

ENGAGING WITH YOUNG ADULTS IN BURKE COUNTY TO IMPROVE ECONOMIC
STABILITY AND HEALTH OUTCOMES: BUILDING THE WORKFORCE FOR
TOMORROW

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A Capstone Project submitted to the faculty of the University of North Carolina at Chapel Hill in
partial fulfillment of the requirements for the degree of Master of Public Health in Leadership in
Practice.

Chapel Hill
2024

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Kim Ramsey-White

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ABSTRACT

Mallory Lynn Moran, Luis Torres Torija Arguelles, Chandler Williams: ENGAGING WITH YOUNG ADULTS IN BURKE COUNTY TO IMPROVE ECONOMIC STABILITY AND HEALTH OUTCOMES: BUILDING THE WORKFORCE FOR TOMORROW
(Under the direction of W. Oscar Fleming, 1st Reader, & Kim Ramsey-White 2nd Reader)

The following proposal aims to meet the Burke County, North Carolina (NC) Board of Commissioners request to focus on ‘upstream’ efforts to address a social determinant of health (SDOH) in the county. We explore economic stability as a SDOH that would benefit from long-term improvements. Key areas include poverty, employment, food security, and housing stability (Healthy People 2030, n.d.). In 2019, 13.6% of individuals in NC are living in poverty compared to 18.4% of individuals in Burke, making them more vulnerable to poor health outcomes and premature death (County Health Rankings & Roadmaps, 2023; Healthy People 2030, n.d.; NCIOM, 2021). To address poverty and health in Burke, we argue that economic development should be a priority. We analyze contextual factors in Burke, including relevant policies, community stakeholders, and quality improvement efforts. We provide a list of viable recommendations for Burke County Commissioners to focus their efforts, including community engagement strategies, financial literacy programs, and policy enhancements.

Table of Contents

COMMON PROPOSAL	1
REFERENCES.....	6
APPENDIX A: COMMON PROPOSAL TABLES, FIGURES, AND DELIVERABLES	8
APPENDIX A.1: RICH PICTURE.....	8
APPENDIX A.2: POWERPOINT SLIDES WITH SCRIPT NOTES.....	9
APPENDIX A.3 TABLES AND FIGURES USED IN COMMON PROPOSAL	22
APPENDIX B: MALLORY LYNN MORAN INDIVIDUAL DELIVERABLES	31
APPENDIX B.1. SOCIAL DETERMINANTS OF HEALTH ANALYSIS	31
B.1.A REFERENCES	36
B.1.B APPENDICES	37
APPENDIX B.2. CONCENTRATION DELIVERABLE #1	39
B.2.A REFERENCES	45
APPENDIX B.3. CONCENTRATION DELIVERABLE #2	47
B.3.A REFERENCES	53
B.3.B APPENDICES	55
APPENDIX C: LUIS TORRES TORIJA ARGUELLES INDIVIDUAL DELIVERABLES	64
APPENDIX C.1. SOCIAL DETERMINANTS OF HEALTH ANALYSIS	64
C.1.A REFERENCES	69
C.1.B APPENDICES	71
APPENDIX C.2. CONCENTRATION DELIVERABLE #1	73
C.2.A REFERENCES	76
C.2.B APPENDICES	78
APPENDIX C.3. CONCENTRATION DELIVERABLE #2	81
C.3.A REFERENCES	87
C.3.B APPENDICES	89
APPENDIX D: CHANDLER WILLIAMS INDIVIDUAL DELIVERABLES	101
APPENDIX D.1. SOCIAL DETERMINANTS OF HEALTH ANALYSIS	101
D.1.A REFERENCES.....	105
APPENDIX D.2. CONCENTRATION DELIVERABLE #1	106
D.2.A REFERENCES.....	113
D.2.B APPENDICES.....	114

APPENDIX D.3. CONCENTRATION DELIVERABLE #2117
D.3.B REFERENCES125

COMMON PROPOSAL

Introduction

The following proposal is intended for the Burke County, North Carolina (NC) Board of Commissioners. By providing a contextual analysis of the county and outlining a few recommendations, this proposal aims to meet the commissioners' request to focus on upstream efforts to address economic stability as a social determinant of health (SDOH) in Burke County.

SDOH Analysis

One of the five domains grouped within the SDOH by Healthy People 2030 is economic stability (Healthy People 2030, n.d.). Economic stability refers to “the connection between the financial resources people have—income, cost of living, and socioeconomic status—and their health” (Centers for Disease Control and Prevention, 2023). Key areas include poverty, employment, food security, and housing stability (Centers for Disease Control and Prevention, 2023). By addressing economic stability as an SDOH, we can promote long-term improvements in health (Healthy People 2030, n.d.).

In 2019, 13.6% of individuals in NC were living in poverty compared to 18.4% of individuals in Burke County (NCIOM, 2021). People living in poverty (i.e., living below 100% of the federal poverty level, FPL) are more likely to experience food insecurity, barriers to affordable housing, and premature death (County Health Rankings & Roadmaps, 2023; Healthy People 2030, n.d.). While Burke's unemployment rate is moderately less than the state average (3.0% compared to 3.9% in NC), housing affordability is a much greater concern for county residents (45% of renters in Burke compared to ~25% of renters in NC) (Burke Community Health Assessment, 2022; North Carolina Justice Center, 2020; Tanner, 2022). County residents spend more on housing, which is a significant drain on household economic stability and further

impacts health (North Carolina Justice Center, 2020). To address poverty and thus health, economic development should be made a priority for Burke.

Contextual Analysis

One policy that directly impacts economic development is the recent state-level expansion of Medicaid in NC (NCDHHS, 2023). Specifically, NC Medicaid expansion covers single individuals making under \$20,000, in addition to a family of three earning less than \$34,000 combined. As a result, doctor visits, annual check-ups, emergency care, mental health services, and more are available at little or no cost to Medicaid participants (NCDHHS, 2023). While improving access to care, the passage of Medicaid expansion directly provides many economic benefits, including a boost to rural hospitals that allows them to remain open, protection against high out-of-pocket medical costs that often leave people more vulnerable to medical bankruptcy, and opportunities for economic growth in other areas (NC Governor Roy Cooper, 2023; Sharer, 2023). The direct links to economic development make Medicaid expansion more favorable across the political divide (Sharer, 2023).

One local level policy that indirectly affects economic development in Burke County is the proposed development of an industrial mega-site property (McBrayer, 2023a). It is profitable to have another business or industrial plant in the county, as this would expand the tax base and provide an influx of population from the creation of new job opportunities (McBrayer, 2023a; McBrayer, 2023b). These jobs could promote health by providing economic stability to residents of Burke. However, questions are raised by residents regarding what industry will be developed and how community health may be affected (McBrayer, 2023a). Economic stability with health in mind should work to minimize health impacts of the proposed mega-site development.

In addressing economic stability as an SDOH in Burke County, particularly among the target population of people among the 18 to 44 age group, it is imperative to engage with a diverse range of community partners. These partners play crucial roles in implementing initiatives to improve economic stability and enhance health outcomes within the community (Burke County, 2023). We identify key partners based on the Power Analysis Grid and Community Partner Analysis Map (Appendix A.3). These tools allowed us to visually represent the community partners and their level of impact on economic stability (National Association of County and City Health Officials, 2023). Engaging these leaders will allow us to leverage their expertise and ensure all voices are heard for comprehensive SDOH initiatives.

Based on unmet activity 10.2 of the Burke County Health Department, which states that the Local Health Department shall carry out or assist other agencies in public health programming, the county does not meet accreditation requirements (North Carolina Local Health Department Accreditation, 2022). The Burke County Health Department plays a pivotal role as an internal customer by offering support and resources. Community stakeholders, like citizens aged 18-44, participating in programs such as financial literacy, can enhance skills and contribute to economic stability. The measures to identify the success of the program shall focus on community needs, equity, and short-term goals to create a foundation for long-term goals. The four metrics will measure a change in participants in the programs, savings, and debt through questionnaires, the satisfaction of program success for job placement and financial growth from participants, and a long-term decrease in unemployment in Burke County.

Recommendations for Action

Engagement of community partners is imperative for addressing socioeconomic conditions and improving health issues in diverse communities, particularly for drawing attention

to unique perspectives, concerns, and understandings of community life (NIH, 2011). One priority partner should consist of young adults (between 18- and 44 years-old) in Burke County. Young adults in Burke, especially those with difficulty finding employment, would be highly interested in the long-term transformation of economic stability. Although they may have low levels of influence, involving them in decision-making, program implementation, and evaluation efforts could potentially help change the status quo (Appendix A.3).

We see three opportunities for engagement. First, we recommend meetings with young adults in Burke to inform the engagement organizers about the community and learn about further barriers/facilitators to participation (NIH, 2011) (Appendix A.3). By starting these conversations early, respect and trust may be established to garner the community support needed for successful partnerships (NIH, 2011). The second opportunity consists of a community advisory board as the steering committee for engagement efforts (National MCH Workforce Development Center, 2022) (Appendix A.3). The purpose would be to involve young adults in an advisory role to contribute to solving program challenges, rather than play an active role in decision-making (National MCH Workforce Development Center, 2022). The third opportunity consists of on-going feedback panels (National MCH Workforce Development Center, 2022) (Appendix A.3). This opportunity could occur through a community town hall event and involve young adults in innovation and quality improvement efforts to make them feel valued and promote more sustainable engagement (Davis et al., 2012; Minkler & Wakimoto, 2022; National MCH Workforce Development Center, 2022; Newman et al., 2011; NIH, 2011) (Appendix A.3).

We recommend collaborating with community partners, such as Burke County Health Department, while using quality improvement (QI) approaches to design and implement financial literacy programs to support economic development and long-term economic stability

for Burke County. To test this change idea, the Model for Improvement of the Institute for Healthcare Improvement is proposed to guide the improvement strategies, providing a framework for setting aims, testing changes, and measuring results (Hayes et al., 2019) (Appendix A.3). As successful changes lead to improvement, it is crucial for sustainability to consider factors such as allocation of resources, establishing clear communication channels, engaging stakeholders actively, and implementing measures to ensure long-term sustainability (Chin et al., 2008). Overall, by leveraging QI approaches and implementing strategies such as the financial literacy program, the Burke County Health Department can support health by enabling individuals to make informed financial decisions, reducing stress, and promoting access to essential healthcare services (Hayes et al., 2019).

The policy changes suggested after discussing current legislature in Burke County focus on ways to improve zoning within the county and synergistic relationship between Burke County and North Carolina Medicaid expansion policy (Appendix A.3). There must be an emphasis on economic changes in Burke County so that the workforce, target population, and policy changes can create change for current and future Burke County citizens. The priority policy enhancement is to expand the Medicaid enrollment program currently used in Burke County (NCDHHS, 2023). It will help to create more application sites so that community members are not inconvenienced by travel time or wait time in lines to apply and receive Medicaid insurance.

Conclusion

Addressing economic stability as an SDOH is crucial for improving the well-being of communities like Burke County, NC. By engaging with stakeholders, investing in targeted interventions, and advocating for policy changes, county commissioners can work towards promoting economic equity and improving the overall health of Burke residents.

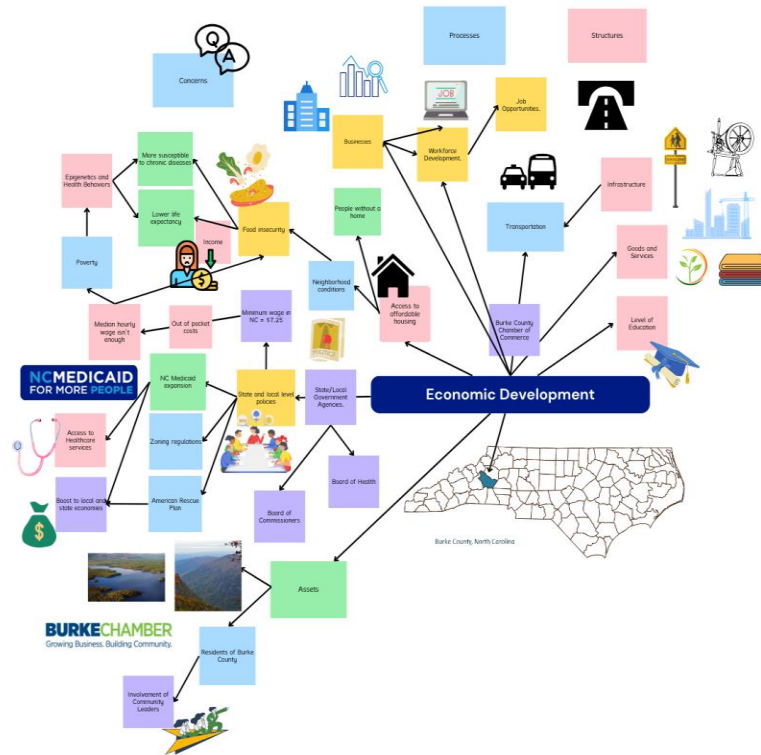
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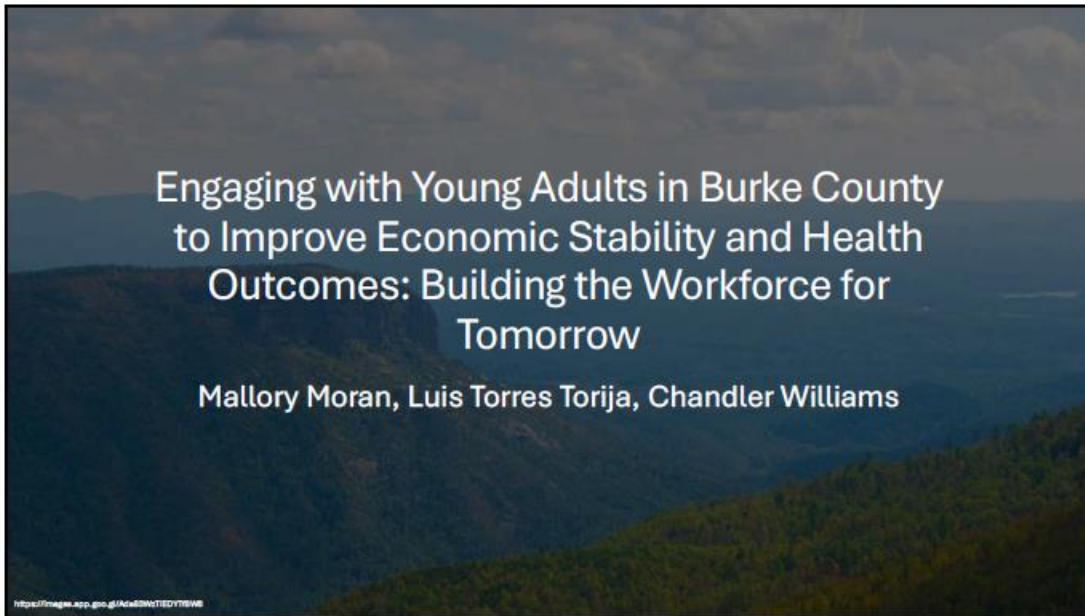
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APPENDIX A: COMMON PROPOSAL TABLES, FIGURES, AND DELIVERABLES

APPENDIX A.1: RICH PICTURE



APPENDIX A.2: POWERPOINT SLIDES WITH SCRIPT NOTES



Order of Presentation

Key tools/methods

Overview of economic stability in Burke

Insights from contextual analysis

Recommendations for county commissioners

Conclusion

References

Q&A

(Chandler)

- Here is an outlined order of the following components of our presentation.

Key tools/methods



Reviewed Burke County data relevant to economic stability



Analyzed contextual factors e.g., policies and partners



Developed a rich picture to illustrate key insights



Created a list of recommendations

(Luis)

- Key tools/methods:
- We'll discuss the key tools and methods used in our analysis of Burke County's economic stability as Social Determinants of Health. First, the review of relevant data about the economic metrics in the county. The analysis of contextual factors such as existing policies and partnerships. This allowed us to develop a comprehensive understanding of the economic landscape. Using this information, we created a rich picture to highlight key insights and trends. Finally, this allowed us to formulate a list of recommendations aimed at addressing challenges and maximizing opportunities for economic stability and their impact in Health Outcomes. These recommendations will serve as actionable strategies to guide decision-making and promote prosperity in the region.




