
Monterey County Strategic Initiatives

POLICY AREA	STRATEGIC INITIATIVES
<p>Economic Development</p> <p><i>“Enhancing the well-being and prosperity of Monterey County Residents”</i></p>	<p>Through collaboration, strengthen economic development to ensure a diversified and healthy economy.</p>
<p>Administration</p> <p><i>“Efficient and Effective Government Operations”</i></p>	<p>Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.</p>
<p>Health and Human Services</p> <p><i>“Health and Wellness for Monterey County Residents”</i></p>	<p>Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.</p>
<p>Infrastructure</p> <p><i>“Meeting our Facilities, Water, Technology and Transportation Needs”</i></p>	<p>Plan and develop a sustainable, physical infrastructure that improves the quality of life for County resident and supports economic development results.</p>
<p>Public Safety</p> <p><i>“Creating Safe Communities”</i></p>	<p>Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.</p>

Health and Human Services Key Objectives:

1. Reduce regional, socio-economic inequities in health outcomes.
2. Improve health outcomes through health and wellness promotion and access to top quality.
3. Advocate for a sufficient allocation of funds from local, state and federal governments that will enable the County to carry out its authorized health and human service programs.

Health and Humans Services Milestones:

1. Publish information in multiple languages on County’s main website in order to increase accessibility for more of the County’s residents.
 - o Lead: ITD
 - o Timeline: August 2014, revised to February 2015

- **FY 14-15 Status: New website completed with language conversion capability. In May and June visits to the County Website triple. The new language capability has been used 115 during May and June.**
2. Review and analyze effectiveness of programs and services related to gang violence prevention.
 - Lead: CAO – Community Engagement & Advocacy
 - Timeline: July 2015
 - **Status: No update at this time.**
 3. Implement telephonic signatures in CalFresh and Monterey County in order to improve equitable access.
 - Lead: Social Services
 - Timeline: December 2016
 - **Status: This project is in progress pending C-IV programming. (C-IV is a system used by multiple California counties to determine eligibility for main stream benefits such as Cal Fresh, Medi-Cal, and CalWORKs). SB297, a bill that would mandate and fund necessary technology changes, is currently in suspense. DSS will continue to work with C-IV and the California Department of Social Services to advocate for development of the necessary technology changes.**
 4. Expand docent program promoting environmental education and health in every County Park.
 - Lead: Parks
 - Timeline: December 2017
 - **FY 2014-15: The number of docent led tours at both locations increased 5% in FY 2015 over FY 2014. The Parks Department plans to increase docent led programs during the period of July 2015 through December 2017 by an additional 5%.**
 5. Expand community outreach efforts throughout the County, in relation to equitable distribution, of programs such as Military & Veterans Affairs, Health Promotion, Public Assistance benefits and Mental Health.
 - Lead: Health
 - Timeline: On-going
 - **FY 2014-15: A total of 50 community members completed the eight week enLACE (Leadership and Civic Engagement) training across the county. Most participants attended their first civic meeting as part of the training. At the end of the training, participants also conducted several community improvement projects, including a park clean up, and became involved in local community committees. Two cohorts applied for a local grant opportunity for their community project and one was successful.**
 6. Expand joint literacy efforts (e.g. Literacy Campaign, Early Childhood Initiatives, CA State University Monterey Bay Cradle to Career)

- Lead: Libraries.
 - Timeline: On-going
 - **Status: No update at this time.**
7. Contribute to a collective impact approach to develop 2-5 Early Childhood Development Initiative intensive collaborative action teams and a Countywide policy network.
- Lead: Health
 - Timeline: On-going
 - **Status: The ECDI backbone (which includes staff from the Health Department and DSS) provided technical assistance and support to the five Collaborative Action Teams (CATs; Salinas, Greenfield, North County, Pajaro, Seaside), hired facilitators to further CATs development of their action plans and an initiative Evaluator. The CATs all chose childhood literacy as an important indicator to align activities around. The ECDI Policy Advocacy Network developed its mission/vision/goals and began tracking and recommending support for proposed state legislation aligned with ECDI indicators. ECDI also partnered with the Literacy Campaign for Monterey County, First 5 Monterey County and the Monterey County Gang Violence Prevention Initiative to develop a media outreach request for qualifications to develop a campaign highlighting the importance of early childhood development.**
8. Work inter-departmentally and with City agencies to include health equity in economic, social, built environment, and natural environment plans.
- Lead: Health
 - Timeline: On-going
 - **FY 2014-15: Health Department staff continued to work with partners to promote key policies that support community priorities in the City of Salinas’s Economic Development Element, its draft housing element and its Urban Greening Plan. Staff brought a health equity focus to TAMC’s Wayfinding Project and the County’s Climate Action Plan through planning team participation. In addition, health impact review comments were submitted on several major built environment projects in the county, including the noise ordinance, a wind turbine project, and a large solar development.**
9. Increase the percentage of Clinic Services patients aged 21 or older with improve diabetes test results.
- Lead: Health
 - Timeline: On-going

