workforce to increase their knowledge of various mental health topics by December 31, 2027.

[INCOMPLETE - removed]

**Strategy 11:** Chickahominy Health District will facilitate at least one Mental Health First Aid course for County employees (teachers, Park and Rec. staff, county staff) per year in New Kent County by December 31, 2027.

**Strategy 12:** Henrico Area Mental Health and Developmental Services and Chickahominy Health District will facilitate at least two Youth Mental Health First Aid courses per year for community members in New Kent County by December 31, 2027.

[INCOMPLETE - removed]

#### Social Determinants of Health Addressed in this Goal:

Social and Community Content, Economic Stability

**Goal 3: Strengthen and integrate the data collection for mental health/substance use (including nicotine and alcohol) services/outcomes focusing on most vulnerable populations.**

**Objective 7:** Complete 2 reports of mental health surveillance data and mental health data collection/sharing practices for New Kent County by September 30, 2026.

**Source:** Chickahominy Health District

**Strategy 13:** Chickahominy Health District will collaboratively assess and report the mental health data collection systems and sharing practices in place in New Kent County, including mental health burden, mental health resources and mental health needs to get a better understanding of the mental health status within New Kent County by September 30, 2026.

[COMPLETE]

#### Social Determinants of Health Addressed in this Goal:

Social and Community Content

**Goal 4: Reduce the burden of mental health, substance use, alcohol, and nicotine use by providing and strengthening community support systems (out-of-school activities, faith-spiritual associations, safe places to gather, etc.)**

**Objective 8:** Increase the number of social associations rate from 7.4 to 9.2 for New Kent County by December 31, 2027.

**Source:** County Health Rankings: County Business Patterns

**Strategy 14:** Thrive VA will establish one parent/adult and one youth group in New Kent County by June 30, 2024.

**[COMPLETE - except for a youth group not being established]**

**Strategy 15:** The Span Center (formerly Senior Connections) and Chickahominy TRIAD will hold two events per year for older adults in New Kent County to increase social opportunities and decrease loneliness by December 31, 2027.

**Strategy 16:** Chickahominy Health District will meet with local and regional animal shelters to discuss promoting pet fostering programs/outreach to enhance the social wellness for older adults by June 30, 2026.

**Social Determinants of Health Addressed in this Goal:**

Social and Community Content

# Health Priority 2:

## Healthcare Access and Quality



**Definition:** The National Academies of Sciences, Engineering, and Medicine (formerly known as the Institute of Medicine) define access to health care as the “timely use of personal health services to achieve the best possible health outcomes.” Access to health refers to the social and environmental conditions or barriers that directly and indirectly affect people’s health such as housing, income, employment, education, and more (15). These factors, also referred to as social determinants of health, disproportionately impact low-income communities and communities of color.

### **Why is this important?**

Nearly 75 percent of New Kent County Community Health Survey respondents stated the most important factor for a healthy community is access to affordable healthcare (16). Access to affordable, quality health care is vital to a person’s physical, social, and mental health. Together, health insurance, local care options, and a usual source of care (medical home) help to ensure access to health care. Having access to care allows individuals to enter the health care system, find care easily and locally, pay for care, and get their health needs met (17). Also, expanding access to health services is an important step toward reducing health disparities.



**Goal 1: Improve access and the quality of primary care services and specialty care services for New Kent County community members, especially among vulnerable populations at-risk/with worse health outcomes.**

**Objective 1:** By December 31, 2027, decrease the primary care provider (PCP) ratio from 2,890:1 to 1,800:1 and other medical providers ratio (nurse practitioners [NPs], physician assistants [PAs], and clinical nurse specialists who can provide routine and preventive care) from 2,960:1 to 1,390:1.

**Source:** County Health Rankings: Area Health Resource File

**Strategy 1:** Partner with Virginia Commonwealth University (VCU) leadership and VCU Medical School to learn more about their current and/or future plans, as well as capacity, related to offering additional VCU services in New Kent County, and having medical students in the New Kent County area to improve access to care and the provider shortage issue by June 30, 2025.

[INCOMPLETE - removed]

**Strategy 2:** Chickahominy Health District with support from the Virginia Department of Health's Office of Rural Health will form a task force with academic institutions and healthcare organizations to develop processes that create pipelines for health professional/medical students to work in or gain experience in rural settings by September 30, 2025.

[INCOMPLETE - removed]

**Objective 2:** By December 31, 2027, decrease the average number of physically unhealthy days from 3.7 to 3.4.

**Source:** County Health Rankings: Behavioral Risk Factor Surveillance System (BRFSS)

**Strategy 3:** Purpose Medical Outreach will complete an assessment on what resources are necessary to build/implement a free-standing free clinic in New Kent County considering this area is considered a medically underserved area by March 31, 2025.

[COMPLETE]

**Strategy 4:** Purpose Medical Outreach will establish a screening process to assess clients' social needs to refer clients to local organizations and other services such as transportation, community health workers, food banks, and other community resources by March 31, 2024.