Overview of Economic Stability

- Economic stability: grouped by Healthy People 2030 as one of five social determinant of health domains
- Key areas: poverty, employment, food security, and housing stability

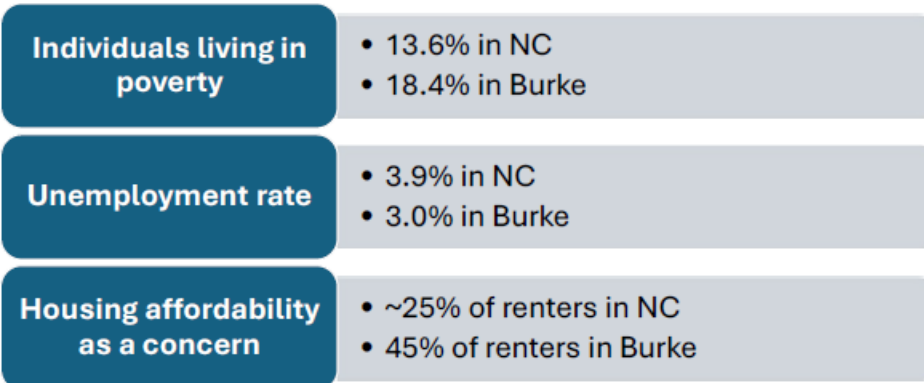
Centers for Disease Control and Prevention, (2023). Economic stability. Centers for Disease Control and Prevention. <https://www.cdc.gov/nczjz/od/ohrt/focus/long-term/economicstability.htm>
 Healthy People 2030, (n.d.). Economic stability. Economic Stability. <https://health.gov/healthypeople/objectives-and-data/browse/objectives/economic-stability>

(Mallory)

Overview of Economic Stability

- Economic stability is one of five domains grouped by Healthy People 2030 within the social determinants of health (SDOH) i.e., non-medical factors that influence health.
 - In 2023, the Centers for Disease Control and Prevention defines economic stability as “the connection between the financial resources people have—income, cost of living, and socioeconomic status—and their health.”
- Key areas pertaining to economic stability include poverty, employment, food security, and housing stability.
 - For example, poverty can make it difficult for people to afford resources such as healthy food, health care, and housing.
- Therefore, by addressing economic stability as a social determinant of health, we can promote greater access to health-promoting resources and ultimately promote long-term improvements in health (Healthy People 2030, n.d.).

Burke County

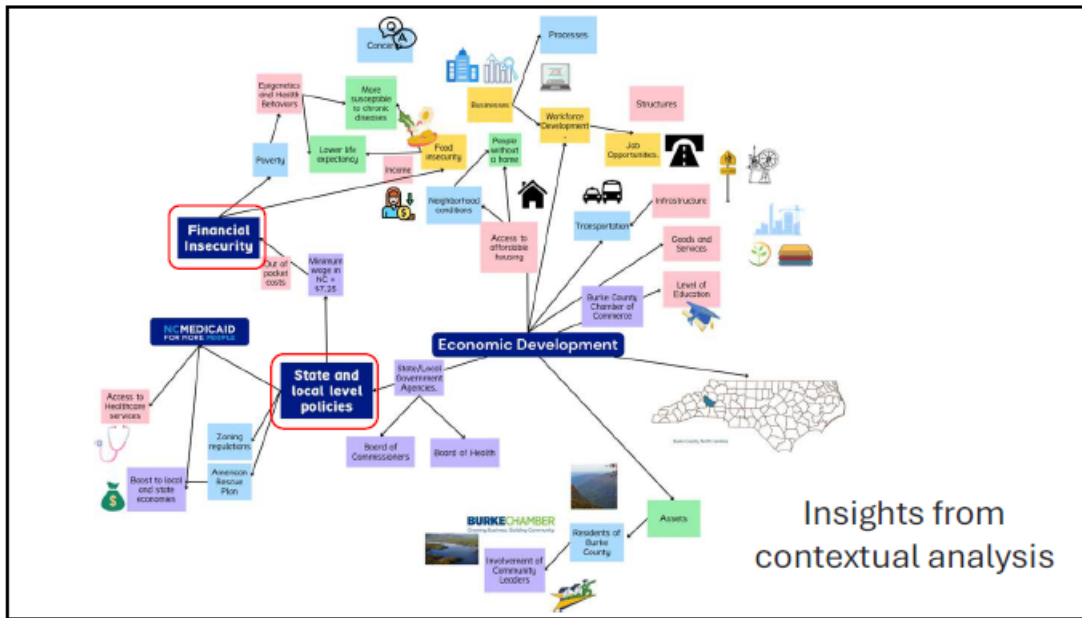


Burke County Health Assessment (2020) <https://www.burkecountync.gov/DocumentCenter/View/2186/2020-Community-Health-Assessment>
County Health Needs & Strategies (2019) <https://www.burkecountync.gov/DocumentCenter/View/1846/2019-County-Health-Needs-&-Strategies>
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North Carolina Justice Center (2019) [Burke County <https://www.ncjustice.org/ncchp-county-profiles/2019/05/16/2019-County-Profile-Burke.pdf>](https://www.ncjustice.org/ncchp-county-profiles/2019/05/16/2019-County-Profile-Burke.pdf)
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(Chandler)

Why is economic stability important in Burke County?

- In 2019, 13.6% of individuals in North Carolina (NC) are living in poverty (i.e., below 100% Federal Poverty Level) compared to 18.4% of individuals in Burke. People living in poverty in Burke are more likely to experience food insecurity, barriers to affordable housing, and premature death. Aside from children living in poverty, we noticed that individuals between 18-44 years old experience the greatest burden of poverty and financial insecurity.
- While Burke's unemployment rate is moderately less than the state average, housing affordability is a much greater concern for county residents. County residents have to spend a lot more on housing which is a significant drain on household economic stability (which impacts health). To address poverty and thus health, economic development should be made a priority for Burke.



(Luis)

- Through our analysis of Burke County's economic development landscape, we've constructed a comprehensive overview illustrating the various factors that impact the economic stability of the region. The rich picture related to economic development in Burke County provides a detailed insight into the dynamics of the local economy. Through our analysis, there are some elements that we want to give more detail as we've identified the significant influence of policies, such as Medicaid expansion, on both economic and health outcomes such as the reduction of high out-of-pocket costs and an economic boost to hospitals and clinical settings. Furthermore, we underscore the critical need to address financial insecurity as it directly affects economic stability and can lead to disparities in healthcare access and outcomes. Looking ahead, initiatives like the Burke Mega-site development show promise in creating more job opportunities and bolstering economic resilience, which in turn could enhance the overall health of our community. Drawing from this analysis, we have formulated a set of recommendations to guide future actions.

Recommendations



Community Engagement
with Young Adults



Health Literacy Program

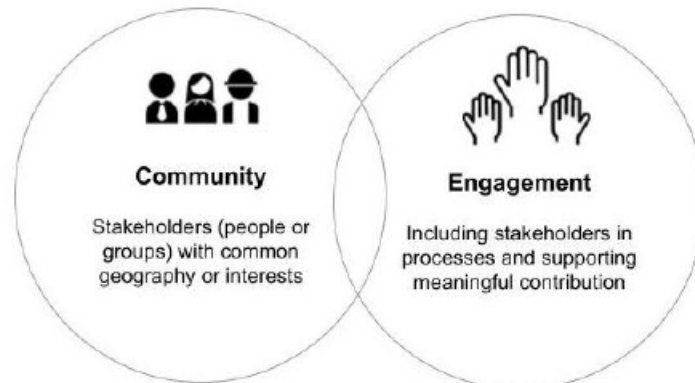


Policy Enhancement

(Mallory)

- Here are some key areas and ways that we recommend you move forward and invest in economic stability to achieve long term changes in health outcomes.

Recommendation 1: Community engagement with young adults in Burke County



Healthy People 2030. (n.d.). Economic stability. Economic Stability. <https://health.gov/healthypeople/objectives-and-data/browse-objectives/economic-stability>
Hendricks, A. (2022). Community engagement: Definitions, benefits & examples. Simply Stakeholders. <https://www.simplystakeholders.com/what-is-community-engagement/>
National Institutes of Health (NIH). (2011). Principles of community engagement (second edition). https://www.atsdr.cdc.gov/communityengagement/pdf/PCOE_Report_2011_FINAL.pdf

(Mallory)

- Our first recommendation consists of community engagement with young adults in Burke County.
 - Community engagement is defined by the CDC as “the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people” (NIH, 2011).
 - According to the NIH publication, *Principles of Community Engagement* (2011), “The probability of sustained engagement and effective programming increases when community participants are active partners in the process”
- We recommend involving young adults (between the ages of 18 and 44 years old) as a priority partner in engagement efforts.
 - Young adults are typically healthy and part of the workforce, unless they have difficulty finding a job, or they are limited in their ability to work (Healthy People 2030, n.d.).
 - Engaging with this group and prioritizing their knowledge, strengths, and assets they bring to the table is important, especially before designing programs that they will ultimately be on the receiving end of.

Recommendation 1: Community engagement with young adults in Burke County

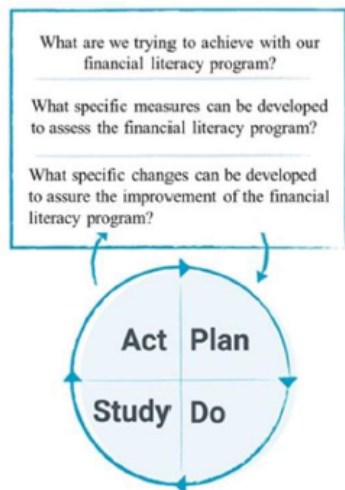
Engagement Method	Related Barriers	Timing
Community meetings with young adults (18-44 years-old)	Lack of trust / lack of community support	Design
Community advisory board, including compensation/incentive	Extra time and efforts needed for involvement	Design; Improve

National Institutes of Health (NIH). (2011). Principles of community engagement (second edition). https://www.afpc.gov/communitaryengagement/PCEResort_2011_FINAL.pdf
 National MCH Workforce Development Center. (2022). Successful engagement with people who have lived experience. <https://www.nmchdc.org/wp-content/uploads/2022/10/Successful-Engagement-with-People-who-have-Lived-Experience-October-2022.pdf>
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(Mallory)

- In the table shown here, highlighting just a couple areas of our work, we recommend engaging with young adults through the following engagement methods:
- The first method includes meeting with young adults where they are through community meetings.
 - By starting conversations with young adults in the early stages and learning about their needs, desires, and concerns about participation, this will help establish a solid foundation of trust, respect, and community support needed for successful and sustainable partnerships (NIH, 2011).
- The second method consists of forming a community advisory board as the primary steering committee. This method would involve young adults in an advisory role to contribute to solving program challenges, rather than play an active role in decision-making (National MCH Workforce Development Center, 2022).
 - Although these positions are voluntary, young adults should see a ‘return’ or their participation to promote sustained engagement around the larger effort.
 - This could be accomplished by offering low-cost incentives such as training opportunities, awards, or potluck dinners (Newman et al., 2011).
- Having an intentional engagement strategy in mind will help promote the long-term advancement of economic stability and health in Burke County.

Recommendation 2: Financial Literacy Program



Hague H, Howard F, Schell M, Conedy C, Boynton-Jennett R, Buzicki A, Douglas W, Hannah-Ad H, Henry B, Kendrick C, Miller S, Munera E, Patek K, St John C, Zehn TL. (2018) Using PDSA Cycles in Community Settings: Case Studies of Plan, Do, Study, Act Cycles. *Boston: 100 Million Healthier Lives*, compiled by the Institute for Healthcare Improvement.
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(Luis)

- The second recommendation involves establishing a financial literacy program using a Continuous Quality Improvement approach to support workforce development in Burke County and foster long-term economic growth for young adults. Through this initiative, the target population will acquire essential financial skills to save, invest, and spend their money wisely to create sustainable socioeconomic growth. Implementing financial literacy programs can indirectly improve health outcomes by reducing financial stress, facilitating access to healthcare services, and promoting healthier lifestyle choices. Collaboration with the community partners such as the Burke County Health Department will ensure the success of the program.
- To work on the program effectively, a quality improvement approach such as the Model for Improvement by the Institute for Healthcare Improvement can be invaluable. This model, grounded in Plan-Do-Study-Act (PDSA) cycles, facilitates the development of measures to guide and identify necessary improvements. This model involves testing small changes, studying their effects, and then acting on what is learned to drive continuous improvement. The focus will be on defining program goals, ensuring alignment with community needs, and assessing the impact for sustained improvement.
- As they said we cannot improve what is not measured, so during the cycles it's important to establish key outputs, processes, outcomes, and balancing metrics to overall evaluate the program. For this recommendation, to work on factors like the Effective resource allocation, clear communication, stakeholder engagement, and implementation of long-term sustainability measures will be essential components of success
- By building upon the programs that are already present in Burke County, we can use identifiable and established resources that will help our target population and the entirety of Burke County.

Recommendation 3: Policy Enhancement

Policy Recommendations	Resources/Vectors of Change	Government Level of Change
Expand Medicaid Enrollment Program	Collaborative effort from Burke County Health Department, Burke County Board of Commissioner, and North Carolina State Government	State and County level change
Rezone inner city Morganton	Effort from Burke County Board of Commissioner and Burke County Health Department	County level change
Create affordable housing units	Collaborative effort from Morganton Housing Authority, Burke County Board of Commissioner and Burke County Health Department	County level change

County Health Rankings & Roadmaps. (2023). Burke, North Carolina. <https://www.countyhealthrankings.org/location=health-rankings/north-carolina/burke/year=2023>
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(Chandler)

- I will be discussing the policy recommendations that best promote positive change and community focus.
- Our policy enhancements are as followed within the table, Expansion of Medicaid Enrollment Program, Rezone inner city Morganton, and create affordable housing units. While these are all valuable enhancements, we are going to focus on the Expansion of Medicaid Enrollment Program and are willing to go into detail for the others after our presentation during our Q&A period.
- The goal is to expand Medicaid enrollment services within Burke County. This aligns with recent state level Medicaid expansion policy that took affect December 2023. The enhancement will allow for more sites to be created within Burke County so that community members have closer enrollment locations and aren't inconvenienced by travel. Through obtaining insurance community members will have access to medical resources, access to affordable healthcare services and the ability to other services covered under the Medicaid insurance.