- **FY 2014-15: Clinic services maintained the % of patients 21 and older who have an HbA1c < 9 at 67% which is within 3% of their target of 70% and an outstanding result in light of the large number of new patients that have been received since Medi-Cal expansion came into effect.**
10. Enhance Natividad Medical Center’s Language Access Service to ensure that all Limited English Proficiency patients have access to a qualified medical interpreter services.
- Lead: Natividad Medical Center (NMC)
 - Timeline: On-going
 - **FY 2014-15: In June, 2015 Victor Sosa, NMC Medical Interpreter Coordinator, spoke at America’s Essential Hospitals annual conference on the subject “Understanding and Using REAL (Race, Ethnicity, Language) Data and Interpreter Services to Target Culturally Competent Care”. He highlighted not only the collection process of the data but also the practical uses such as identifying the language needs of patients that self-identify as LEP (Limited English Proficient). Data can also be used to measure health outcomes of minority language groups. Another initiative launched 4th quarter, is the installation of interpreter phones (dual handset phones) in all inpatient rooms in the Acute Rehabilitation Unit (ARU), Medical Surgical Unit 3 and Labor Rooms in Labor & Delivery. The purpose of these phones is to allow for greater access to interpreter services for staff and patients.**
11. Sustain Countywide access to support and advocacy in arranging Veterans Affairs benefits for veterans.
- Lead: Military & Veterans Affairs
 - Timeline: On-going
 - **FY 2014-15: The position has been filled to service veterans and their dependents in two correctional facilities (Soledad State Prison and Salinas Valley State Prison) and one military installation Fort Hunter Liggett.**
12. Implement Family Stabilization Services to help CalWORKS to Work eligible families overcome deep crisis that prevent progress toward self-sufficiency.
- Lead: Social Services
 - Timeline: On-going
 - **FY 2014-15: The Family Stabilization program continues to provide services to families with the most complex barriers to self-sufficiency. A multi-disciplinary team including Department of Social Services staff and Behavior Health staff work together to address these barriers.**
13. Percent of improvement in the Joint Commission Core Measures compliance.
- Lead: NMC
 - Timeline: March 2015

- **FY 2014-15: For the 4th quarter ending June 2015 NMC achieved 100% core measure success in the areas of inpatient and outpatient acute myocardial infarction, heart failure, pneumonia care, stroke care, and outpatient chest pain. These results reflect an improvement of 67% in the achievement toward 100% core measures performance in 2015.**
14. Grow the professional and allied health and human services capacity in Monterey County.
- Lead: Health
 - Timeline: On-going
 - **FY2014-15: Internal capacity development by Health Department staff and bureaus resulted in multiple opportunities for staff to gain knowledge and skills to support them in their career development within the county system. Evaluations of these trainings are being used to refine the trainings for subsequent cohorts and also demonstrate knowledge gain by participants.**
15. Develop additional opportunities for continued integration of clinical, behavioral, and community prevention and treatment strategies.
- Lead: Health
 - Timeline: On-going
 - **FY2014-15: Clinic Services and Behavioral Health developed several improvements to their clinics this year, including tenant improvements, clinic expansions, integrated services planning, and building new clinics that accommodate integrated services. Of note, the Laurel Family Practice and Laurel Vista Clinic construction project was completed. The clinics will increase their capacity with a continued focus of achieving improved health outcomes and healthcare access.**
16. Develop a sustainability plan to integrate youth violence prevention practices and strategies into community-wide, positive behavioral support programs.
- Lead: CAO – Community Engagement & Advocacy
 - Timeline: On-going
 - **FY 2014-2015: The strategies that align with the Action Plan’s indicators as well existing efforts will be determined and reported on.**
17. Increase the number of annual training programs held in Spanish and English and evaluate the effectiveness of the programs on increased food safety knowledge of Food Handlers.
- Lead: Health
 - Timeline: On-going