[COMPLETE - continue to collect referral data annually]

**Social Determinants of Health Addressed in this Goal:**

Healthcare Access and Quality



## Goal 2: Increase knowledge, access, and collaboration to preventive services for New Kent County community members regardless of insurance status.

**Objective 2:** By December 31, 2027, decrease the number of preventable hospital stays from 3,937 to 3,837 in New Kent County.

**Source:** County Health Rankings: Centers for Medicare & Medicaid Services Office of Minority Health's Mapping Medicare Disparities (MMD) Tool

**Strategy 5:** The Span Center (formerly Senior Connections) and Bay Transit will hold five listening sessions with the senior population to understand their transportation needs by March 31, 2024. **[COMPLETE]**

**Strategy 6:** Chickahominy Health District will coordinate at least one annual preventive care service day in New Kent County to offer health screenings and information from various organizations, especially for the uninsured and under insured population by December 31, 2027.

**Strategy 7:** The Span Center (formerly Senior Connections) will offer eight workshops throughout New Kent County by December 31, 2027.

**Strategy 8:** New Kent County DSS and New Kent County will assess the possibility of embedding the New Kent County Resource Directory on the New Kent County website to help community members quickly and easily find local services and resources by March 31, 2025.

**[COMPLETE]**

**Strategy 9:** Purpose Medical Outreach will offer preventive services to at least 70% of their eligible enrolled patients and will enroll at least 200 patients at their mobile clinic in New Kent County by December 31, 2027.

### Social Determinants of Health Addressed in this Goal:

Healthcare Access and Quality

# Health Priority 3:

## Affordable and Safe Housing



### **Definition:**

Affordable housing is generally defined as housing on which the occupant is paying no more than 30 percent of their gross income for housing costs, including utilities (18). Safe housing is defined as dwellings that are sanitary, in good condition, and do not pose other health and safety hazards.

### **Why is this important?**

When families spend a large part of their income on housing, they may not have enough money to pay for things like healthy food or prescriptions. This is linked to increased stress, mental health problems, and an increased risk of disease (19). Local health status indicators, as well community input from the key informant interviews, and focus groups support this as a definite issue. New Kent County has experienced immense population growth in the last few years; therefore, demand for housing has increased and prices have risen. Also, maintaining a home or fixing home repairs is expensive and laborious. The largest age group in New Kent County is the 65 and older community, and to best support the older population, it is important to promote the home repair resources available to help them age in place to maintain their independence and quality of life.

## Goal 1: Increase access to more affordable, safe, and quality housing in New Kent County.

**Objective 1:** By December 31, 2027, decrease the number of substandard housing units from 21.7% to 20%.

**Source:** County Health Rankings: Comprehensive Housing Affordability Strategy

**Strategy 1:** The New Kent County Housing Task Force will create and distribute a New Kent County Renters Resource Guide that details how to report health and safety issues in the homes they are renting by March 31, 2026.

[INCOMPLETE - removed]

**Strategy 2:** The New Kent County Housing Task Force will establish a centralized location and contact for community partners to locate housing and renting availability information in a timely manner to assist clients needing housing by December 31, 2027.

[INCOMPLETE - removed]

**Strategy 3:** The New Kent County Outreach Council Workgroup will develop a collaborative home repair assistance program to increase the number of home repairs completed for New Kent County residents to improve the safety and security of their homes by June 30, 2026.

[INCOMPLETE - removed]

**Strategy 4:** The New Kent County Outreach Council Workgroup will design and launch an education campaign to increase awareness of the home repair assistance available for eligible New Kent County residents to improve the safety of their homes by June 30, 2026.

[INCOMPLETE - removed]

**Objective 2:** By March 31, 2027, decrease the number of households that are spending 50% or more of their income on their housing costs from 10.4% to 9.5%.

**Source:** County Health Rankings: American Community Survey (ACS)

**Strategy 5:** By March 31, 2027, the New Kent County Housing Task Force will help expand the Community Services Unit within the New Kent County DSS by hiring 2 additional staff members to increase their workforce capacity to advocate for more affordable and safe housing options for New Kent County residents.

[INCOMPLETE - removed]

**Strategy 6:** The New Kent County Housing Task Force will meet with various members of New Kent County Administration (Planning Director, County Administrator, and Deputy County Administrator) to explore how New Kent County can increase the supply of workforce housing by June 30, 2024.

[COMPLETE]



**Strategy 7:** The New Kent County Housing Task Force will complete an assessment or a study to identify workforce housing needs and gaps within New Kent County by gathering community input, and additional data by September 30, 2026.

[INCOMPLETE - removed]

**Strategy 8:** The New Kent County Housing Work Group will re-establish the Housing Committee by December 31, 2023.

[COMPLETE]

**Strategy 9:** By March 31, 2026, Plan RVA will complete a regional market value analysis to understand and respond to neighborhood changes.