APPENDIX A.3 TABLES AND FIGURES USED IN COMMON PROPOSAL

Power Analysis Grid

<p>High Influence/Low Interest Meet their needs</p>	<p>High Influence/High Interest Key Player</p> <ul style="list-style-type: none"> • Burke County Chamber of Commerce Chair • Board of Health Chair • Burke County Economic Development Corporation Executive Director
<p>Low Influence/Low Interest Keep informed minimally</p>	<p>Low Influence/High Interest Show consideration</p> <ul style="list-style-type: none"> • Burke County Public Health Center Chief Medical Officer • Western Piedmont Community College Director • Community Leaders • United Way of Burke County Director

Community Partner Analysis Map

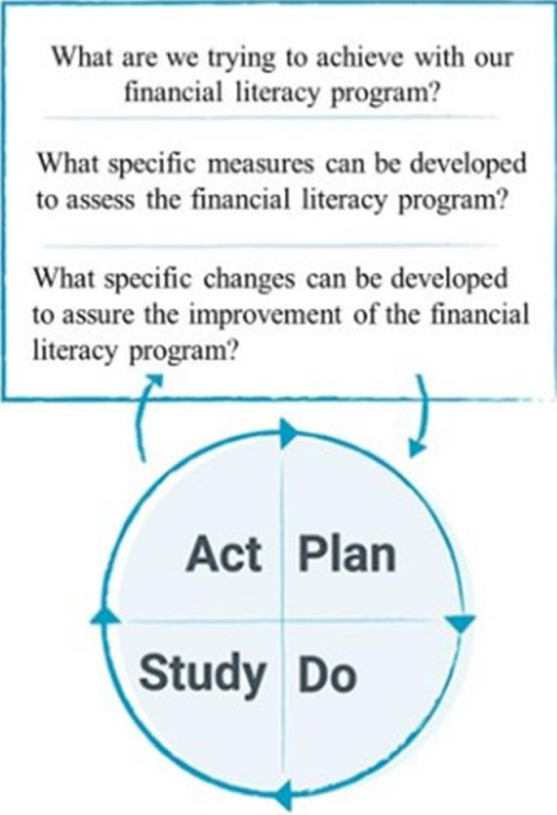
Stakeholder	Stakeholder Interest(s) in the Health Topic/Project	Assessment of Impact (influence/interest)	Potential Strategies for Obtaining Support and/or Reducing Obstacles
Burke County Chamber of Commerce Chair	Represent local businesses and economic interests	(high influence/ high interest)	Engage in advocacy for policies supporting economic stability Proposed bill and/or resolution with the county commissioners to show support for the issue and allocate funds/resources
Burke County Economic Development Corporation Executive Director	Promote economic growth and stability in Burke County Expertise in economic development, access to resources and funding	(high influence/ high interest)	Presentation of data to the executive director about economic stability in our target population Seek their expertise and funding for economic stability initiatives
Burke County Public Health Center Chief Medical Officer	Ensure public health and well-being	(low influence/ high interest)	Providing health-related expertise, identifying health impacts of economic stability initiatives
Western Piedmont Community College Director	Support workforce development and education	(low influence/ high interest) -	Providing access to educational resources and workforce development initiatives Partner to provide job training and education programs
Community Leaders	Advocate for community interests and needs	low influence/ high interest - (depends on their influence and involvement)	Engage them in community feedback sessions and decision-making processes Emphasize the role as a community advocate rather than as a key decision-maker
United Way of Burke County Director	Address social and economic challenges	(low influence/ high interest)	Collaborate to access resources and support for community initiatives

Board of Health Chair	Oversee public health policies and initiatives Influences and gives recommendations about health-related decisions	(high influence/ high interest)	1-on-1 meeting or presentation to the Board of Health to seek input on health impacts and ensure alignment with public health goals
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Engagement Table: Methods, Facilitator(s)/Barrier(s), and Timing

Engagement Method	Related Facilitator(s) / Barrier(s)	Timing
Meetings with community leaders and groups	Lack of trust and respect / lack of community support (barrier)	Design
Advisory committee with compensation/incentive for time involvement	Extra time and efforts needed for involvement (barrier)	Design; Improve
On-going feedback panels	Community assets and strengths (facilitator)	Improve; Sustain/Scale

Institute for Healthcare Improvement Model For Improvement



Policy Rankings

Goal outlooks	Medicaid Enrollment Expansion	Affordable Housing	Rezoning Laws
Creation of equitable zoning within Burke County through removal of exclusionary zoning	3	2	With rezoning of the county, this will allow for more equitable zoning throughout the community with emphasis to healthcare and health resources and rezoning them for the areas of the county that will benefit the most.

<p>Creation of affordable living areas</p>	<p>3</p>	<p>1) Through designation of affordable housing developments, this will create affordable housing for those that need affordable housing and need of stable, healthy living environment.</p>	<p>2</p>
<p>Increase in applications for Medicaid</p>	<p>1) Through the expansion of Medicaid enlisting program, this will increase the people that will apply and enroll within Burke County to benefit from the Medicaid expansion bill in North Carolina.</p>	<p>3</p>	<p>2</p>

<p>Decrease in hospital debt within Burke County</p>	<p>1) By enrolling the citizens of Burke County, this will allow for healthcare resources and services to be affordable for the patients; therefore, payments will be made to the hospital allowing for the decrease of hospital debts.</p>	<p>3</p>	<p>2</p>
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<p>Hire more social workers for Medicaid Expansion programs</p>	<p>1) Through the expansion policy, there will be a need for more social workers. This will create jobs for those to work in hospitals and at Medicaid enrollment sites for social workers within the Burke County community.</p>	<p>3</p>	<p>2</p>
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APPENDIX B: MALLORY LYNN MORAN INDIVIDUAL DELIVERABLES

APPENDIX B.1. SOCIAL DETERMINANTS OF HEALTH ANALYSIS

Economic stability

One of five domains grouped within the social determinants of health (SDOH) by Healthy People 2030 is economic stability (Healthy People 2030, n.d.). Economic stability refers to “the connection between the financial resources people have—income, cost of living, and socioeconomic status—and their health” (Centers for Disease Control and Prevention, 2023). Key areas pertaining to economic stability include poverty, employment, food security, and housing stability (Centers for Disease Control and Prevention, 2023). For example, poverty can make it difficult for people to afford resources such as healthy food, health care, and housing (Healthy People 2030, n.d.). Steady employment reduces the chances of poverty and promotes healthy opportunities. However, many people experience challenges finding employment and do not earn enough to obtain the resources they need to stay healthy. People with disabilities, injuries, or conditions such as arthritis may experience limitations that interfere with their ability to work (Healthy People 2030, n.d.). The goal of economic stability is “to help people earn steady incomes that allow them to meet their health needs” (Healthy People 2030, n.d.).

There are several short- and long-term impacts of economic stability as a social determinant of health across the lifespan. Low-income Americans experience higher rates of behavioral risk factors such as smoking, obesity, substance use, and low levels of physical activity, all of which are strongly influenced by their environments (Khullar & Chokshi, 2018). For instance, low-income communities often have less access to healthy food and fewer green spaces that allow for physical activity. As a result of genetic and hormonal changes, chronic

stressors such as financial hardship can heighten the risk of chronic disease (Khullar & Chokshi, 2018). Compared to higher-income Americans, low-income adults experience higher rates of chronic conditions such as heart disease, diabetes, and stroke (Khullar & Chokshi, 2018). Additionally, on average, low-income adults die at an earlier age than higher-income Americans (Khullar & Chokshi, 2018; Geller et al., 2023).

In Burke County, North Carolina (NC), the median household income and life expectancy are lower than the state average in 2020 (North Carolina Justice Center, 2020). If people are poorer, sicker, and die earlier in life, there are implications for everyone. In Burke, this means that less people can contribute to the workforce and the economy. More individuals would need to be enrolled in Medicaid, and hospitals could become overwhelmed by having to accept more sick or chronically ill patients. Considering the numerous impacts of this SDOH, the key area of focus will be economic development in Burke County, NC.

Geographical and historical context

Burke County lies within the Catawba Valley River basin in the west central Piedmont region of NC where the rolling hills meet with the Blue Ridge Mountains (Burke County Chamber of Commerce, 2020). According to the 2020 Budget & Tax Center Economic Snapshot, the county has a population of 91,394 and consists of seven incorporated municipalities (Burke County Chamber of Commerce, 2020; North Carolina Justice Center, 2020). The natural beauty of Burke County makes it the “Gem of the South” (Burke County Chamber of Commerce, 2020).

Examining policies and practices of the past and present can provide some explanations for inequities in economic stability. The land that is now known as Burke County once belonged to Indigenous nations, primarily Catawba and Cherokee Indians (Bangma, 2024; County Health

Rankings & Roadmaps, 2023). Following colonization and development of railroads many thousands of years ago, Burke County maintains its industrial development to this day in product areas such as furniture, machine parts, chemicals, agricultural processing, and textiles (Bangma, 2024). The county is also widely known for its state parks and forest lands (Bangma, 2024).

More current policies to consider that influence economic development and health include employment standards and hourly wages (North Carolina Justice Center, 2020). For example, “The median hourly wage is only 81.7% of what’s needed for 1 adult and 2 children to make ends meet” (North Carolina Justice Center, 2020). As a result, 42% of residents classify as low-income, or make less than \$50,200 for a family of four (North Carolina Justice Center, 2020). Burke County has several community resources which are pertinent to economic development, including Goodwill Career Connections- Morganton, NC Works Career Center- Burke County, and Vocational Rehabilitation Services, known as Work Source West (North Carolina Division of Workforce Solutions, 2023). These agencies assist people in various areas, including training, employment, education, and other support services geared for people with disabilities (North Carolina Division of Workforce Solutions, 2023).

Priority population

The population of interest within Burke County consists of adults between the ages of 18- and 44-years old living below 100% of the Federal Poverty Level (FPL). By age, the highest percentage of individuals that live below the 100% FPL are children aged five in 2020 (Burke Community Health Assessment, 2022). However, it may be argued that young adults, whether they have children or not, have the most potential to contribute to economic development in Burke County. Young adults are typically healthy and part of the workforce, unless they have difficulty finding a job, or they are limited in their ability to work (Healthy People 2030, n.d.).

By prioritizing this population moving forward, there will likely be more opportunities and economic development than solely focusing on families with children.

Measures of economic stability

In 2019, 18.4% of Burke County individuals are living below 100% of the FPL (NCIOM, 2021). Between 2017 and 2020, an average of 42% of individuals are living below 200% of the FPL, exceeding the state's average of 36.8% (Burke Community Health Assessment, 2022). In 2020, 23.3% of individuals between the ages of 18 and 24 live below 100% of the FPL (see Appendix A.) (Burke Community Health Assessment, 2022). In 2020, 19.0% of individuals between the ages of 25 and 34 live below 100% of the FPL (see Appendix A.) (Burke Community Health Assessment, 2022). In 2020, 16.7% of individuals between the ages of 35 and 44 live below 100% of the FPL (see Appendix A.) (Burke Community Health Assessment, 2022).

In 2022, Burke County has a labor force of 40,502 individuals and an unemployment rate of 3.0% or 1,230 individuals (Burke Community Health Assessment, 2022). NC's unemployment rate is greater in 2019 at 3.9% (Burke Community Health Assessment, 2022). In 2022, 65.2% of individuals worked in Burke County, while 34.0% worked outside the county (Burke Community Health Assessment, 2022). In 2018, the median household income in Burke County is \$44,946 compared to \$53,922 in North Carolina (see Appendix B.) (North Carolina Justice Center, 2020). Additionally, "Rent is unaffordable for 45.1% of renters" (North Carolina Justice Center, 2020). Approximately 20% of people in Burke County spend over half of their income on rent (North Carolina Justice Center, 2020).

Rationale/importance

Based on available data, economic development is one promising way to address poverty and thus health in Burke County (Burke Community Health Assessment, 2022; NCIOM, 2021; North Carolina Justice Center, 2020). By focusing on this area, the priority population of young adults in Burke County between the ages of 18- and 44-years old, particularly those living below 100% of the FPL, will likely have greater access to essentials such as affordable housing, healthy foods, and other health promoting resources. Although unemployment does not seem to be as high in Burke County when compared with NC, affordability is a growing area of concern that could be addressed through efforts in economic development (Burke Community Health Assessment, 2022). Existing community assets, resources, and partners within Burke County will have a meaningful role to play in these efforts, not only to boost the economy, but also to advance equity for the health and well-being of all people living in Burke County.

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B.1.B APPENDICES

Appendix A.

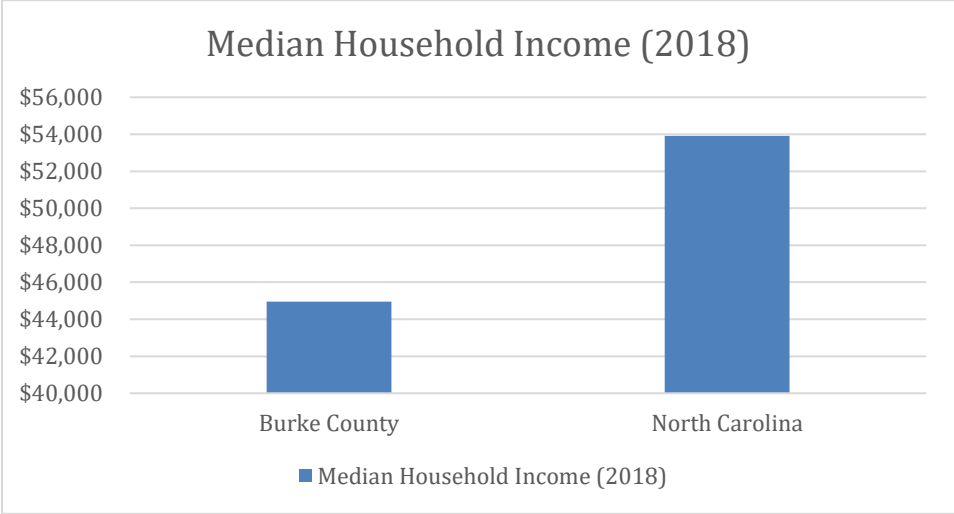
Burke County, North Carolina Residents Living in Poverty in 2020.

Age	Individuals Living Below 100% of the Federal Poverty Level (FPL)
<5	32.7%
5	46.0%
6-11	31.5%
12-14	27.5%
15	18.8%
16-17	15.1%
18-24	23.3%
25-34	19.0%
35-44	16.7%
45-54	18.9%
55-64	15.4%
65-74	8.61%
75+	9.5%

(Burke Community Health Assessment, 2022)

Appendix B.

Median Household Income in 2018. Burke County compared to the state of North Carolina.



(North Carolina Justice Center, 2020)

APPENDIX B.2. CONCENTRATION DELIVERABLE #1

Analysis of Policy Factors that Affect Economic Development

One of five domains grouped within the social determinants of health (SDOH) by Healthy People 2030 is economic stability (Healthy People 2030, n.d.). Economic stability refers to “the connection between the financial resources people have—income, cost of living, and socioeconomic status—and their health” (Centers for Disease Control and Prevention, 2023). Key areas pertaining to economic stability include poverty, employment, food security, and housing stability (Centers for Disease Control and Prevention, 2023). For example, poverty can make it difficult for people to afford resources such as healthy food, health care, and housing (Healthy People 2030, n.d.). By addressing economic stability as a SDOH, we can promote long-term improvements in health (Healthy People 2030, n.d.).

In 2019, 13.6% of individuals in North Carolina (NC) are living in poverty compared to 18.4% of individuals living in poverty in Burke (NCIOM, 2021). People living in poverty (i.e., living below 100% of the federal poverty level, FPL) in Burke are more likely to experience food insecurity, barriers to affordable housing, and premature death (County Health Rankings & Roadmaps, 2023; Healthy People 2030, n.d.). The unemployment rate may be lower in Burke compared to NC; however, affordable housing is a concern for 45.1% of renters in Burke County which is greater when compared to approximately 25% of renters in NC (Burke Community Health Assessment 2022; North Carolina Justice Center, 2020; Tanner, 2022). To address poverty and thus health, economic development should be made a priority for Burke. Policies that directly and indirectly impact job opportunities will be examined in the following sections.

Policy with direct impact on economic development

One “big P” policy that directly impacts economic development is the recent state-level expansion of Medicaid in North Carolina (NCDHHS, 2023). In March of 2023, the NC General Assembly passed the legislation, and Governor Roy Cooper signed House Bill 76, Access to Healthcare Options, into law (NC Governor Roy Cooper, 2023). On December 1, 2023, Governor Roy Cooper and NC Department of Health and Human Services (NCDHHS) Secretary Kody H. Kinsley joined together and celebrated the launch (NCDHHS, 2023). Medicaid expansion means that over 600,000 North Carolinians between 19 and 64 years are newly eligible for health care coverage. Specifically, NC Medicaid expansion covers single individuals making under \$20,000, in addition to a family of three earning less than \$34,000 combined. As a result, doctor visits, annual check-ups, emergency care, mental health services, and more are available at little or no cost to Medicaid participants (NCDHHS, 2023). Secretary Kinsley states, “This is a historic moment that will change North Carolina for the better, improving the health of our people and the health of our economy. It is the most significant investment in health care in North Carolina’s history” (NCDHHS, 2023).

Certain areas in NC may be more likely to reap the economic benefits of this policy than others. For example, “In North Carolina, rural residents are 40% more likely to be uninsured and eligible for Medicaid expansion” (NC Governor Roy Cooper, 2023). In Burke County, 42.7% of the total population live in rural areas, according to the 2010 Census (NC Department of Commerce, 2022). Additionally, 15% of the Burke County population under the age of 65 have no health insurance in 2020 (County Health Rankings & Roadmaps, 2023). While improving access to care, the passage of Medicaid expansion directly provides many economic benefits, including a boost to rural hospitals that allows them to remain open as well as protection against

high out-of-pocket medical costs that often leave people more vulnerable to medical bankruptcy (NC Governor Roy Cooper, 2023; Sharer, 2023). Lastly, premature deaths can be prevented with Medicaid expansion because individuals have greater access to preventive and emergency care (Sharer, 2023).