- **FY2014-15: : EHB trainings demonstrated a commitment to food safety knowledge and practice, offered in ways that support the needs of area food handlers such as in English, Spanish and online.**
18. Support Spanish and English language Child Abuse Prevention trainings.
- Lead: Social Services
 - Timeline: On-going
 - **FY 2014-15: CAPC will deliver over 650 trainings in both Spanish and English for this fiscal year. These trainings are funded through CAPIT/CBCAP/KIDSPLATE/CAPC local, state and federal grant dollars.**
19. Assure timely assessment and reassessment of In Home Supportive Services authorized hours of home care.
- Lead: Social Services
 - Timeline: On-going
 - **FY 2014-15: The department has not only met the State required 80% completion rate for In-Home Supportive Services annual reassessments, but has achieved a 94.19% completion rate as of FY 14-15 -the most current results available.**
20. Support Pathways to Safety Differential Response Services for families referred to Child Welfare where dependency is not warranted.
- Lead: Social Services
 - Timeline: On-going
 - **FY 2014-15: No update at this time.**
21. Develop and establish a Level Two Trauma Center in Monterey County.
- Lead: NMC
 - Timeline: On-going, Completed
 - **FY 2014-15: Highlights of enhancements in FY 2015 since receiving designation as a Level II Trauma Center have included:**
 - **The establishment of a highly skilled trauma care team in house 24/7 of critical-care trauma surgeons, neurosurgeons, nurse practitioners, nurses, technicians, and support staff;**
 - **facility, equipment and system improvements to elevate trauma care;**
 - **expanded imaging services including a dedicated Interventional Radiology (IR) suite and program;**
 - **extensive staff education and training on trauma care;**

- **development of trauma prevention and outreach programming to reduce trauma-related injuries in the community; and**
 - **establishment of CHOICE, a hospital-based violence intervention program in collaboration with community partners promoting positive alternatives to violence to reduce retaliation and re-injury among youth and young adults injured by violence.**
 - **The Natividad Trauma Center is projected to treat 1349 trauma patients in calendar year 2015. To date, the cases by type have been 42% motor vehicle accidents, 21% falls, 13% motorcycle and cyclist accidents, 19% gun-shot wounds, assaults, or stabbings, and 5% other injuries. Of the trauma patients treated at the Natividad Trauma Center since designation, 71% arrived by ambulance, 19% by helicopter, 9% by private vehicle, and 1% by law enforcement. 69% of the trauma patients have been male and 31% female. 50% of the trauma patients have been under the age of 36.**
22. Improve safety-net patient healthcare delivery and efficiently share health information between safety-net providers through participation of all County clinics and hospitals in the local Health Information Exchange.
- Lead: NMC
 - Timeline: On-going
 - **FY2014 – 2015: NMC continues to collaborate with the Health Department Clinics and now is targeting an interface GoLive Winter’16. In parallel, the NMC IT team is collaborating with SVMH and CHOMP in anticipation of data affiliation Fall ’15/Winter’16.**
23. Review year over year reduction in Caesarean Section Rate.
- Lead: NMC
 - Timeline: On-going
 - **FY 2014-15: As of May 31, 2015 NMC’s nationally reported cesarean delivery rate for FY2015 was 25.09%. Additional activities underway to improve performance are the establishment of a birthing suite for low risk pregnancies allowing labor to progress as naturally as possible with low medical interventions, the addition of midwives to the medical staff as allied health professionals, and the continued planning of a doula program.**
24. Increase capacity for the Health-Behavioral Health funded partners to provide substance use disorder prevention and treatment.
- Lead: Health
 - Timeline: On-going
 - **FY2014-15: Staff continues to diligently pursue reimbursement strategies through the 1115 Waiver proposal and incorporate said strategies into a comprehensive local strategic plan as a**

means for increasing local capacity to provide substance use disorder prevention and treatment services.

25. Sustain effective outreach and enrollment in Medi-Cal and Covered California in order to insure funding for healthcare needs.
 - Lead: Social Services, Health
 - Timeline: On-going
 - **FY 2014-15: Outreach and Education activities occurred throughout the year countywide. DSS and Health Departments enhanced the Medi-Cal Outreach and retention of coverage using a state grant. MCHD and several community-based organizations provided outreach assistance to 22,804 people and prepared enrollment documents for 1,474 people for the year. MCHD, DSS, and NMC enrollment counselors provided telephone or in-person assistance to county residents throughout the Covered California enrollment period.**

26. Expand funding opportunities for improved technology access and resources in underserved communities.
 - Lead: ITD
 - Timeline: On-going
 - **FY 14-15 Status**
 - **LFC successful launched Dual Language computer for low income students, families, disabled and seniors. 360 computers have been distributed through June.**
 - **To-date no grants have been identified to bring broadband or wireless access to unserved or underserved areas of the County.**