**Social Determinants of Health Addressed in this Goal:**  
Neighborhood and Built Environment, Economic Stability



# Aligning Strategies with the State Health Improvement Plan (SHIP)

The health priorities identified for New Kent County connect with several aspects of State Health Improvement Plan (SHIP), which is part of Virginia's 2023-2027 Plan for Well-Being. Virginia's Plan for Well-Being is a shared vision to improve the health of all Virginians and can be used as a tool for healthcare professionals, government agencies, community-based organizations, academic institutions, policymakers, local health departments, and other stakeholders to catalyze action towards measurable health improvement (20). Specific priority areas in the SHIP that align with New Kent's CHIP are listed below.

## **Mental Health:**

- Reduce the number of deaths by suicide and number suicide attempts.
- Improve the mental health of middle and high school students.
- Improve timely access to behavioral health care.

## **Substance Use and Drug Overdose:**

- Reduce the number of drug overdose deaths – including opioid overdose deaths.

## **Housing, Transportation, and Economic Stability:**

- Reduce the proportion of families that spend more than 30% of their monthly income on housing.
- Increase access to quality affordable housing.





## Your Role

Community input is one of the greatest strengths of the CHIP, and additional conversations and collaborative efforts with various community groups, residents of all ages, elected officials, and other organizations will continue. All are invited to participate in tackling the three established health priority areas discussed in this plan. The CHIP is a roadmap of change that lays out how to address complex health issues, and such change does not happen overnight. This work requires support from the community and people working together from different sectors to achieve wellness.

Please consider contacting the Chickahominy Health District's Community Health Team to get involved: [CHDWellness@vdh.virginia.gov](mailto:CHDWellness@vdh.virginia.gov)

Each of us has the tools we need to make New Kent County the most accessible, inclusive, safe, and healthy county to thrive and grow in Virginia.

# Acknowledgements

We would like to praise all the organizations and individuals for their generous participation throughout the community health assessment and the improvement plan. Thank you to all who contributed.

## MAPP Core Team

The following MAPP Core Team members listed below were instrumental in producing the CHIP. The asterisk (\*) signifies those who were Team Leads (TL) for the health priority workgroups.

Caitlin Hodge	Chickahominy Health District
Emily Hines	Chickahominy Health District
Evelyn Beaumont*	Senior Connections (TL for Priority 2)
Felicia Baez-Smith*	Chickahominy Health District (TL for Priority 1)
Karen Mortensen	Victim Witness Assistance Program
Kim Turner	New Kent County Parks and Recreation
Luz Vilca	Chickahominy Health District
Mark Hennaman	Habitat for Humanity Peninsula and Greater Williamsburg
Shana Abdus*	New Kent County Department of Social Services (TL for Priority 3)
Suzanne Grable	New Kent County Department of Social Services



## New Kent County CHIP Steering Committee

This process was guided by the following leaders who represent various community organizations. The SC supported the development and implementation of the CHIP, chose priority issues, served on workgroups, and developed strategies and goals to help New Kent County achieve our vision.

Altise Street	Virginia Smiles for Children
Brian Mikelaides	New Kent County Building Development
Caitlin Hodge	Chickahominy Health District
Cara Hoover	Purpose Medical Outreach
Claire Kenner-Eck	Thrive VA
Don Simpson	Citizen
Doni Agee	Chickahominy Health District
Emily Hines	Chickahominy Health District
Evelyn Beaumont	Senior Connections
Felicia Baez-Smith	Chickahominy Health District
Frank Cardella	United Way of Greater Richmond
Garrett Hamilton	Cumberland Hospital
Jacquelyn Smith-White	Henrico Area Mental Health and Developmental Services
Janice Atwell	Henrico Area Mental Health and Developmental Services
Keith Engel	Engle Haus and Mind Meld Psychotherapy
Kim Turner	New Kent County Parks and Recreation
Ken Lantz	Plan RVA
Karen Mortensen	Victim Witness Assistance Program
Kate Hale	New Kent County Emergency Management
Leslie Stephen	Henrico Area Mental Health and Developmental Services
Luz Vilca	Chickahominy Health District
Mark Hennaman	Habitat for Humanity Peninsula and Greater Williamsburg
Robin Tyler	Central Virginia Health Services
Shana Abdus	New Kent County Department of Social Services
Suzanne Grable	New Kent County Department of Social Services
William Goodwin	Citizen/Retired Pastor

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# Glossary

## **Acceptability**

The quality of being satisfactory and able to be agreed to or approved of.

## **Behavioral Health Specialist**

Provides psychosocial skills development and psychotherapy for groups and individuals.

## **Community Health Assessment (CHA)**

Community health assessment calls for regularly and systematically collecting, analyzing, and making available information on the health of a community, including statistics on health status, community health needs, epidemiologic, and other studies of health problems.

## **Community Health Improvement Plan (CHIP)**

Community Health Improvement Plan (CHIP) is a long-term, systematic effort to tackle the most important health priorities identified by the community. The CHIP is based on the results of the 2022 New Kent County Community Health Assessment (CHA).