Policy with indirect impact on economic development

One “little p” or local level policy that indirectly affects economic development in Burke County has to do with ongoing land use and county zoning regulations. Specifically, the development of an industrial mega-site property has recently been proposed by developers in Burke County (McBrayer, 2023a). “In early October, N.C. House Speaker Tim Moore, R-111, joined officials from Burke and McDowell counties as he announced the state budget includes \$35.5 million for Burke Development Inc. to purchase and develop 1,343.44 acres for the Great Meadows Megasite” (McBrayer, 2023a). Some acres of land will not be used because 200 acres are in McDowell County, 410 acres are zoned Industrial, and an additional 110 acres are zoned Business. (McBrayer, 2023a). The rezoning of 11 parcels of land is yet to be determined (McBrayer, 2023b). In the end, the county will decide on the business or industry that will go on the mega-site. First, the proposed industry will go to the Burke Development Inc. (BDI) Board of Directors for a decision. Given the board is in favor of the proposed industry, the decision will go to the county planning board, followed by the county commissioners for final approval (McBrayer, 2023a).

The proposed mega-site plan would appeal to county officials and ultimately influence economic development through the creation of job opportunities (McBrayer, 2023a). Alan Wood, President and CEO of BDI, claims they will be intentional with the development of the site and partner up with the Burke County planning department, Foothills Conservancy of NC,

and Lake James Environmental. However, one concerned individual says the property is up against his grandparents' farm, and several residents are concerned that this proposal will negatively impact water quality and the environment (McBrayer, 2023a). One Burke County resident has started a petition in hopes to bring a stop to the mega-site proposal and has collected over 2,000 signatures (Change.org, 2023). Moreover, land and property owners fear losing the culture of their town since Burke County is admired for its environment and many outdoor activities (McBrayer, 2023a). Questions are raised as to what industry will take over the land and how the surrounding environment may be affected in the process. BDI aims to address these concerns by holding community meetings for residents to continue voicing their concerns until the county planning board meets again in March 2024 to determine the rezoning of the land (McBrayer, 2023a; McBrayer, 2023b). There may have to be some compromises, but people can recognize opportunities to work together.

Policy environment and strategy

Broadly, the political environment in Burke County is predominantly conservative, or Republican (Data USA, n.d.) According to data trends from the 2020 U.S. Presidential Election, 69.5% of Burke County residents voted for former President Donald J. Trump with the Republican Party, and 29.4% voted for Joseph (Joe) R. Biden Jr. with the Democratic Party. Less than 1% of Burke voted for Jo Jorgensen with the Libertarian Party (Data USA, n.d.). All current Burke County Board of Commissioners identify as Republican ("Board of Commissioners," n.d.). The political environment may shape the Commissioners' views on the policies described above, as they may prioritize certain values over others and lean towards a particular stance on various issues.

For example, although NC Medicaid expansion is signed by NC Governor Roy Cooper (Democrat) and has been a long-time progressive policy, the Burke County Board of Commissioners would likely support the policy since it is ultimately an economic investment (Governor Roy Cooper, 2023; NCDHHS, 2023). As such, NC Medicaid expansion offers several economic benefits such as boosts to the economy and opportunities for economic growth in other areas (Sharer, 2023). The direct links to economic development make Medicaid expansion more favorable across the political divide (Sharer, 2023). Burke County Board of Commissioners would also be keen to favor the economic benefits that are likely to come with the Burke mega-site proposal (McBrayer, 2023a; McBrayer, 2023b). There would be more opportunities for economic growth with this policy as well. For instance, it would be profitable to have another business or industrial plant in the county, as the mega-site development would expand the tax base and provide an influx of population from the creation of new job opportunities (McBrayer, 2023a; McBrayer, 2023b). These jobs could promote health by providing economic stability to residents of Burke County.

Moving forward, the policy environment and views of county commissioners will influence the policy strategy. Convincing Burke County Board of Commissioners that economic development is an area worthy of attention, not only for job opportunities and economic growth but also for health and well-being, will require getting to know them, speaking their language, and beginning with the end goal in mind. Continuing to frame conversations through an economic lens will likely be the most effective strategy since there will be more incentive for them to be in support of a particular goal/policy recommendation. Aligning goals around shared interests (e.g., economic growth, improved health outcomes, etc.) will also be a worthwhile strategy. Ongoing communication, information-sharing, and trust-building with Burke County

Commissioners will be necessary throughout engagement efforts. Economic stability with health in mind should work to minimize health impacts of the proposed mega-site development.

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APPENDIX B.3. CONCENTRATION DELIVERABLE #2

Engagement Strategy

Background

One of five domains grouped within the social determinants of health (SDOH) by Healthy People 2030 is economic stability (Healthy People 2030, n.d.). Economic stability refers to “the connection between the financial resources people have—income, cost of living, and socioeconomic status—and their health” (Centers for Disease Control and Prevention, 2023). Key areas pertaining to economic stability include poverty, employment, food security, and housing stability (Centers for Disease Control and Prevention, 2023). For example, poverty can make it difficult for people to afford resources such as healthy food, health care, and housing (Healthy People 2030, n.d.). By addressing economic stability as a SDOH, we can promote long-term improvements in health (Healthy People 2030, n.d.).

In 2019, 13.6% of individuals in North Carolina (NC) are living in poverty compared to 18.4% of individuals living in poverty in Burke (NCIOM, 2021). People living in poverty (i.e., living below 100% of the federal poverty level, FPL) in Burke are more likely to experience food insecurity, barriers to affordable housing, and premature death (County Health Rankings & Roadmaps, 2023; Healthy People 2030, n.d.). While Burke’s unemployment rate is moderately less than the state average (3.0% in Burke compared to 3.9% in NC), housing affordability is a much greater concern for county residents (45% of renters in Burke compared to ~25% of renters in NC) (Burke Community Health Assessment, 2022; North Carolina Justice Center, 2020; Tanner, 2022). As a result, county residents have to spend a lot more on housing which is a significant drain on household economic stability (North Carolina Justice Center, 2020). To address poverty and thus health, economic development should be made a priority for Burke. In

the following sections, I will build upon my colleague’s community partner analysis from the *Engagement 1 Deliverable* (see Appendix A.), discuss the importance of engagement in long-term systemic change, and develop an engagement strategy for a selected community partner.

Purpose

Engagement of community partners is imperative for addressing socioeconomic conditions and improving health issues in diverse communities, particularly for drawing attention to unique perspectives, concerns, and understandings of community life (NIH, 2011). This engagement strategy provides an intentional plan to promote effective collaboration of community partners and to sustain their involvement for the advancement of economic stability as a SDOH in Burke County, NC. According to the National Institutes of Health (NIH) publication, *Principles of Community Engagement* (2011), “The probability of sustained engagement and effective programming increases when community participants are active partners in the process” (p. 53). Therefore, strategies for fostering community participation and mobilization of partners should be developed to sustain long-term, systemic change efforts targeted around economic development in Burke (Minkler & Wakimoto, 2022; NIH, 2011).

Priority Partner

One unique community partner to prioritize in engagement efforts should consist of community leaders in Burke County (Burke Community Health Assessment, 2022). Community leaders consist of individuals actively involved in initiatives to promote change at the local level, either by community organizing, advocacy, or grassroots efforts (Burke Community Health Assessment, 2022). For example, Burke County United Way is community-led and involves individuals in core initiatives around self-sufficiency, housing stability, and youth success (*Who we are*, n.d.). These individuals include employees, business owners, or other more informal

leaders (NIH, 2011). Based on the community partner analysis mapped out by my colleague, this type of partner has low influence and high interest; however, their level of interest is also dependent on level of influence and involvement (see Appendix A.). For example, community leaders would be highly interested in the long-term transformation of economic stability in Burke because they care about advocating for community interests and needs such as affordable housing, job stability, and quality of life (Burke Community Health Assessment, 2022; see Appendix A.). Additionally, in terms of influence, community leaders in Burke are likely to engage with other organizations and could help identify champions in the community during the engagement process (Burke Community Health Assessment, 2022). Ultimately, program design efforts aimed at addressing economic development and improving health should be community driven and directly involve community members to the extent they want to be included in the planning of decision-making processes, program implementation, and evaluation (NIH, 2011).

Engagement Barriers and Facilitators

Prior to engagement with community leaders, there are a few barriers and facilitators to consider which may be likely to affect their participation in efforts to address economic development. Building on my colleague's community partner analysis where he described historical inequities and power dynamics as factors negatively influencing engagement (Appendix A.), it is also important to consider barriers such as lack of trust and respect among community leaders, in addition to the time and efforts needed for involvement (NIH, 2011). One facilitator to consider is the community assets and strengths of community leaders (NIH, 2011).

First, according to community engagement literature, relationships built on respect and trust are essential for mobilizing community support (Minkler & Wakimoto, 2022; NIH, 2011). Burke Development, Inc. is taking the time to hold community meetings and hear residents'

concerns about the proposed mega-site development in Burke County (McBrayer, 2023a; McBrayer, 2023b). Although there may need to be some compromises made in the end, this contextually relevant example shows the importance of actively respecting community voices and working together to come up with mutually agreed upon solutions (NIH, 2011). Furthermore, building relationships with community leaders from the start will help establish rapport and foster trust for a successful, ongoing partnership (NIH, 2011).

Second, the involvement that community leaders are expected to give could constrain their likelihood for participation. The benefits of participation must be realized so that community leaders feel that they are valued for their additional time and efforts (Newman et al., 2011; NIH, 2011). In addition, if they do not see a ‘return’ on their participation in some form of incentive or benefit, they will be unlikely to stay engaged in and support the larger effort (Chumo et al., 2023; Newman et al., 2011).

Lastly, community assets (i.e., interests, skills, experiences, and networks) and strengths of community leaders and institutions are facilitators for their participation to get involved and take action in change efforts (Minkler & Wakimoto, 2022; NIH, 2011). Although existing resources such as facilities, materials, and economic power may be used to initiate change, new resources and capacities may also be developed and exchanged to encourage participation of community leaders (NIH, 2011).

Engagement Methods

The first engagement method will take place during the Design phase and will consist of meetings with community leaders and groups (NIH, 2011). The level of participation would be to inform the engagement organizers about the community, to allow community leaders to discuss potential concerns within their settings, and to learn about further barriers/facilitators to

participation. By starting these conversations early, respect and trust may be established to garner the community support needed for successful partnerships (NIH, 2011).

The second engagement method will take place during the Design and Improve phases and will consist of a community advisory committee (National MCH Workforce Development Center, 2022). This method would take place in a group format, and the level of participation would be to involve leaders in an advisory role to contribute to solving program challenges, rather than play an active role in decision-making (National MCH Workforce Development Center, 2022). Community-based participatory research literature supports this engagement method as a mechanism for addressing and improving health (Chumo et al., 2021; Newman et al., 2011). The most effective community advisory committees consist of effective leadership, balancing of power, and clear protocols for decision-making (Newman et al., 2011). This could involve creating co-chairs and small sub-committees for making small-stakes decisions without the need to involve the entire committee (Newman et al., 2011). Although these positions are voluntary, community leaders should be compensated or acknowledged for their time and efforts to promote sustained engagement (Chumo et al., 2021; Newman et al., 2011). Therefore, when providing monetary compensation is not feasible, “Identifying other means to promote member retention and ensuring that the benefits of membership outweigh the costs is essential” (Newman et al., 2011). Low-cost incentives could include training opportunities, awards or honors, potluck dinners, and public recognition (Newman et al., 2011).

The third engagement method will take place during the Improve and Sustain phases and will consist of on-going feedback panels (National MCH Workforce Development Center, 2022). This method would take place in a group format and occur through a community town hall event (Davis et al., 2012). The level of participation would be to involve community leaders in

innovation and quality improvement efforts (National MCH Workforce Development Center, 2022). According to Davis et al. (2012), gathering data through an Audience Response System (ARS) is one effective way to engage community members, keep them informed about disparities in data, and actively gain honest feedback. An ARS is an interactive polling technology that is utilized to collect feedback and report live results (Davis et al., 2012). Moreover, involving community leaders in improvement efforts will continue to make them feel valued and promote more sustainable engagement (Davis et al., 2012; Newman et al., 2011; NIH, 2011). This engagement method could utilize community assets, strengths, and resources as facilitators for challenges that may arise during the first year of implementation and/or beyond (Minkler & Wakimoto, 2022; NIH, 2011). Local knowledge and expertise are especially valuable tools for evaluating and resolving programmatic challenges (NIH, 2011).

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B.3.B APPENDICES

Appendix A

Engagement 1 Deliverable

Background

Economic stability, a significant aspect of the Social Determinants of Health (SODH), profoundly influences health outcomes by impacting access to essential resources like nutritious food, healthcare, and secure housing (Harding, 2023). In Burke County, North Carolina, approximately 42% of individuals live below 100% of the federal poverty level (FPL), highlighting disparities in economic well-being (Burke County, 2022). Despite efforts to stimulate economic development through federal and state-level policies, challenges persist, particularly among the 18 to 44 age group, who face hurdles in accessing vital resources necessary for maintaining good health (Burke County, 2022). Efforts to address these disparities include leveraging federal and state programs and strategic plans to stimulate economic growth and attract businesses (Burke County, 2022). Prioritizing economic development is crucial for promoting community well-being and reducing health disparities, enhancing both individual financial stability and overall community well-being (Department of Commerce, 2021).

Collaborative efforts involving stakeholders from various sectors are essential for implementing targeted strategies to address economic disparities and promote equitable access to resources necessary for good health (North Carolina Medical Society, 2021).

Community Partner Mapping and Analysis:

In addressing economic development as a social determinant of health in Burke County, particularly among the target population of people among the 18 to 44 age group living at the federal poverty level below 100%, it is imperative to engage with a diverse range of community partners. These partners play crucial roles in implementing initiatives to improve economic stability and subsequently enhance health outcomes within the community (Burke County, 2023). Power dynamics within the community that favor certain stakeholders over others may influence representation, requiring strategies to ensure all voices are heard and valued in the decision-making process.

We utilized the Power Analysis Grid and the Community Partner Analysis Map tool to identify the level of interest and influence of community partners, that are relevant to addressing economic instability in Burke County (Appendix 1 & 2). These tools allowed us to visually represent the community partners, as well as their level of impact on the economic stability.

Based on the tool, we propose that the County Commissioners prioritize the following partners for involvement in the proposed SDOH task force:

Local Government Agency: Collaboration with the Burke County Chamber of Commerce through their chair as a community partner. This agency often spearheads economic development efforts and provides support services to individuals and families facing financial hardships, including job training programs, and workforce development initiatives, and collaborates with other agencies in social assistance programs (Burke County Chamber of Commerce, n.d.).

Nonprofit Organizations: Burke County Economic Development Corporation through its executive director as this organization can collaborate with various stakeholders, including industry leaders, government agencies, and site selection consultants, to boost expansion and development initiatives for local businesses. Additionally, it actively pursues the recruitment of specific industries to the area which is an important component of the economic development of the county (Burke County Economic Development Corporation, n.d.).

Burke County Public Health Center through their Chief Medical Officer as this organization is crucial for addressing the healthcare needs of the target population. These health centers provide essential medical services, preventive care, and health education programs that are vital for individuals living in poverty who may face barriers to accessing healthcare (Burke County, 2022).

Educational Institutions: Western Piedmont Community College through its director can support efforts to enhance workforce development and provide educational opportunities for individuals seeking to improve their economic stability. These institutions offer vocational training programs, adult education courses, and career counseling services that can empower individuals to secure stable employment and advance their economic well-being (Burke County, 2023).

Community Leaders: Individuals actively involved in community organizing, advocacy, and grassroots initiatives, mobilizing resources and driving positive change at the local level, and that are an important factor of influence in the community (Burke County, 2022).

The Board of Health Chair through a board member as a community partner can support our efforts as this entity in Burke County is empowered as the primary policy-making, rule-making, and adjudicatory body for public health. They oversee local health departments, ensuring that public health services are delivered effectively (Association of North Carolina Boards of Health, n.d.).

By partnering with these community stakeholders, public health projects can leverage resources, expertise, and networks to address economic development as a social determinant of

health in Burke County. It's crucial to prioritize the involvement of community leaders who have direct experience with the social determinants of health. These collaborative efforts can lead to the implementation of comprehensive interventions that address the underlying social and economic factors influencing health

Factors influencing participation.

Two factors influencing equitable representation and participation of community partners include historical inequities and power dynamics. Historically marginalized groups often encounter systemic barriers, including discrimination and limited resources, hindering their involvement in decision-making processes (Yin et al., 2020). Power dynamics also shape equitable representation as some entities or individuals may wield more influence or resources, leading to unequal opportunities for engagement (Fung, 2006).