## **Demographics**

Statistical data relating to the population and particular groups within it.

## **EveryDay Strong Program**

EveryDay Strong is a United Way program that provides a helpful set of guidelines and fun activities that any adult can use to build resilience with a child or teen.

## **Evidence Based**

An approach to medicine, education, and other disciplines that emphasizes the practical application of the findings of the best available current research.

## **Feasibility**

Possible to do easily or conveniently.

## **Fentanyl**

A potent synthetic opioid drug approved by the Food and Drug Administration for use as an analgesic (pain relief) and anesthetic.

## **Health disparities**

Population-specific differences in the presence of disease, health outcomes, or access to health care.

**Health Equity**

All members within the population have the opportunity to attain their highest level of health.

**Health Inequity**

Differences in health status or in the distribution of health resources between different population groups, arising from the social conditions in which people are born, grow, live, work, and age.

**Health Priority**

A health issue identified during the CHA process.

**Key Informant Interview**

Qualitative in-depth interviews with people who know what is going on in the community.

**MAPP**

Mobilizing for Action through Planning and Partnerships (MAPP) is a community-driven strategic planning process for improving community health.

**Medication Assistant Treatment**

Medication-assisted treatment (MAT) is the use of medications in combination with counseling and behavioral therapies, which is effective in the treatment of opioid use disorders (OUD) and can help some people to sustain recovery.

**Mental Health First Aid**

Mental Health First Aid is a course that teaches you how to identify, understand and respond to signs of mental illnesses and substance use disorders.

**Mortality**

A measure of deaths in a given population, location, or other grouping of interest.

**PEARL Test**

Methodology to systematically select strategies for adoption into the CHIP.

**REVIVE! Training**

REVIVE! is the Opioid Overdose and Naloxone Education (OONE) program for the Commonwealth of Virginia. REVIVE! provides training on how to recognize and respond to an opioid overdose emergency using naloxone.

**Root Cause(s)**

The fundamental reason for the occurrence of a problem.

**Social Determinants of Health**

Direct causes and risk factors which, based on scientific evidence or theory, are thought to directly influence the level of a specific health problem.

**Social Ecological Model**

An ecological approach focuses on both population-level and individual-level determinants of health and interventions.

**Surveillance Data**

Continuous process of collection, analysis and interpretation of data

**Task Force**

A group of people that are brought together to do a particular job, especially when there is a problem to solve.

**Workforce Capacity**

The process through which an organization determines how much work can be accomplished given their total number of employees and existing or upcoming time constraints.

**Workforce Housing**

Workforce Housing is defined as housing affordable to households earning between 60 and 120 percent of area median income (AMI). Workforce housing targets middle-income workers which include professions such as police officers, firefighters, teachers, health care workers, retail clerks, etc.

**Workgroup**

A group of people who work together on a particular piece of work.

# Appendices

## Appendix A: Strategy Development Worksheet

### NKC Community Health Improvement Plan (CHIP) Strategy Development Worksheet

1. Name:
2. Organization:
3. Priority Issue: (choose which priority issue the strategy relates to)
  - Mental Health and Substance Use (including nicotine and alcohol)
  - Healthcare Access and Quality
  - Affordable and Safe Housing
4. Goal this strategy applies to:

- |   |
|---|
| <ol style="list-style-type: none"><li>5. Is this a new or existing initiative?<ul style="list-style-type: none"><li><input type="checkbox"/> New (outside of the box)</li><li><input type="checkbox"/> Existing (already implemented)</li></ul></li></ol> |
|---|

6. Description of Strategy:
7. Who is the target population?
8. Who are potential partners for this strategy?
9. Who would be the “owner” of this strategy?
10. Other information (funding, staff time, potential barriers, competitive interests, etc.)

## Appendix B: Community Assets and Resources

This listing is not intended to be exhaustive.

### 1) Economic Wellness Dimension

- Wineries (New Kent, Saude Creek, Jolene)
- Thrive VA
- Natural Resources/Outdoor Recreation (rivers, trees, gardening, trails, forests)
- New Kent Public Schools
- Golf courses and leagues
- New Kent Health Department
- USDA Programs
- Economic Development
- Real estate offices
- Rosie's
- Banks and Credit Unions
- AutoZone
- Food Lions
- Small Businesses
- I-64/Corridors
- Dollar General
- New housing developments
- Location of County (close to Richmond or Williamsburg)
- High household median income
- Low unemployment rates
- New Kent Chamber of Commerce
- United Way of Greater Richmond and Petersburg
- Wedding venues

### 2) Social and Spiritual Wellness Dimension

- Faith-based organizations
- Parks & Recreations Department
- School Sports Programs
- Fundraisers/Fundraising Events
- Boy Scouts/Girls Scouts
- Wineries
- Friendship Cafe
- Senior Connections
- Volunteer Groups

- New Kent County Fair
- A Taste of New Kent event
- Grand Illumination
- Junior Women's
- Lion's Club
- Rotary Club
- New Kent African American Heritage Society
- Parent Teacher Student Organization (PTSO),
- NAACP
- Shore to Shore LaSertoma
- Bottom of the Bridge
- Kiwanis
- Farmer's Market
- Golf courses and leagues
- United Way of Greater Richmond and Petersburg

### 3) Physical Wellness Dimension

- Faith-based organizations
- Parks & Recreations Department
- School Sports Programs
- Wineries (Host 5Ks)
- Farmer's Market
- Henrico Area Mental Health & Developmental Services
- Bridges of Change Shelter
- Fitness/ Gym Facilities
- Natural Resources/Outdoor Recreation (rivers, trees, gardening, trails, forests)
- Support Groups (AA/Alzheimer/Caregiver Support)
- Food pantries
- Two WHKS
- Golf courses and leagues
- VCU Emergency Department
- Running Events (5k, etc.)
- VEGA (Gymnastics Academic)
- Matthew's Haven

- Proclaiming Grace Outreach
- 325 Massage Therapy
- Chickahominy Family Practice
- Dental Practices
- Eye Care

#### 4) **Mental and Emotional Wellness Dimension**

- Faith-based organizations
- Parks & Recreations Department
- Boy Scouts/Girls Scouts
- Dept. of Social Services (DSS)
- Cumberland Hospital
- NAMI (National Alliance on Mental Illness)
- Henrico Mental Health
- Bridges of Change Domestic Violence Shelter
- Fitness/Gym Facilities
- Freedom Fields
- Victim Witness
- Thrive VA
- Natural Resources/Outdoor Recreation (rivers, trees, gardening, trails, forests)
- Employee Assistance Program (EAP)
- Support Groups (AA/Alzheimer/Caregiver Support)
- New Kent Public Schools
- United Way of Greater Richmond and Petersburg

#### 5) **Education and Occupation Wellness Dimension**

- Faith-based organizations
- Senior Connections
- New Kent Dept. of Social Services

- NAMI
- Bridges of Change Shelter
- Thrive VA
- New Kent Public Schools
- New Kent Health Department
- Library
- Bridging Community – Regional Career and Technical Center
- Rappahannock Community College - New Kent Site
- Parent Child Development Corporation (PCDC) Head Start
- PACE (Program of All-inclusive Care for the Elderly)
- Cooperative Extension
- Citizens Academy
- New Kent University
- United Way of Greater Richmond and Petersburg

#### 6) **Environmental and Neighborhood Wellness Dimension**

- Parks & Recreations Department
- Natural Resources/Outdoor Recreation (rivers, trees, gardening, trails, forests)
- New Kent Public Schools
- Food pantries
- Solar Farms
- Smaller population
- Chesapeake Bay Watershed
- New Kent Health Department
- USDA Programs
- Electric Cars
- New Kent Sherriff's Office
- New Kent Fire and Rescue
- Walkability
- Habitat for Humanity Peninsula and Greater Williamsburg
- Homeowners Associations

For a complete overview of the Community Asset and Resource Mapping process, and definitions of each wellness dimension, please review the [New Kent County Community Health Assessment](#), starting on page 27.

## Appendix C: Strategy Review Worksheet

**Instructions:** Individually complete the **Strategy Review Worksheet** below by reviewing the questions regarding the acceptability and feasibility of each strategy. Check 'Yes' or 'No' or Unsure for each question. If you answer no, please explain to help the core team understand your reasoning. Return this form to your Team Lead or email to [emily.hines@vdh.virginia.gov](mailto:emily.hines@vdh.virginia.gov).

Affordable and Safe Housing Strategies	Questions	Yes	No	Unsure	If no, please explain.
Expand the Community Services Unit within NK Department of Social Services by hiring 2 people to advocate for more affordable and safe housing options for New Kent County residents by December 31, 2027.	<ul style="list-style-type: none"> <li>Will the stakeholders and the community accept the strategy?</li> <li>Is it likely that the strategy can be successfully implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Create and distribute a resource guide for renters that details how to report health and safety issues in the homes they are renting by March 31, 2024.	<ul style="list-style-type: none"> <li>Will the stakeholders and the community accept the strategy?</li> <li>Is it likely that the strategy can be successfully implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish a centralized location/contact for community partners to locate housing and renting availability information in a timely manner to assist clients needing housing by December 31, 2027.	<ul style="list-style-type: none"> <li>Will the stakeholders and the community accept the strategy?</li> <li>Is it likely that the strategy can be successfully implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Develop a collaborative program where NK residents can obtain assistance in completing outside home repairs of a safety and or security nature by December 31, 2027.	<ul style="list-style-type: none"> <li>Will the stakeholders and the community accept the strategy?</li> <li>Is it likely that the strategy can be successfully implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Launch an education campaign to increase awareness of the home repair programs available to New Kent residents to improve the safety of their homes by December 31, 2025.	<ul style="list-style-type: none"> <li>Will the stakeholders and the community accept the strategy?</li> <li>Is it likely that the strategy can be successfully implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Partner with County Administration (Planning Director, County Administrator, and Deputy County Administrator) to explore how New Kent can adopt inclusionary and other zoning changes for New Kent County officials to	<ul style="list-style-type: none"> <li>Will the stakeholders and the community accept the strategy?</li> <li>Is it likely that the strategy can be successfully implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