These factors greatly impact how community partners engage in addressing economic development in counties such as Burke County. A recurring issue in community partnerships is the challenge of maintaining progress due to intricate power dynamics among partners, disparities in resource access, and the requirements of funding organizations (Matenga, 2021). For instance, organizations like nonprofits may face obstacles in securing resources and funding, leading to disparities in representation and decision-making (Wallerstein, 2019). Moreover, leadership roles in the community can often be held by individuals from privileged backgrounds, thereby excluding marginalized communities and therefore limiting the participation of community members (Honor Society Foundation., 2023).

Reflections and Conclusions

In considering the community partners proposed for involvement in addressing economic development as a social determinant of health in Burke County, several questions arise. It's essential to inquire about the resources and expertise each partner brings to the table, ensuring they align with the goals of the initiative. Additionally, understanding any potential conflicts of interest or competing priorities is crucial for effective collaboration.

Some of the main strengths and limitations of the community partner analysis of Burke County related to economic development include the comprehensive approach to identifying a diverse range of community partners with expertise in economic development and public health. By considering power dynamics, the analysis enhances the potential for equitable representation within the task force. However, limitations include the lack of direct input from community members, particularly those from historically marginalized groups, which could affect the inclusivity of the process. Additionally, potential biases in partner selection and limited consideration of partners' capacity and readiness to engage may hinder the effectiveness of collaborative efforts.

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Appendix 1

Power Analysis Grid

<p>High Influence/Low Interest Meet their needs</p>	<p>High Influence/High Interest Key Player</p> <ul style="list-style-type: none"> • Burke County Chamber of Commerce Chair • Board of Health Chair • Burke County Economic Development Corporation Executive Director
<p>Low Influence/Low Interest Keep informed minimally</p>	<p>Low Influence/High Interest Show consideration</p> <ul style="list-style-type: none"> • Burke County Public Health Center Chief Medical Officer • Western Piedmont Community College Director • Community Leaders • United Way of Burke County Director

Appendix 2

Community Partner Analysis Map

Stakeholder	Stakeholder Interest(s) in the Health Topic/Project	Assessment of Impact (influence/interest)	Potential Strategies for Obtaining Support and/or Reducing Obstacles
Burke County Chamber of Commerce Chair	Represent local businesses and economic interests	(high influence/ high interest)	Engage in advocacy for policies supporting economic stability Proposed bill and/or resolution with the county commissioners to show support for the issue and allocate funds/resources
Burke County Economic Development Corporation Executive Director	Promote economic growth and stability in Burke County Expertise in economic development, access to resources and funding	(high influence/ high interest)	Presentation of data to the executive director about economic stability in our target population Seek their expertise and funding for economic stability initiatives
Burke County Public Health Center Chief Medical Officer	Ensure public health and well-being	(low influence/ high interest)	Providing health-related expertise, identifying health impacts of economic stability initiatives
Western Piedmont Community College Director	Support workforce development and education	(low influence/ high interest) -	Providing access to educational resources and workforce development initiatives Partner to provide job training and education programs
Community Leaders	Advocate for community interests and needs	low influence/ high interest - (depends on their influence and involvement)	Engage them in community feedback sessions and decision-making processes Emphasize the role as a community advocate rather than as a key decision-maker

United Way of Burke County Director	Address social and economic challenges	(low influence/ high interest)	Collaborate to access resources and support for community initiatives
Board of Health Chair	Oversee public health policies and initiatives Influences and gives recommendations about health-related decisions	(high influence/ high interest)	1-on-1 meeting or presentation to the Board of Health to seek input on health impacts and ensure alignment with public health goals

Appendix B:

Engagement Table: Methods, Facilitator(s)/Barrier(s), and Timing

Engagement Method	Related Facilitator(s) / Barrier(s)	Timing
Meetings with community leaders and groups	Lack of trust and respect / lack of community support (barrier)	Design
Advisory committee with compensation/incentive for time involvement	Extra time and efforts needed for involvement (barrier)	Design; Improve
On-going feedback panels	Community assets and strengths (facilitator)	Improve; Sustain/Scale

APPENDIX C: LUIS TORRES TORIJA ARGUELLES INDIVIDUAL DELIVERABLES

APPENDIX C.1. SOCIAL DETERMINANTS OF HEALTH ANALYSIS

Economic Stability

Social determinants of health (SDH) are key factors that mold an individual's health and overall well-being, with socioeconomic components emerging as significant influencers beyond medical realms. Socioeconomic status, encompassing wealth, education, and occupation, profoundly shapes health outcomes. Those facing poverty often encounter barriers in accessing essential resources like nutritious food, healthcare, and secure housing, leading to subpar health outcomes and heightened mortality rates. Furthermore, individuals engaged in hazardous work environments or high-risk occupations experience elevated health risks, resulting in increased rates of illnesses, injuries, and fatalities. Economic stability, entwined with other SDH factors, deeply impacts access to healthcare services and exacerbates adverse health effects, including heightened mortality rates and increased disability rates due to illness progression (Harding, 2023).

Economic stability encompasses a myriad of factors, including socioeconomic status, employment opportunities, and access to various goods and services. Within these multifaceted elements, disparities often arise among different segments of the population, manifesting notably in situations of poverty. For instance, within the United States, approximately one in ten individuals grapple with poverty, confronting substantial hurdles in accessing fundamental necessities such as nutritious food, healthcare, and adequate housing. Socioeconomic status serves as a crucial determinant of one's economic stability, as individuals with higher socioeconomic status typically have greater access to resources and opportunities for financial security. However, despite the correlation between stable employment and economic stability,

many individuals encounter challenges in securing and maintaining employment, further exacerbating disparities in economic well-being (Healthy People 2030).

Geographic and historical context

Burke County is a County in North Carolina (NC) that has a population of 87,829 people. Among this population, approximately 18.6% (n = 16,637) are under the age of 18. The majority of residents in Burke County are White or Caucasian and not of Hispanic origin (80.0%), while around 6.5% identify as Hispanic or Latino, and 6.2% as Black or African American. English is the primary language spoken at home (90.7%), with 9.3% using some other language. In terms of technology access, 90.2% of households have a computer, and 80.7% have broadband internet. Seventy-two percent of housing units are owner-occupied, with a median monthly cost of \$1,110 for those with a mortgage and \$744 for rental housing. The average income in the county is around \$53,000. Additionally, there is a poverty rate of 12.6%, shedding light on the proportion of the population experiencing economic challenges (US Census Bureau, 2023).

The composition of the workforce in Burke County is diverse, with the majority of individuals employed within the county itself. Specifically, 65.2% of the total workforce, amounting to 38,817 individuals, work locally, while 34.0% commute to jobs outside the county. This workforce is segmented across various categories, with 77.2% engaged in private wage and salary positions, 17.3% in government roles, and 5.5% self-employed. Within these categories, a range of occupations is represented, including management, business, science, and arts (28.2%), service occupations (21.1%), sales and office roles (18.0%), natural resources, construction, and maintenance positions (9.4%), and production, transportation, and material moving jobs (23.2%) (US Census Bureau, 2023).

Policies and Practices that have contributed to identified inequities with respect to the Economic Stability

Over the years, both federal and state-level policies and programs have been implemented, providing incentives through social programs to reduce existing economic inequities and fostering industry growth for the creation of new jobs. Notably, \$6.3 billion of this investment was announced in 2020, despite the challenges posed by the COVID-19 pandemic. Furthermore, the state has allocated nearly \$200 million to support state counties like Burke County, extending public infrastructure to industrial sites, refurbishing buildings for reuse, and revitalizing housing and neighborhoods (Department of Commerce, 2021).

Burke County has implemented various strategies to enhance economic stability and promote growth within the region (Burke County, 2022). One notable approach involves leveraging federal and state programs aimed at stimulating economic development and reducing disparities. Initiatives like the American Rescue Plan have provided significant financial aid to the county, enabling investments in broadband expansion, water infrastructure, and workforce development (North Carolina Environmental Quality, n.d.). Additionally, in Burke County's strategic plan, there is a priority placed on positioning the area as a business and economic center through targeted recruitment efforts and initiatives aimed at fostering a conducive business environment. This includes actively attracting new industries and creating conditions favorable for existing businesses, thereby addressing some of the economic disparities faced by residents (Burke County, 2022). Burke County has also developed a set of financial policies to guide the County in financial management and strategies to improve economic development through specific funds like the Capital Improvement Plan. These efforts underscore Burke County's commitment to bolstering its economic landscape and improving the quality of life for residents (Burke County, 2021).

Priority population

Focusing on economic stability among the 18 to 44 age group living at the federal poverty level below 100% in Burke County, NC, holds paramount importance from a public health perspective (Burke County, 2022). This demographic constitutes a significant portion of the working population and faces notable challenges, especially in terms of unemployment that impacts other community groups like children (North Carolina Medical Society, 2021). By tailoring strategies and programs to address the needs of this age group, we not only tackle economic concerns but also acknowledge their direct impact on public health like access to vital resources necessary for maintaining good health and avoiding key issues, such as poverty, employment, food security, and housing stability. (Venkataramani, 2020). Furthermore, deteriorating economic conditions in this group population may heighten exposure to stressors and directly harm health by exacerbating both biological and psychosocial stressors in the County. (Adler, 2008). Improving the economic conditions of this group contributes not only to individual financial stability but also to the overall well-being of the community, thereby strengthening public health aspects related to employment and economic security (North Carolina Medical Society, 2021).

Measures of SDOH:

Poverty is prevalent in Burke County, where the federal poverty level (FPL) serves as a measure comparing individuals' or families' income to a set threshold necessary to cover basic needs. From 2017 to 2022, there has been an increase in poverty levels, especially among children under 5 years old and in our target population, individuals aged 18 to 44 years old (Appendix 1), with approximately a total of 42% of individuals in Burke County living under 100% of the FPL, nearly half of the total population. Notably, this percentage exceeds the state's

current average of 36.8% (Burke County, 2022). Another economic stability indicator is the employment rate, and in Burke County, North Carolina, the Bureau of Labor Statistics reports a 3.0% unemployment rate out of a labor force of 40,502 individuals in 2022. This rate is lower than most Counties (Appendix 2) and the state's percentage of 3.9% (Burke County, 2022). Economic stability also influences individuals' ability to access healthcare services, including primary care, preventive care, and specialized treatments, through health coverage. Over the last few years, there has been a decrease in the percentage of uninsured individuals in Burke County, from 13.8% in 2015 to 12.1% in 2019. It's important to consider that this year Medicaid expansion went into effect in NC, so it is expected that the level of coverage will increase in the coming years (Burke County, 2022).

Rationale/Importance:

Economic development should be a central focus in public health initiatives, as it plays a crucial role in shaping community well-being and health outcomes. Numerous studies highlight the strong connection between a flourishing economy and improved living standards, which, in turn, positively impact health indicators. The availability of stable employment, higher income levels, and secure housing are key factors that contribute to individuals' ability to afford nutritious food, access healthcare services, and adopt healthier lifestyles (Adler & Stewart, 2010). Additionally, a growing body of research emphasizes the role of economic development in reducing health disparities and creating conditions conducive to addressing social determinants that significantly influence health outcomes (Solar & Irwin, 2010). Prioritizing economic development as a public health priority is essential for establishing the groundwork for healthier communities and enhancing the overall quality of life for residents (Woolf & Braveman, 2011).

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C.1.B APPENDICES

Appendix A

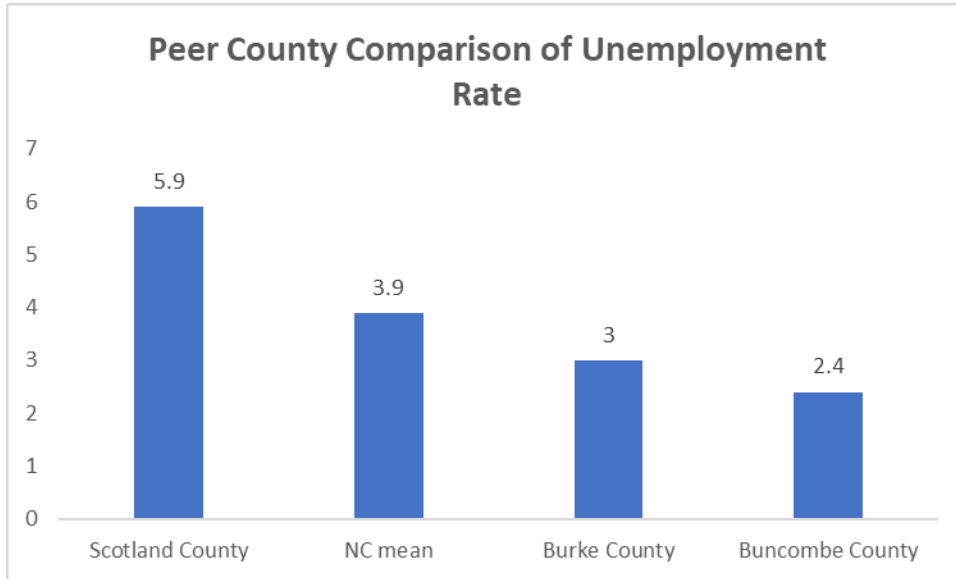
Levels of Poverty in Burke County NC by age group between the years 2019 - 2022

Age Group	2019	2022
Under the age of 5	42.5%	46%
18 – 44 years	26.9%	28%
45 – 65 years	13.9%	14.5%
65+ years	16.8%	11.5%

(Burke Community Health Assessment, 2022)

Appendix B

Peer County Comparison of Unemployment Rate (2022)



(Burke Community Health Assessment, 2022)

APPENDIX C.2. CONCENTRATION DELIVERABLE #1

Engagement 1

Background

Economic stability, a significant aspect of the Social Determinants of Health (SODH), profoundly influences health outcomes by impacting access to essential resources like nutritious food, healthcare, and secure housing (Harding, 2023). In Burke County, North Carolina, approximately 42% of individuals live below 100% of the federal poverty level (FPL), highlighting disparities in economic well-being (Burke County, 2022). Despite efforts to stimulate economic development through federal and state-level policies, challenges persist, particularly among the 18 to 44 age group, who face hurdles in accessing vital resources necessary for maintaining good health (Burke County, 2022). Efforts to address these disparities include leveraging federal and state programs and strategic plans to stimulate economic growth and attract businesses (Burke County, 2022). Prioritizing economic development is crucial for promoting community well-being and reducing health disparities, enhancing both individual financial stability and overall community well-being (Department of Commerce, 2021).

Collaborative efforts involving stakeholders from various sectors are essential for implementing targeted strategies to address economic disparities and promote equitable access to resources necessary for good health (North Carolina Medical Society, 2021).

Community Partner Mapping and Analysis:

In addressing economic development as a social determinant of health in Burke County, particularly among the target population of people among the 18 to 44 age group living at the federal poverty level below 100%, it is imperative to engage with a diverse range of community partners. These partners play crucial roles in implementing initiatives to improve economic stability and subsequently enhance health outcomes within the community (Burke County, 2023). Power dynamics within the community that favor certain stakeholders over others may influence representation, requiring strategies to ensure all voices are heard and valued in the decision-making process.

We utilized the Power Analysis Grid and the Community Partner Analysis Map tool to identify the level of interest and influence of community partners, that are relevant to addressing economic instability in Burke County (Appendix 1 & 2). These tools allowed us to visually represent the community partners, as well as their level of impact on the economic stability.

Based on the tool, we propose that the County Commissioners prioritize the following partners for involvement in the proposed SDOH task force:

Local Government Agency: Collaboration with the Burke County Chamber of Commerce through their chair as a community partner. This agency often spearheads economic development efforts and provides support services to individuals and families facing financial hardships, including job training programs, and workforce development initiatives, and collaborates with other agencies in social assistance programs (Burke County Chamber of Commerce, n.d.).

Nonprofit Organizations: Burke County Economic Development Corporation through its executive director as this organization can collaborate with various stakeholders, including industry leaders, government agencies, and site selection consultants, to boost expansion and development initiatives for local businesses. Additionally, it actively pursues the recruitment of specific industries to the area which is an important component of the economic development of the county (Burke County Economic Development Corporation, n.d.).

Burke County Public Health Center through their Chief Medical Officer as this organization is crucial for addressing the healthcare needs of the target population. These health centers provide essential medical services, preventive care, and health education programs that are vital for individuals living in poverty who may face barriers to accessing healthcare (Burke County, 2022).