increase the supply of affordable housing by December 31, 2027.					
Complete an assessment of the housing needs in New Kent County by gathering community input, and additional data to show what housing gaps are within the county December 31, 2025.	<ul style="list-style-type: none"> <li>• Will the stakeholders and the community accept the strategy?</li> <li>• Is it likely that the strategy can be successfully implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>NEW STRATEGY</b> - list below and answer the questions by checking 'yes', 'no', or 'unsure'.					
	<ul style="list-style-type: none"> <li>• Will the stakeholders and the community accept the strategy?</li> <li>• Is it likely that the strategy can be successfully implemented?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**In-person:** Return this form to your Team Lead | **Online:** Email to [emily.hines@vdh.virginia.gov](mailto:emily.hines@vdh.virginia.gov)

## Appendix D: SWOT Analyses Results

# SWOT #1 – Priority 1



**Strategy 3:** Assess current and other opportunities to implement 100% tobacco-free and vapor-free outdoor smoking policies at other identified areas to reduce smoking in public outdoor spaces by March 31, 2025.

**Core Team Motions to:**

- Approve
- Abandon
- **Adapt**

**Strategy Review Group Rating Results:** Acceptability (53.8%) and Feasibility (38.5%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Policy elicits large change</li> <li>• Banning smoking in public places, including parks, is a recommended strategy to prevent tobacco use among youth</li> <li>• Board of Supervisors voted in favor 4-1 for Share the Air project</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Great relationships and support with organizations</li> <li>• Parks and Rec is already doing tobacco work / Share the Air project has a lot of support – students are passionate about it</li> <li>• Evaluations of efforts to implement smoke-free recreation areas in California suggest having a project champion, engaging youth volunteers, collecting, and using local data, and educating the community on smoke-free policies can help lead to successful adoption.</li> <li>• 100% tobacco/vape free-might have more success with smoking designated areas</li> <li>• Complete education on smoking risks</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Feasibility is low</li> <li>• Implementation/activities have yet to be defined</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of compliance/willingness from nicotine users</li> <li>• Hard to enforce</li> </ul>

**ACTION:**

ADD EXAMPLES OF OUTDOOR PUBLIC SPACES SUCH AS PARKS, GOVERNMENT BUILDINGS ETC.

# SWOT #2 – Priority 1



**Strategy 9:** Implement the "EveryDay Strong" program in New Kent County to equip caring adults with training and tools to support the mental health and wellness of children aged 8 to 18 by March 31, 2026.

**Core Team Motions to:**

- **Approve**
- Abandon
- Adapt

**Strategy Review Group Rating Results:** Acceptability (69%)

	Internal	External
Positive	<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• The group thinks the strategy is feasible</li> <li>• Currently being piloted in Petersburg</li> <li>• Staff have attended and think it will be beneficial</li> <li>• Offered in-person and online</li> <li>• United Way is willing to bring to New Kent County</li> <li>• Group-based parenting programs using behavioral and cognitive-behavioral interventions have been shown to have an impact - reduce conduct and emotional problems in children under 4-12.</li> </ul>	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Help coaches, organizations, faith-based community, youth leaders, teachers, and parents begin the conversation around youth mental health</li> <li>• This type of education has been identified as a need in the community</li> <li>• Determine what organizations would be willing to host</li> </ul>
Negative	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Don't have sites established to host yet</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Sustainability concerns</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS.

# SWOT #3 – Priority 1



**Strategy 11:** Hire three full-time Behavioral Health Specialists to support New Kent County students with their mental/behavioral health needs by December 31, 2026.

**Core Team Motions to:**

- **Approve**
- Abandon
- Adapt

**Strategy Review Group Rating Results:** Acceptability (69%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• The group believes this strategy is acceptable</li> <li>• School is committed to hiring these positions through grant funding</li> <li>• There is evidence that supports the importance of BH Specialists referring and connecting students to resources/help they need.</li> <li>• Schools were identified as a top strength</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Schools received State grant funds for these positions</li> <li>• There is strong evidence that some programs can be implemented by BH Specialists to reduce children’s behavioral problems and improve parenting skills and teacher’s classroom management abilities.</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Unsure of sustainability of positions</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Behavioral health shortage – continued funding for BH workforce positions</li> <li>• Hard to recruit people to New Kent County</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS.

# SWOT #4 – Priority 1

 **Strategy 12:** Conduct monthly trainings for New Kent County professionals/workforce to increase their knowledge of various mental health topics by March 31, 2028.

- Core Team Motions to:**
- **Approve**
  - Abandon
  - Adapt

**Strategy Review Group Rating Results:** Acceptability (69%) and Feasibility (61%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Currently being conducted by Mind Meld and going well</li> <li>• Trainings are based upon request / ongoing</li> <li>• Community would benefit from the workforce receiving these trainings</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• New Kent County workforce is eager to learn more about mental health</li> <li>• Good opportunity to promote their (Mind Meld Psychotherapy) services</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Mind Meld is a newer organization</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS.

# SWOT #5 – Priority 1

 **Strategy 12:** Conduct monthly trainings for New Kent County professionals/workforce to increase their knowledge of various mental health topics by March 31, 2028.

- Core Team Motions to:**
- Approve
  - **Abandon**
  - Adapt

**Strategy Review Group Rating Results:** Acceptability (53.8%) and Feasibility (38.5%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Currently being conducted by Mind Meld and going well</li> <li>• Trainings are based upon request / ongoing</li> <li>• Community would benefit from the workforce receiving these trainings</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• New Kent County workforce is eager to learn more about mental health</li> <li>• Good opportunity to promote their (Mind Meld Psychotherapy) services</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Mind Meld is a newer organization</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>

**ACTION:**

REMOVE STRATEGY FROM HEALTH PRIORITY ACTION PLAN BECAUSE NO OWNER WAS IDENTIFIED.

A NOTE WAS MADE TO REVISIT THIS STRATEGY A YEAR FROM NOW.

# SWOT #6 – Priority 1



**Strategy 17:** Establish 1 parent/adult and 1 youth group in New Kent County by June 30, 2024.

**Core Team Motions to:**

- **Approve**
- Abandon
- Adapt

**Strategy Review Group Rating Results:** Acceptability (69%) and Feasibility (69%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Thrive VA has agreed to own this strategy</li> <li>• Old historical school is being looked at as a future community space and can bring momentum</li> <li>• Evidence based: Adopting and implementing policies and programs that support relationships between individuals and across entire communities can benefit health. The greatest health improvements may be made by emphasizing efforts to support disadvantaged families and neighborhoods, where small improvements can have the greatest impact.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Faith-based community is strong and might be a good place to start</li> <li>• Mind Meld Physcotherapy already has youth small group therapy session</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Participation concerns</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Hasn't worked in the past</li> <li>• Thrive VA had push back from community/schools</li> <li>• Unsure of community perception of organization</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS.

# SWOT #1 – Priority 2



**Strategy 2:** Form a task force with academic institutions and healthcare organizations to develop processes that create pipelines for health professional/medical students to work in or gain experience in a rural setting.

**Core Team Motions to:**

- **Approve**
- Abandon
- Adapt

**Strategy Review Group Rating Results:** Acceptability (60%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• VCU has agreed to be a part of the task force and believes other academic institutions and organizations would join as well</li> <li>• The Virginia State Office of Rural Health has been contacted and they have already a plan 2022-26 with recommendations about optimizing health workforce for rural communities</li> <li>• The office Rural Health provides a <a href="#">comprehensive list of the health workforce incentive programs</a> in Virginia and can help the task force to use these resources</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Develop new partnerships</li> <li>• Increase number of providers in New Kent County</li> <li>• Programs in other counties such as The Program in Medical Education for the Urban Underserved (PRIME-US) have created opportunities for students committed to working with urban underserved communities. This program can serve as a model of future initiatives for the task force</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Unsure of interest/lack of capacity among certain institutions to be involved in rural initiatives</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Competitive interests between schools and healthcare organizations</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS.

# SWOT #2 – Priority 2



**Strategy 2:** Provide at least 1 care service day in New Kent County to offer health screenings and evaluations, especially for the uninsured and under insured population by March 31, 2028.

**Core Team Motions to:**

- **Approve**
- Abandon
- Adapt

**Strategy Review Group Rating Results:** Feasibility (60%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Chickahominy Health District is willing to coordinate / own this event</li> <li>• The services to be offered need to be specified</li> <li>• The group thinks this strategy is acceptable</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• A health fair would benefit the community</li> <li>• Increase partnerships / networks in the community</li> <li>• The new mobile clinic might be involved in this strategy and provide services such as blood pressure, diabetes, and cholesterol tests</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Partners who will provide these services need to be defined</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of funding for this strategy</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS.

# SWOT #1 – Priority 3



**Strategy 1:** Expand the Community Services Unit within NK Department of Social Services by hiring 2 people to advocate for more affordable and safe housing options for New Kent County residents by March 31, 2027.

**Core Team Motions to:**

- **Approve**
- Abandon
- Adapt

**Strategy Review Group Rating Results:** Acceptability (66%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• 100% of the group thinks the strategy is feasible</li> <li>• Department of Social Services is willing to expand their department and expressed the need for more staff</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• James City County follows this structure, and it works</li> <li>• The community will have more support and the County will have more capacity to fulfill housing needs</li> <li>• Funding can be secured from other sources other than the county and other grant opportunities</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Unsure of how the community feels about expanding government and low income/renting</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• This strategy needs to work or else all the other strategies are at risk of not working</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS.