Educational Institutions: Western Piedmont Community College through its director can support efforts to enhance workforce development and provide educational opportunities for individuals seeking to improve their economic stability. These institutions offer vocational training programs, adult education courses, and career counseling services that can empower individuals to secure stable employment and advance their economic well-being (Burke County, 2023).

Community Leaders: Individuals actively involved in community organizing, advocacy, and grassroots initiatives, mobilizing resources and driving positive change at the local level, and that are an important factor of influence in the community (Burke County, 2022).

The Board of Health Chair through a board member as a community partner can support our efforts as this entity in Burke County is empowered as the primary policy-making, rule-making, and adjudicatory body for public health. They oversee local health departments, ensuring that public health services are delivered effectively (Association of North Carolina Boards of Health, n.d.).

By partnering with these community stakeholders, public health projects can leverage resources, expertise, and networks to address economic development as a social determinant of

health in Burke County. It's crucial to prioritize the involvement of community leaders who have direct experience with the social determinants of health. These collaborative efforts can lead to the implementation of comprehensive interventions that address the underlying social and economic factors influencing health

Factors influencing participation.

Two factors influencing equitable representation and participation of community partners include historical inequities and power dynamics. Historically marginalized groups often encounter systemic barriers, including discrimination and limited resources, hindering their involvement in decision-making processes (Yin et al., 2020). Power dynamics also shape equitable representation as some entities or individuals may wield more influence or resources, leading to unequal opportunities for engagement (Fung, 2006).

These factors greatly impact how community partners engage in addressing economic development in counties such as Burke County. A recurring issue in community partnerships is the challenge of maintaining progress due to intricate power dynamics among partners, disparities in resource access, and the requirements of funding organizations (Matenga, 2021). For instance, organizations like nonprofits may face obstacles in securing resources and funding, leading to disparities in representation and decision-making (Wallerstein, 2019). Moreover, leadership roles in the community can often be held by individuals from privileged backgrounds, thereby excluding marginalized communities and therefore limiting the participation of community members (Honor Society Foundation., 2023).

Reflections and Conclusions

In considering the community partners proposed for involvement in addressing economic development as a social determinant of health in Burke County, several questions arise. It's essential to inquire about the resources and expertise each partner brings to the table, ensuring they align with the goals of the initiative. Additionally, understanding any potential conflicts of interest or competing priorities is crucial for effective collaboration.

Some of the main strengths and limitations of the community partner analysis of Burke County related to economic development include the comprehensive approach to identifying a diverse range of community partners with expertise in economic development and public health. By considering power dynamics, the analysis enhances the potential for equitable representation within the task force. However, limitations include the lack of direct input from community members, particularly those from historically marginalized groups, which could affect the inclusivity of the process. Additionally, potential biases in partner selection and limited consideration of partners' capacity and readiness to engage may hinder the effectiveness of collaborative efforts.

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C.2.B APPENDICES

Appendix 1

Power Analysis Grid

<p>High Influence/Low Interest Meet their needs</p>	<p>High Influence/High Interest Key Player</p> <ul style="list-style-type: none"> ● Burke County Chamber of Commerce Chair ● Board of Health Chair ● Burke County Economic Development Corporation Executive Director
<p>Low Influence/Low Interest Keep informed minimally</p>	<p>Low Influence/High Interest Show consideration</p> <ul style="list-style-type: none"> ● Burke County Public Health Center Chief Medical Officer ● Western Piedmont Community College Director ● Community Leaders ● United Way of Burke County Director

Appendix 2

Community Partner Analysis Map

Stakeholder	Stakeholder Interest(s) in the Health Topic/Project	Assessment of Impact (influence/interest)	Potential Strategies for Obtaining Support and/or Reducing Obstacles
Burke County Chamber of Commerce Chair	Represent local businesses and economic interests	(high influence/ high interest)	Engage in advocacy for policies supporting economic stability Proposed bill and/or resolution with the county commissioners to show support for the issue and allocate funds/resources
Burke County Economic Development Corporation Executive Director	Promote economic growth and stability in Burke County Expertise in economic development, access to resources and funding	(high influence/ high interest)	Presentation of data to the executive director about economic stability in our target population Seek their expertise and funding for economic stability initiatives
Burke County Public Health Center Chief Medical Officer	Ensure public health and well-being	(low influence/ high interest)	Providing health-related expertise, identifying health impacts of economic stability initiatives
Western Piedmont Community College Director	Support workforce development and education	(low influence/ high interest) -	Providing access to educational resources and workforce development initiatives Partner to provide job training and education programs
Community Leaders	Advocate for community interests and needs	low influence/ high interest - (depends on their influence and involvement)	Engage them in community feedback sessions and decision-making processes Emphasize the role as a community advocate rather than as a key decision-maker

United Way of Burke County Director	Address social and economic challenges	(low influence/ high interest)	Collaborate to access resources and support for community initiatives
Board of Health Chair	Oversee public health policies and initiatives Influences and gives recommendations about health-related decisions	(high influence/ high interest)	1-on-1 meeting or presentation to the Board of Health to seek input on health impacts and ensure alignment with public health goals

APPENDIX C.3. CONCENTRATION DELIVERABLE #2

Quality 2

Background

Economic stability, a significant aspect of the Social Determinants of Health (SODH), profoundly influences health outcomes by impacting access to essential resources like nutritious food, healthcare, and secure housing (Harding, 2023). In Burke County, North Carolina, approximately 42% of individuals live below 100% of the federal poverty level (FPL), highlighting disparities in economic well-being (Burke County, 2022). Despite efforts to stimulate economic development through federal and state-level policies, challenges persist, particularly among the 18 to 44 age group, who face hurdles in accessing vital resources necessary for maintaining good health (Burke County, 2022). Efforts to address these disparities include leveraging federal and state programs and strategic plans to stimulate economic growth and attract businesses (Burke County, 2022). Prioritizing economic development is crucial for promoting community well-being and reducing health disparities, enhancing both individual financial stability and overall community well-being (Department of Commerce, 2021).

Collaborative efforts involving stakeholders from various sectors are essential for implementing targeted strategies to address economic disparities and promote equitable access to resources necessary for good health (North Carolina Medical Society, 2021).

Application of Quality Improvement tools to generate specific change concepts to address your identified issue

The issue identified during the Quality 1 assignment is related to the unmet activity 10.2 of the Reaccreditation Site Visit Report of Burke County Health Department by the North Carolina Local Health Department Accreditation (NCLDHA) which states that the Local Health

Department shall carry out or assist other agencies in the development, implementation, and evaluation of health promotion/disease prevention programs and educational materials targeted to groups identified as at-risk. This unmet activity aligns seamlessly with the initiative to decrease the unemployment rate and improve financial literacy in Burke County described in the Quality 1 assignment (Williams, 2024).

In line with this imperative, the Burke County Health Department can strategically implement change strategies like the development and implementation of job training and financial literacy programs for the unemployed population aged 18-44, which can assist with unmet activity 10.2 by indirectly addressing the underlying social determinants of health that contribute to health disparities among at-risk groups identified in the community health assessment. While the main focus of the unmet activity 10.2 may revolve around direct health promotion and disease prevention activities, addressing economic factors like unemployment and financial literacy can significantly enhance overall community health outcomes. By offering opportunities for job training and literacy, the health department can play a crucial role in enhancing the economic stability and socio-economic status of at-risk populations, which in turn can positively influence their health outcomes.

In the pursuit of reaccreditation for the Local Health Department in Burke County, the utilization of quality improvement (QI) tools can be essential instruments for navigating the complexities of public health practice, particularly in addressing economic factors that impact the community's well-being (Silver, 2016). The Burke County Health Department will assist the Burke County Career Works Services program by creating measurable outcomes and evidence of implementation of changes in the financial literacy and development of job training programs in

Burke County. The Health Department will assist in these changes through financial investment in monitoring, and continuous quality improvement of programs on quarterly time frames (3-4 months), and with specialized assistance based on community and individual needs based on socioeconomic, and economic healthcare affordability and insurance (Williams, 2024).

To generate specific change concepts, we are proposing the use of three Quality Improvement tools (Brainstorming sessions, Gemba walks, and Pareto charts) that will help guide the necessary efforts to comply with the Local Health Department's unmet activity:

- Brainstorming sessions to encourage team members to generate innovative ideas collaboratively, fostering creativity and enabling free flows of ideas around a shared purpose to comply with the unmet activity. It is important to involve different stakeholders in Burke County to have diverse perspectives and viewpoints and come up with creative solutions (Lee, 2021). Visual aids can help organize thoughts and evaluate each idea to see which ones are feasible and best fit our goals.
- Gemba walks, involving direct observation of processes in their operational environment, will provide valuable insights into the root causes of challenges and opportunities for improvement. This tool will be very useful because the main stakeholders can identify firsthand the main needs and areas of opportunity where possible root causes of problems could be identified, allowing the team to formulate a realistic problem-solving plan within the health promotion process (Hildebrandt, 2022).
- Pareto charts will help prioritize change concepts by identifying the most significant factors contributing to the identified issues for health promotion, enabling informed decisions, and prioritizing the appropriate interventions to achieve the desired goal (Alkiayat, 2021).

Our idea of change involves designing and implementing job training and financial literacy programs that will support work in Burke program and long-term economic growth for Burke County targeting unemployed individuals aged 18-44 within the community. This strategy can indirectly address health disparities among at-risk groups identified in the community health assessment. While the focus of the unmet activity 10.2 is on health programs, tackling unemployment and financial literacy impacts overall community health. The Burke County Health Department will collaborate in the design and implementation of job training and financial literacy programs that will support work development and long-term economic growth for Burke County. Through these programs, the target population will be able to be hired based on their skills and the need for the job within the community. They will simultaneously learn financial literacy to save, invest, and spend their money wisely to create sustainable socioeconomic and economic growth (United Way, 2023). This is one of the primary ways that the Burke County Health Department can contribute resources, funding, and impact through cooperation to the development and enhancement of the work in the County (Appendix A).

To test this change idea, it was selected the Model for Improvement proposed by the Institute for Healthcare Improvement with the use of the PDSA cycle in a community setting which will help to develop measures to guide improvement and identify necessary changes for improvement. (Hayes, 2019). This model requires the involvement of team members directly in the design and testing of ideas for change, such as job training and financial literacy programs, where trust can be built, and collaboration strengthened (Hayes, 2019).

The Model for Improvement includes three fundamental questions and the PDSA cycle to determine if the change made results in improvement. The model asks the following questions

that will be resolved by the Health Department team: What are we trying to accomplish? How will we know that a change is an improvement? and What change can we make that will result in improvement? Through iterative Plan-Do-Study-Act (PDSA) cycles, the effectiveness of the job-training program can be assessed, refined, and optimized based on continuous feedback and evaluation (Hayes, 2019).

Factors for scaling the improvement & Recommendations for the Director of the Burke Local Health Department for scaling and sustaining improvement.

If successful tests of change lead to improvement, it's crucial to consider several factors when planning to scale and sustain the improvement. These factors include allocating resources effectively, establishing clear communication channels, engaging stakeholders actively, and implementing measures to ensure long-term sustainability (Chin, 2008). For example, securing adequate funding and staffing for the expanded job training and financial literacy programs, collaborating with community partners and employers to support scaling efforts, and implementing robust monitoring and evaluation mechanisms to track outcomes and identify areas for further enhancement. Additionally, it is crucial to establish clear communication channels to disseminate information about the scaled improvement and ensure buy-in from all stakeholders (Cooper, 2015).

Moreover, building strong partnerships with local businesses and community organizations to sustain funding and support for the program, integrating the program into broader community initiatives and long-term strategic plans, and investing in staff training and capacity-building to maintain program effectiveness over time (Chin, 2008).

Overall, by leveraging QI tools and methodologies, the Burke County Health Department can effectively address the identified unmet activities, drive meaningful improvements for economic factors like employment, and ultimately achieve reaccreditation with excellence.

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C.3.B APPENDICES

Appendix A

Quality 1

Background

One of five domains grouped within the social determinants of health (SDOH) by Healthy People 2030 is economic stability (Healthy People 2030, n.d.). Economic stability refers to “the connection between the financial resources people have—income, cost of living, and socioeconomic status—and their health” (Centers for Disease Control and Prevention, 2023). Key areas pertaining to economic stability include poverty, employment, food security, and housing stability (Centers for Disease Control and Prevention, 2023). For example, poverty can make it difficult for people to afford resources such as healthy food, health care, and housing (Healthy People 2030, n.d.). By addressing economic stability as a SDOH, we can promote long-term improvements in health (Healthy People 2030, n.d.).

In 2019, 13.6% of individuals in North Carolina (NC) are living in poverty compared to 18.4% of individuals living in poverty in Burke (NCIOM, 2021). People living in poverty (i.e., living below 100% of the federal poverty level, FPL) in Burke are more likely to experience food insecurity, barriers to affordable housing, and premature death (County Health Rankings & Roadmaps, 2023; Healthy People 2030, n.d.). The unemployment rate may be lower in Burke compared to NC; however, affordable housing is a concern for 45.1% of renters in Burke County which is greater when compared to approximately 25% of renters in NC (Burke Community Health Assessment 2022; North Carolina Justice Center, 2020; Tanner, 2022). To address

poverty and thus health, economic development should be made a priority for Burke. Policies that directly and indirectly impact job opportunities will be examined in the following sections. Burke County is a county that thrives on goods, services, and competent, skilled-workforce community to stabilize and grow their economy. Burke County had an unemployment rate of 12.1% as of January 2022 and recent measurements their current unemployment rate is 17% (County, 2023). This growth could be due to Covid-19 pandemic, closing of jobs and facilities, and the need for different skills to complete jobs that the younger workforce does not have to fulfill these jobs (Development et al., 2017). This needs immediate change so that the Burke County economy can grow, and the community of Burke County can begin to show improvement in their financial and socioeconomic status. In reference to the accreditation activity 10.2, the health department will assist the Burke County career works services program create measurable outcomes and evidence of implementation of changes in the economic literacy and development of the skilled workforce in Burke County. The health department The Burke County Health Department will assist in these changes through financial investment in local programs, monitoring, and continuous quality improvement of programs on quarterly periods (3-4 months), and with specialized assistance based on community and individual needs based on socioeconomic and economic healthcare affordability and insurance.

Problem statement & Aim statement for CQI.

For an aim statement, by January 2025 the Burke County Health Department will evaluate and design community specific improvements in at least 2 financial literacy programs that will support Work in Burke program and long-term economic growth for Burke County.

Burke County has multiple programs that help with financial literacy and career services for this targeted community within the aim statement (Burke, 2023). Through these programs, the target population will be able to be hired based on their skills and the need for the job within the community. They will simultaneously learn financial literacy to save, invest, and spend their money wisely to create sustainable socioeconomic and economic growth (United Way, 2023). This is one of the primary ways that the Burke County Health Department can contribute resources, funding, and impact through cooperation to the development and enhancement of the Work in Burke program.

Internal and External Customer

For the improvements to be implemented efficiently and timely, it is key to identify the internal and external customers. The internal customers will be Burke County Health Department, the financial literacy program, and the Work in Burke career work services program (Development et al., 2017). The Burke County Health Department is our priority internal customer as we will need their data, resources, and investment into the programs so that we can build and improve the programs established within the community. Work in Burke as an internal customer gives us access to useful community-based data. Work in Burke has data such as priority population needs, current number of citizens within the program, and overall county perceived needs. This will help the Health Department tailor the needs of financial literacy programs to match the needs of our priority population. By enhancing the financial literacy aspect of the Work in Burke program, this will increase uptake and what is offered by the program to our priority population. With continued priority population help, this will increase the

uptake and awareness for the Work in Burke program; therefore, contributing to the continued use, development, and investment of the Work in Burke program and improvement to the priority population and Burke County economic improvement.

Our external customers are the citizens of Burke County ages 18-44. Through investments into the program, we are enhancing the educational financial literacy classes for Burke County citizens helping them become financially stable and educating them on the leverage of job stability. The immediate goal is to enhance the current use and create consistent participation in the Work in Burke program highlighting the use for our priority population.

Through the enhancement and success of the financial literacy program, the Health Department, priority population, and Work in Burke can use these success statements to gain trust, consistent use, and increased participation. This will also create community ownership of the program through the shared growth of the Work in Burke program and the continued personal financial literacy and growth. Our long-term goal is to have steady careers within Burke County and learn financial literacy principles and tools. This will also impact the Burke County economy through addition of jobs, increase in economic input and output, circulation of the dollar within the community, and the growth of industry through increased job opportunities for the community.

Project Measures

To measure the usage and track the success of the program there need to be key output, process, outcome, and balancing measures. Our process will be to use the funding from Burke County Health Department to enhance the Work in Burke program through the enhancement and

evaluation of the financial literacy program. This will allow for our target population to use these programs to learn financial literacy skills and techniques, have employment options, and to have employment within Burke County. The potential outcomes are changes in unemployment rates within Burke County, enhanced techniques for financial literacy and change in average income per family within Burke County and changes in economic levels and earnings within Burke County.

To know that these processes, outputs, and outcomes are being properly implemented there needs to be a system of evaluation. The following identifiers measure the progress of our improvement plan. The first metric will be the number of people participating in the financial literacy and career services program. Burke County officials have the right to know if the money their investment into the programs is being used by the program and impacting the community. Showing use of these programs is the front-end metric to show that the investment is being used. The second metric will be changes in participant savings and debt. Through a questionnaire throughout the financial literacy class, there will be a bi-monthly questionnaire that reviews participant's budget, savings, and debts. This will give us a bi-monthly update on participant success in the financial literacy course and the practicality of the principles being taught. The measurement will give the Health Department and Work in Burke measurements on how to tailor the financial literacy program to individual needs, priority population trends, and continued development of county economic status.

The third metric is to interview participants after the financial literacy and Work in Burke program and measure their satisfaction in their new job with their financial growth. In a recent

study focused on women's health and financial literacy, there was a direct correlation to job satisfaction, financial growth and literacy, and improved health outcomes (Oberle et al., 2024). In referencing this measurement, the outcome of participant satisfaction, meeting community needs, and improvement to priority population can be expressed. This will also allow for continued improvements to Work in Burke by tailoring financial literacy course through dynamic comprehensive needs for current participants and the reflected success of previous participants. Our final metric will be the increased economic growth within Burke County. This will be our long-term measurement as we will not see immediate notable growth of the economy of Burke County; however, over a one-year period we can expect to see a change in spending for local businesses within 3 months, circulation of the dollar within the community within 6 months, and improvement to quality of living through the continued investment of the programs and community at the end of the year time frame. This can be recorded through change local economic value, change in

We must also prepare for balancing measures to the program. There is the possibility for overloading the current staff at Work in Burke. With the additional enhancements of a financial literacy program, this may create tension for the current staff and their responsibilities. The staff may also not know how to teach financial literacy without incentives for increased pay, an increased number of staff, or increased support from the Burke County Health Department. A positive balancing consequence is increased satisfaction of our priority population. The enhancement of the financial literacy program focused on improving Work in Burke will also improve our priority population's experience and needs. Giving them need-based, individual

services while continuing to focus on need-based community improvement and program tailoring.

With these measurements and tools there is a possibility for sustainable economic growth for Burke County and our target population. By building on the programs already present in Burke County, we can use identifiable and established resources that will help our target population and the entire Burke County,

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Appendix A

Table 1 (Example of Measurement parameters)

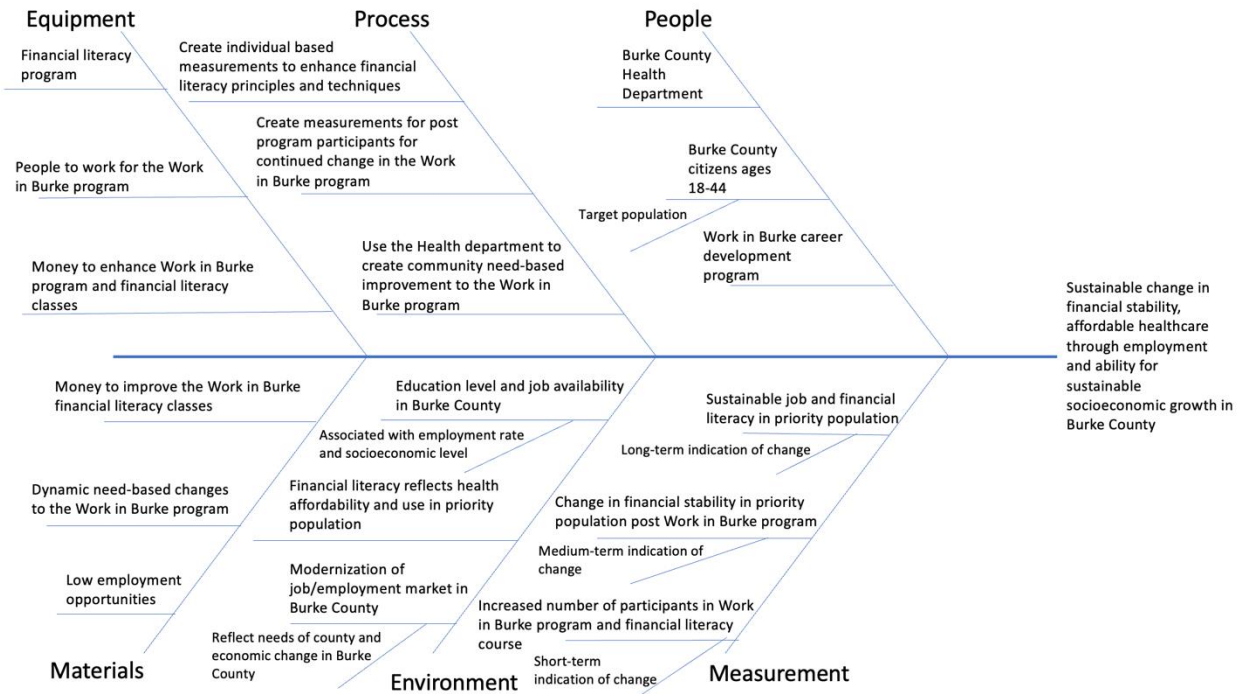
Outputs		
Priority population need-based changes to Work in Burke financial literacy classes	Measured through questionnaire of sample priority population	This will reflect dynamic changes to the program and how the Health Department can create priority population need-based enhancements to the Work in Burke program and financial literacy classes
Participant budget changes	Measured through bi-monthly budgeting exercise within the financial literacy courses that reflect priority population needs	This will reflect the quality of the education material, staff, and application of the financial literacy classes and the changes necessary to improve the class based on participant success
Outcomes		
Ability to afford health services and resources	Follow up questionnaire of participants and financial status after program	Will reflect success of financial literacy program and the improvement of health department services with conjunction to Work in Burke participation and enhancement

Job satisfaction	Follow up questionnaire of participants and financial status after program	Will reflect success of Work in Burke giving need-based jobs and quality-based change for the needs of the priority population, individual, and Burke county
Process Metrics		
Number participants in financial literacy classes in Work in Burke program	Measured through data recorded from Work in Burke program participants	This will measure the need for more staff, expansion of facilities, increase need for money, or increased marketing of services and resources
Individual status of financial satisfaction	Questionnaire given throughout financial literacy courses during Work in Burke program	Will measure success of literacy course and need-based changes for program, material, techniques, or staff
Job satisfaction after Work in Burke program	Follow up questionnaire of participants and financial status after program	Will show success of Work in Burke and if there will be need-based changes for priority population
Money needed to enhance Work in Burke and financial literacy program	Measured through questionnaire of current staff, data from projected participant numbers, and reflection of current quality of financial literacy courses	Will measure if there is an increased need of funding and affordability of resources, staffing, or other enhancements for the program
Balancing Measures		

Satisfaction of staff of Work in Burke program		Will show if there is change in quality of staff care, number of staff, or need for education for staff
Satisfaction of financial literacy program from participants of Work in Burke program	Questionnaire given to Work in Burke financial literacy course participants to record satisfaction and need-based changes to program	Will show if there will be changes to program for the participants and whether they are need-based, material based, or program based

Appendix B

Ishikawa Diagram



APPENDIX D: CHANDLER WILLIAMS INDIVIDUAL DELIVERABLES

APPENDIX D.1. SOCIAL DETERMINANTS OF HEALTH ANALYSIS

SDOH Analysis

The social determinant of health I will focus on is economic stability within the community. For the community, economic stability is important because it quantifies what an individual and family within the county needs to afford healthcare, a minimum standard quality of living, employment to afford the means to live, and the ability for the people within the county to have an equitable chance of employment and socioeconomic growth. Specifically, I will be focusing on improving job availability for the young adult and adult working-class members within Burke County, age ranges are 18-44. The specific age range includes the young adults and adults that are currently in the workforce that are looking for higher and sustainable income and the younger workforce that will be entering after graduation from high school or college. This is crucial for any growing or stable economy as it will enrich individuals lives through affording basic and necessary health needs and increase likeliness of socioeconomic movement to higher social classes (OASH, 2023). The short-term outlook for the determinant focus would be to increase the number of adults and young adults with at least one paying job (Burke, 2023a). This would be necessary to create sustainable and meaningful change through employment while simultaneously growing generational wealth and increasing an individual and family's ability to afford healthcare (Moore, 2019). The long-term change would be to reduce the number of people living or in danger of living in poverty. Creating jobs will give opportunities for people to attain employment, thus being able to afford healthcare, food, sustainable living, and housing.

Geographical and Historical Context

Burke County has a diverse economic and manufacturing background. The area was originally inhabited by Catawba and Cherokee Indians and was a vital area to manufacturing goods, trade, and production in the early years of establishment in North Carolina (Bangma, 2006). Now it is a county in North Carolina that began as a key manufacturing provider and evolved to diversify its economic contribution through improved manufacturing, healthcare, and education (Burke, 2023a). Burke County continues to develop and benefit the community and the economy of North Carolina through increasing various aspects of industry, transport of goods, services, and diversification of available employment within the county (Burke, 2023c).

Within the past 5 years, Burke County has updated their policies to reflect the need for transparency and economic growth. In 2023, Burke County introduced a wage and salary administration policy that helps with continued development and growth (Burke, 2023b). The policy serves to increase transparency in earned wages, promotion and demotions based on employee performance, and increased fairness and opportunities for being hired (Burke, 2023b). Though there is no data on the policy due to it being introduced June 20, 2023, this should increase the employment percentage in Burke County.

Priority Population

The priority population are young adults and adults within Burke County ages 18 to 44. With this age range, it covers those that are currently unemployed or in unfavorable employment situations in the older age range and includes the young adult population that is graduation high school and college that will be entering the work force. This is also a key age range as there is crucial to impact the youth unemployment rate in Burke County. Youth unemployment is

defined as children living in a household with one or both parents not being employed (Burke, 2023a). By focusing on the 18-44 age group, we can reduce the youth unemployment percentage and continue to create job opportunities, policies, and improve current programs for economic stability and growth for the community. This population group also heavily impacts the economic growth of Burke County and North Carolina through their employment, commercial sales, and their personal investments.

Measures of SDOH

In the Burke County 2022 Health Assessment, the ranking in Poverty by county in the state of North Carolina has not changed over the last year despite efforts for change (Burke, 2023a). This may have been difficult due to the Covid-19 pandemic and isolation years to change or impact on a consistent schedule. The measure of occurrence that Burke County used to visualize the unemployment rate was monthly employment: unemployment rates, poverty by race and ethnicity, poverty by age, and housing in Burke County (Burke, 2023a). The identifying variable that showed the biggest economic gaps were poverty by race and poverty by age. I feel as if poverty by age is unifying in focus and purpose rather than singular focused solutions with poverty by race (Burke, 2023). The numbers attained reflect the population within Burke County quantitatively but going into the community and obtaining qualitative information will help to identify how the economic stability is affected within Burke County within the specified identifying categories that is used within the assessments.

Rationale

The importance of increasing economic stability in Burke County has multiple short- and long-term ramifications. In the short term, the creation of jobs will allow for employment and an

immediate increase in wages in Burke County. The increase in jobs will also decrease the percentages of poverty by age within the county and the poverty within the county compared to other counties within North Carolina. There is the potential of healthcare access affordability increase so that the people of Burke County can continue to sustain a healthy quality of life and access to healthy foods. Long-term impacts would be the increase in Burke County economy and sustainability for growth. With increased economic profitability, the county can then begin efforts to expand economic ventures in job market opportunities, tourism, and other ventures with entrepreneurs. There is the possibility of increased potential in sustainable, generational wealth and healthcare accessibility, improvement in research, and increased resource distribution within Burke County thus increasing the quality of life for the community.

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APPENDIX D.2. CONCENTRATION DELIVERABLE #1

Quality 1

Background

One of five domains grouped within the social determinants of health (SDOH) by Healthy People 2030 is economic stability (Healthy People 2030, n.d.). Economic stability refers to “the connection between the financial resources people have—income, cost of living, and socioeconomic status—and their health” (Centers for Disease Control and Prevention, 2023). Key areas pertaining to economic stability include poverty, employment, food security, and housing stability (Centers for Disease Control and Prevention, 2023). For example, poverty can make it difficult for people to afford resources such as healthy food, health care, and housing (Healthy People 2030, n.d.). By addressing economic stability as a SDOH, we can promote long-term improvements in health (Healthy People 2030, n.d.).

In 2019, 13.6% of individuals in North Carolina (NC) are living in poverty compared to 18.4% of individuals living in poverty in Burke (NCIOM, 2021). People living in poverty (i.e., living below 100% of the federal poverty level, FPL) in Burke are more likely to experience food insecurity, barriers to affordable housing, and premature death (County Health Rankings & Roadmaps, 2023; Healthy People 2030, n.d.). The unemployment rate may be lower in Burke compared to NC; however, affordable housing is a concern for 45.1% of renters in Burke County which is greater when compared to approximately 25% of renters in NC (Burke Community Health Assessment 2022; North Carolina Justice Center, 2020; Tanner, 2022). To address

poverty and thus health, economic development should be made a priority for Burke. Policies that directly and indirectly impact job opportunities will be examined in the following sections. Burke County is a county that thrives on goods, services, and competent, skilled-workforce community to stabilize and grow their economy. Burke County had an unemployment rate of 12.1% as of January 2022 and recent measurements their current unemployment rate is 17% (County, 2023). This growth could be due to Covid-19 pandemic, closing of jobs and facilities, and the need for different skills to complete jobs that the younger workforce does not have to fulfill these jobs (Development et al., 2017). This needs immediate change so that the Burke County economy can grow, and the community of Burke County can begin to show improvement in their financial and socioeconomic status. In reference to the accreditation activity 10.2, the health department will assist the Burke County career works services program create measurable outcomes and evidence of implementation of changes in the economic literacy and development of the skilled workforce in Burke County. The health department The Burke County Health Department will assist in these changes through financial investment in local programs, monitoring, and continuous quality improvement of programs on quarterly periods (3-4 months), and with specialized assistance based on community and individual needs based on socioeconomic and economic healthcare affordability and insurance.

Problem statement & Aim statement for CQI.

For an aim statement, by January 2025 the Burke County Health Department will evaluate and design community specific improvements in at least 2 financial literacy programs that will support Work in Burke program and long-term economic growth for Burke County.

Burke County has multiple programs that help with financial literacy and career services for this targeted community within the aim statement (Burke, 2023). Through these programs, the target population will be able to be hired based on their skills and the need for the job within the community. They will simultaneously learn financial literacy to save, invest, and spend their money wisely to create sustainable socioeconomic and economic growth (United Way, 2023). This is one of the primary ways that the Burke County Health Department can contribute resources, funding, and impact through cooperation to the development and enhancement of the Work in Burke program.

Internal and External Customer

For the improvements to be implemented efficiently and timely, it is key to identify the internal and external customers. The internal customers will be Burke County Health Department, the financial literacy program, and the Work in Burke career work services program (Development et al., 2017). The Burke County Health Department is our priority internal customer as we will need their data, resources, and investment into the programs so that we can build and improve the programs established within the community. Work in Burke as an internal customer gives us access to useful community-based data. Work in Burke has data such as priority population needs, current number of citizens within the program, and overall county perceived needs. This will help the Health Department tailor the needs of financial literacy programs to match the needs of our priority population. By enhancing the financial literacy aspect of the Work in Burke program, this will increase uptake and what is offered by the program to our priority population. With continued priority population help, this will increase the

uptake and awareness for the Work in Burke program; therefore, contributing to the continued use, development, and investment of the Work in Burke program and improvement to the priority population and Burke County economic improvement.