# SWOT #2 – Priority 3



**Strategy 4:** Develop a collaborative program where NK residents can obtain assistance in completing outside home repairs of a safety and or security nature by June 30, 2024.

**Core Team Motions to:**

- **Approve**
- Abandon
- Adapt

**Strategy Review Group Rating Results:** Feasibility **(33%)**

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• 100% of the group thinks the strategy is feasible</li> <li>• DSS is willing to expand their department and expressed the need for more staff</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• James City County follows this structure, and it works</li> <li>• The community will have more support and the County will have more capacity to fulfill housing needs</li> <li>• Funding can be secured from other sources other than the county and other grant opportunities</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Unsure of how the community feels about expanding government and low income/renting</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• This strategy needs to work or else all the other strategies are at risk of not working</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS.

# SWOT #3 – Priority 3



**Strategy 5:** Launch an education campaign to increase awareness of the home repair programs available to eligible New Kent residents to improve the safety of their homes by September 30, 2024.

**Core Team Motions to:**

- **Approve**
- Abandon
- Adapt

**Strategy Review Group Rating Results:** Feasibility (66%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• The group believes this strategy is acceptable</li> <li>• The programs are strong, but need a plan to promote their services strategically to eligible persons</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• There are a few organizations that complete home repairs</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Social media won't be as effective since the target population is older adults</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Not being able to fulfill/meet demand of home repair requests as a direct result of promoting the programs (lack of capacity)</li> </ul>

**ACTION:**

APPROVE STRATEGY WITH NO FURTHER EDITS. THE MAPP CORE TEAM SUGGESTED TO ADD A DISCLAIMER TO THE PROMOTIONAL MATERIALS TO SET EXPECTATIONS OF WHAT THE PROGRAMS CAN DO/NOT DO.

# SWOT #4 – Priority 3



**Strategy 7:** Complete an assessment of the housing needs in New Kent County by gathering community input, and additional data to show what housing gaps are within the County by September 30, 2024.

**Core Team Motions to:**

- Approve
- Abandon
- **Adapt**

**Strategy Review Group Rating Results:** Feasibility (66%)

	Internal	External
Positive	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• The group believes this strategy is acceptable</li> <li>• There is already data available from the County and the NKC Community Health Assessment 2022</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Other assessments have been completed by the County</li> <li>• Collect more granular data and from specific populations we need to connect with (disadvantaged, marginalized populations)</li> <li>• Get various stakeholders involved</li> </ul>
Negative	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Communities view of affordable housing</li> <li>• Community input may not be reliable (biased, not representative)</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Population growth</li> <li>• Inflation</li> </ul>

**ACTION:**

ADAPT THE STRATEGY BY ADDING LANGUAGE ABOUT WORKFORCE HOUSING NEEDS.

# STRATEGY DISCUSSION



**Strategy 6:** Partner with County Administration (Planning Director, County Administrator, and Deputy County Administrator) to explore how New Kent can adopt inclusionary and other zoning changes for New Kent County officials to increase the supply of affordable housing by June 30, 2024.

**Core Team Motions to:**

- Approve
- Abandon
- **Adapt**

**Strategy Review Group Rating Results:** Acceptability (0%) and Feasibility (0%)

**Comments from Worksheets:**

- “Without a Housing Authority to administer and verify compliance, this will not be successful.”
- “Zoning changes are almost always polarizing. This is one of the most important strategies because supply issues are not overcome by the end users. This will require political conviction regarding potentially unpopular zoning changes.”

## TO ABANDON OR ADAPT THIS STRATEGY?

The MAPP Core Team discussed strategy 6. A SWOT was not completed because the acceptability and feasibility were very low, and we knew we had to adapt or abandon the strategy regardless. The MAPP Core Team reviewed the comments from the Strategy Review Worksheets and agreed that zoning will be extremely difficult to implement. It was mentioned that New Kent County is an essential partner to accomplish the Affordable and Safe Housing goals, therefore, the MAPP Core Team did not want to abandon this strategy but adapt it by changing the strategy language from “partner” to “meet” with County Administration, change “affordable housing” to “workforce housing” and remove the zoning components of the strategy.

## Appendix E: RECORD OF ADOPTIONS AND CHANGES

This plan was initially adopted on: <u>May 1<sup>st</sup>, 2023</u>		
Changes Made	Date of Change	Person Responsible
- Changed Chickahominy Logos to new ones	March 2024	Emily Hines

- Updated the status of the strategies (complete/incomplete, etc.)	August 2024	Emily Hines
- Updated the status of the strategies (complete/incomplete, etc.) - Added a new strategy: Mental Health and Substance Use #16 - Added a new strategy: Affordable and Safe Housing #9	August 2025	Emily Hines
- Added a new strategy: Mental Health and Substance Use #9	December 2025	Emily Hines

**Note:** This table is to be used by Chickahominy Health District’s Community Health Team only. The original and online copy will be updated as continuously as needed All records of change may not be visible if viewing the online version.