Our external customers are the citizens of Burke County ages 18-44. Through investments into the program, we are enhancing the educational financial literacy classes for Burke County citizens helping them become financially stable and educating them on the leverage of job stability. The immediate goal is to enhance the current use and create consistent participation in the Work in Burke program highlighting the use for our priority population.

Through the enhancement and success of the financial literacy program, the Health Department, priority population, and Work in Burke can use these success statements to gain trust, consistent use, and increased participation. This will also create community ownership of the program through the shared growth of the Work in Burke program and the continued personal financial literacy and growth. Our long-term goal is to have steady careers within Burke County and learn financial literacy principles and tools. This will also impact the Burke County economy through addition of jobs, increase in economic input and output, circulation of the dollar within the community, and the growth of industry through increased job opportunities for the community.

Project Measures

To measure the usage and track the success of the program there need to be key output, process, outcome, and balancing measures. Our process will be to use the funding from Burke County Health Department to enhance the Work in Burke program through the enhancement and

evaluation of the financial literacy program. This will allow for our target population to use these programs to learn financial literacy skills and techniques, have employment options, and to have employment within Burke County. The potential outcomes are changes in unemployment rates within Burke County, enhanced techniques for financial literacy and change in average income per family within Burke County and changes in economic levels and earnings within Burke County.

To know that these processes, outputs, and outcomes are being properly implemented there needs to be a system of evaluation. The following identifiers measure the progress of our improvement plan. The first metric will be the number of people participating in the financial literacy and career services program. Burke County officials have the right to know if the money their investment into the programs is being used by the program and impacting the community. Showing use of these programs is the front-end metric to show that the investment is being used. The second metric will be changes in participant savings and debt. Through a questionnaire throughout the financial literacy class, there will be a bi-monthly questionnaire that reviews participant's budget, savings, and debts. This will give us a bi-monthly update on participant success in the financial literacy course and the practicality of the principles being taught. The measurement will give the Health Department and Work in Burke measurements on how to tailor the financial literacy program to individual needs, priority population trends, and continued development of county economic status.

The third metric is to interview participants after the financial literacy and Work in Burke program and measure their satisfaction in their new job with their financial growth. In a recent

study focused on women's health and financial literacy, there was a direct correlation to job satisfaction, financial growth and literacy, and improved health outcomes (Oberle et al., 2024). In referencing this measurement, the outcome of participant satisfaction, meeting community needs, and improvement to priority population can be expressed. This will also allow for continued improvements to Work in Burke by tailoring financial literacy course through dynamic comprehensive needs for current participants and the reflected success of previous participants. Our final metric will be the increased economic growth within Burke County. This will be our long-term measurement as we will not see immediate notable growth of the economy of Burke County; however, over a one-year period we can expect to see a change in spending for local businesses within 3 months, circulation of the dollar within the community within 6 months, and improvement to quality of living through the continued investment of the programs and community at the end of the year time frame. This can be recorded through change local economic value, change in

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services while continuing to focus on need-based community improvement and program tailoring.

With these measurements and tools there is a possibility for sustainable economic growth for Burke County and our target population. By building on the programs already present in Burke County, we can use identifiable and established resources that will help our target population and the entire Burke County,

D.2.A REFERENCES

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D.2.B APPENDICES

Appendix A

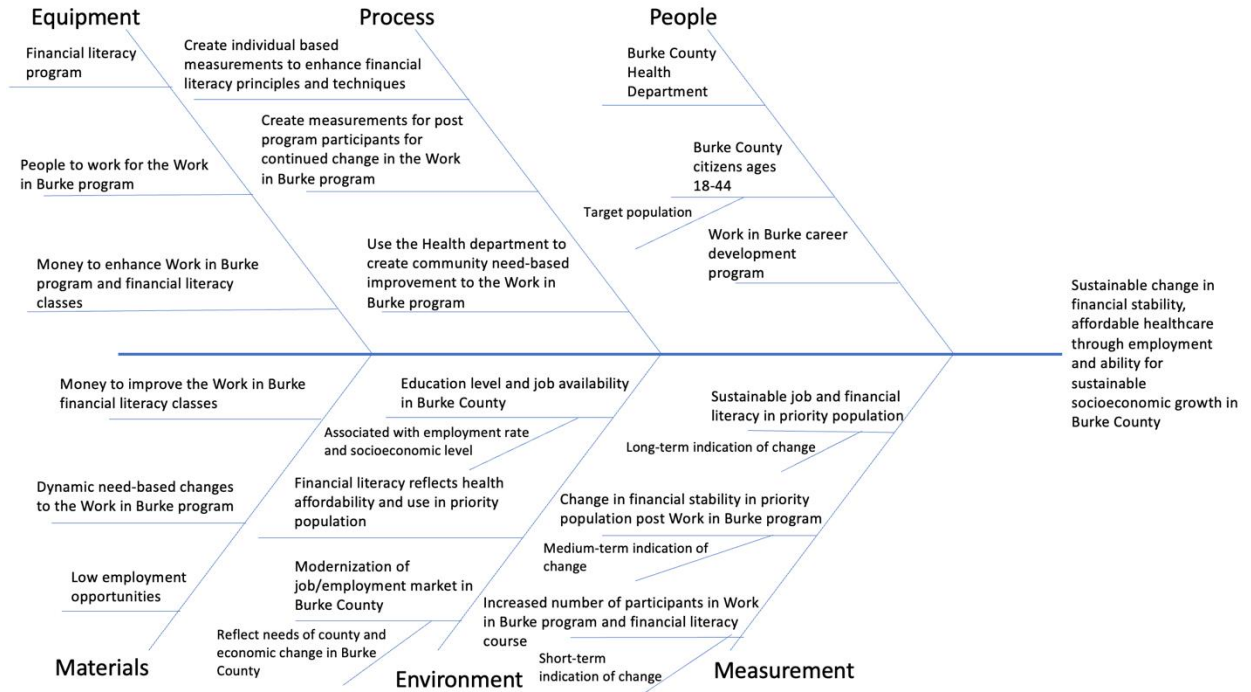
Table 1 (Example of Measurement parameters)

Outputs		
Priority population need-based changes to Work in Burke financial literacy classes	Measured through questionnaire of sample priority population	This will reflect dynamic changes to the program and how the Health Department can create priority population need-based enhancements to the Work in Burke program and financial literacy classes
Participant budget changes	Measured through bi-monthly budgeting exercise within the financial literacy courses that reflect priority population needs	This will reflect the quality of the education material, staff, and application of the financial literacy classes and the changes necessary to improve the class based on participant success
Outcomes		
Ability to afford health services and resources	Follow up questionnaire of participants and financial status after program	Will reflect success of financial literacy program and the improvement of health department services with conjunction to Work in Burke participation and enhancement
Job satisfaction	Follow up questionnaire of participants and financial status after program	Will reflect success of Work in Burke giving need-based jobs and quality-based change for the needs of the priority population, individual, and Burke county

Process Metrics		
Number participants in financial literacy classes in Work in Burke program	Measured through data recorded from Work in Burke program participants	This will measure the need for more staff, expansion of facilities, increase need for money, or increased marketing of services and resources
Individual status of financial satisfaction	Questionnaire given throughout financial literacy courses during Work in Burke program	Will measure success of literacy course and need-based changes for program, material, techniques, or staff
Job satisfaction after Work in Burke program	Follow up questionnaire of participants and financial status after program	Will show success of Work in Burke and if there will be need-based changes for priority population
Money needed to enhance Work in Burke and financial literacy program	Measured through questionnaire of current staff, data from projected participant numbers, and reflection of current quality of financial literacy courses	Will measure if there is an increased need of funding and affordability of resources, staffing, or other enhancements for the program
Balancing Measures		
Satisfaction of staff of Work in Burke program		Will show if there is change in quality of staff care, number of staff, or need for education for staff
Satisfaction of financial literacy program from participants of Work in Burke program	Questionnaire given to Work in Burke financial literacy course participants to record satisfaction and need-based changes to program	Will show if there will be changes to program for the participants and whether they are need-based, material based, or program based

Appendix B

Ishikawa Diagram



APPENDIX D.3. CONCENTRATION DELIVERABLE #2

SDOH Statement

One of five domains grouped within the social determinants of health (SDOH) by Healthy People 2030 is economic stability (Healthy People 2030, n.d.). Economic stability refers to “the connection between the financial resources people have—income, cost of living, and socioeconomic status—and their health” (Centers for Disease Control and Prevention, 2023). Key areas pertaining to economic stability include poverty, employment, food security, and housing stability (Centers for Disease Control and Prevention, 2023). For example, poverty can make it difficult for people to afford resources such as healthy food, health care, and housing (Healthy People 2030, n.d.). By addressing economic stability as a SDOH, we can promote long-term improvements in health (Healthy People 2030, n.d.).

In 2019, 13.6% of individuals in North Carolina (NC) are living in poverty compared to 18.4% of individuals living in poverty in Burke (NCIOM, 2021). People living in poverty (i.e., living below 100% of the federal poverty level, FPL) in Burke are more likely to experience food insecurity, barriers to affordable housing, and premature death (County Health Rankings & Roadmaps, 2023; Healthy People 2030, n.d.). The unemployment rate may be lower in Burke compared to NC; however, affordable housing is a concern for 45.1% of renters in Burke County which is greater when compared to approximately 25% of renters in NC (Burke Community Health Assessment 2022; North Carolina Justice Center, 2020; Tanner, 2022). To address poverty and thus health, economic development should be made a priority for Burke. Policies that directly and indirectly impact financial stability, healthcare development, and job opportunities will be examined.

Policy Options

Zoning Law

My initial proposal for policy change would be to rezone the inner county districts within the city for affordable and community centered growth and renewal. This policy change would be carried out on the county level and later approved on the state level with the Burke County Commissioner Board and Burke County Zoning Board overseeing the changes. Previous work from Blueprint Burke outlines ways to rezone the county so that underused properties can be included in a land use map (Burke, 2022). To clarify, they are stating that any plans for land usage, development, or re-zoning within the county must reference a future land use map and be approved by the planning board, board of adjustment, and board of commissioners. My proposal for re-zoning is to re-zone areas of Burke County to align with Blueprint Burke so that there can be a defined area for affordable housing. With the leading action from the Burke County health department, the board of commissioners, and the Morganton Housing Authority, it would be possible to create equitable, affordable housing for those in need. Through collaborative community and department efforts, equitable change among Burke County health department, board of commissioners, and citizens of Burke County through transparent communication. Establishing programs to rebuild housing, preserve cultural landmarks, and stimulate areas with little to no resources, be it healthy food, healthcare resources, or financial infrastructure within the local area.

Affordable Housing

This policy would require the health department, Burke County board of commissioners, and the Morganton Housing Authority to repurpose unused housing for affordable housing sites and programs to create affordable living areas. This policy would be enacted by the Burke County Health Department and the Burke County Commissioners Board. By rezoning and creating affordable housing units, the people of Burke County who are at risk for unemployment and living under the poverty line would have safe, affordable housing. With the assistance from the Morganton Housing Authority, the Health Department and Burke County Commissioners can work together to repurpose the housing units to create affordable housing units. One advantage of the housing program would be to remove exclusionary zones from within Burke County. Exclusionary zones have become an issue due to their effect on community equity through fewer jobs, poverty, homelessness, land tenant dynamic, and environmental concerns that are key focuses for the community of Burke County (Tanner, 2022). A disadvantage of this proposal would be the displacement of historical sites associated with Native American North Carolinians and zoning negotiations for the megasite becoming increasingly difficult. The health department would be key during this policy to focus on not displacing the native community historic sites and preserving the area. This has historically been an issue in North Carolina and avoiding further displacement would be the most beneficial and equitable solution. The megasite is also a key factor with current discussions for rezoning resuming on March 28th, the community is ready to have their voices heard and create change for the better of Burke County (McBrayer, 2023 and Change.org, 2023). The mega site encompasses a considerable land area in Burke County where the opportunity of building affordable housing, preservation of natural ecosystems, and preservation of native historic sites is in danger. If the mega site land area is concrete, the

equitable expansion of affordable housing and the preservation of native historic sites will be in danger thus nullifying the policy change.

Medicaid Expansion Programs

In recent state and federal developments, the expansion of Medicaid in North Carolina has created a financial surplus for the state (Sharer, 2023). It is stated that expansion of Medicaid has recently seen a \$3.4 billion dollar reduction in medical debt nationwide and charity care and overwhelming debt among hospitals fell by \$8.6 billion (Sharer, 2023). The expansion of Medicaid has advanced racial equity in healthcare by giving minorities access to healthcare that would normally be available through career-based healthcare insurance (Sharer, 2023). My proposal is for the health department and board of commissioners to expand the current programs used for Medicaid enrollment. With the recent expansion of Medicaid in December of 2023, North Carolina citizens from the ages of 19-60 years of age are now eligible for the new Medicaid plan (Division of Health Benefits, 2024). With approval from state level of the policy, the Burke County Board of Commissioners and the Burke County Health Department can begin to expand sites and create sites for Medicaid enrollment for the county. With current enrollment number at 4,145 people, this is 8.3% of the total population (50,101) of Burke County (Division of Health Benefits, 2024). I propose that the Health Department begin the expansion of Medicaid enrollment programs and use the local UNC-Health Blue Ridge, Mission Community Medicine, and Broughton Hospital as enrollment and sponsored locations for Medicaid enrollment. One advantage of using the hospitals is the presence of dedicated medical social workers at the hospital. With the expansion of Medicaid enrollment services, this will give opportunity to create new jobs and increase Medicaid enrollment for Burke County citizens impacted by economic stability. Some disadvantages of this policy change would be the overworking of current hospital

social workers, inability to hire new social workers, or people not signing up for Medicaid plan to justify the cost of expanding the problem. Though these are all general risks, this is a risk that the Health Department and the Board of Commissioners will be willing to make to ensure a healthier future for Burke County and its people.

Policy Rankings

Goal outlooks	Medicaid Enrollment Expansion	Affordable Housing	Rezoning Laws
Creation of equitable zoning within Burke County through removal of exclusionary zoning	3	2	1) With rezoning of the county, this will allow for more equitable zoning throughout the community with emphasis to healthcare and health resources and rezoning them for the areas of the county that will benefit the most.

Creation of affordable living areas	3	1)Through designation of affordable housing developments, this will create affordable housing for those that need affordable housing and need of stable, healthy living environment.	2
Increase in applications for Medicaid	1) Through the expansion of Medicaid enlisting program, this will increase the people that will apply and enroll within Burke County to benefit from the Medicaid expansion bill in North Carolina.	3	2
Decrease in hospital debt within Burke County	1) By enrolling the citizens of Burke County, this will allow for healthcare resources and services to be affordable for the patients; therefore, payments will be made to the hospital allowing for the decrease of hospital debts.	3	2

Hire more social workers for Medicaid Expansion programs	1) Through the expansion policy, there will be a need for more social workers. This will create jobs for those to work in hospitals and at Medicaid enrollment sites for social workers within the Burke County community.	3	2
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Policy Goal

Creation of equitable zoning within Burke County is a goal that will be a pivotal opportunity for equitable community advancement. In the county, there are zoned areas that have higher income, more available healthcare resources, and less ethnic and cultural diversity within the zones. Typically, within the counties that have higher cultural diversity there are significantly less affordable healthcare resources, fewer jobs available, and lower average income compared to the counties with low cultural diversity (Morganton, 2024). By rezoning the county there are opportunities to encompass affordable, available healthcare resources for underserved communities, zones for proper economic and job opportunities, and the ability to create affordable housing opportunities. The rezoning policy change will directly affect this goal by changing the Burke County zones to encompass the resources and infrastructure needs. Affordable housing does impact the equity of those within the zone that need financial and housing assistance, but it does not affect the larger community. The housing policy change will focus on a subset of people in need within the Burke County community. Lastly, the Medicaid

enrollment policy does not affect the zoning of the county. The enrollment policy directly affects individuals and family healthcare affordability. While this will affect the county, it will be focused on individuals within the county and open for all eligible to apply for Medicaid assistance.

Hiring more social workers for Medicaid expansion is a resource that will need policy change. The policy goal requires for the current social workers to take on more work hours if there is no possibility to hire more social workers to work at the hospitals, enrollment sites, and in the rezoned districts within Burke County. There will also be a need for money to pay the social workers for their time and their training to properly serve the community. Cost of labor and ability to hire the social workers is a concern, it will help to accomplish other goals and decrease the time to accomplish increasing Medicaid enrollment and long-term decrease hospital debts and healthcare affordability in the community.

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