

# Monterey County Health Department Strategic Plan: 2014 Accomplishments Report



## Our Vision

Creating a legacy of health together

## Our Mission

To enhance, promote, and protect the health of Monterey County's individuals, families, communities, and environment

## Our Values

Health Equity, Integrity, Innovation, Respect, Excellence



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## Background

Monterey County Health Department (MCHD) reviewed county health data and sought community input on the most pressing health issues across the county and potential solutions to those issues. This work resulted in the identification and adoption of three strategic initiatives in December 2011 as part of the Board of Supervisors' approved MCHD's Strategic Plan for 2011-2015:

- **Empower the community to improve health through programs, policies, and activities**
- **Enhance community health and safety by emphasizing prevention**
- **Ensure access to culturally and linguistically appropriate, customer friendly services.**

MCHD is using a *Health in All Policies* and systems integration approach with a focus on prevention to facilitate implementation of the three strategic initiatives across the department and in our community.

## Making and Measuring our Progress

This report summarizes accomplishments for our three initiatives as we enter the third year of our plan's implementation. Considerable work has occurred within many MCHD projects and with our involvement in city-specific and county-wide initiatives: we count **89 distinct accomplishments in support of the three initiatives, spread across the entire county and within county regions.**

**Accomplishments** have included developing and holding health equity-related trainings and events with thousands of community members and partners; reaching thousands of school children with Positive Behavioral Interventions, supports, and youth empowerment programs; and increasing access to health care services for thousands of county residents through infrastructure developments and access expansions.

MCHD had **19 Bureau-specific performance measures** in FY 2013-14 and **24** in FY 2013-14 that aligned with one or more of the three strategic initiatives. Alignment of Board Reports with Strategic Initiatives has been tracked since July 2013, and we find that the majority of Board Reports align with one or more of our initiatives.

MCHD will continue to track accomplishments and **long-term outcomes** in providing excellent service to our residents into the 21<sup>st</sup> century. Comments or suggestions are always welcome and may be directed to the Strategic Plan Implementation Team, attention Krista Hanni, at [hannikd@co.monterey.ca.us](mailto:hannikd@co.monterey.ca.us)

# Accomplishments Through April 2014 and by County Region

**Accomplishments** are tracked using an Action Planning matrix that is updated semiannually by the Strategic Plan Implementation Team and, beginning in March 2014, an accomplishments survey through which all staff can provide input.

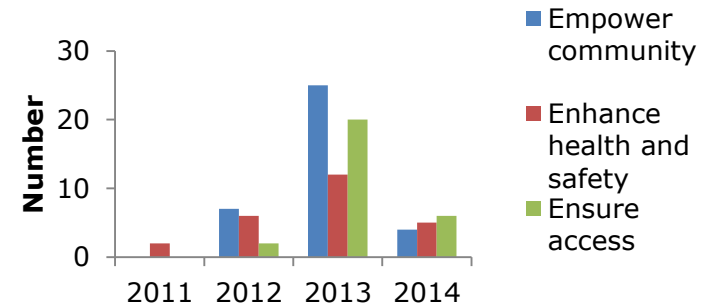
To be counted, an accomplishment has to be a new policy or ordinance, a new grant received, or a significant new program, partnership, structural or staffing change that supports one or more of the initiatives.

As of May 2014, a total of **89 accomplishments** have been documented across three initiatives beginning in December 2011, when the Strategic Plan was approved. Accomplishments occurred across the three initiatives: **36** related to empowering the community, **25** related to enhancing health and safety, and **28** related to ensuring access to culturally and linguistically, customer friendly services.

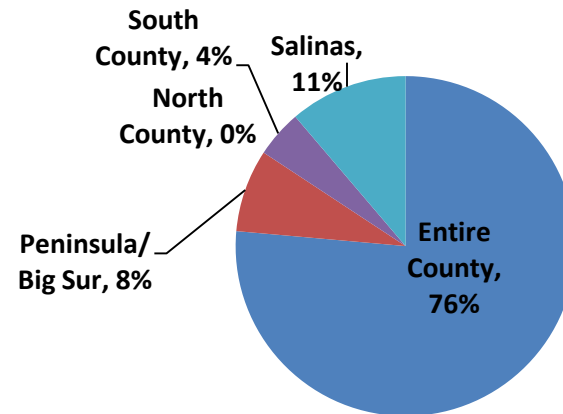
The Strategic Plan's initiatives' cumulative program accomplishments have had broad application, with **76%** applying to the entire county.

Some accomplishments have been for projects or initiatives that are regional in nature: **11%** in Salinas, **8%** in Peninsula/Big Sur, and **4%** in South County.

**Strategic Initiatives:  
Accomplishments from  
September 2011 to April 2014**



**Strategic Initiatives:  
Cumulative Accomplishments by Region**



## Examples of Accomplishments in 2013

**Empower the Community:** Partnered with agriculture and other community organizations to bring 30 salad bars into local schools.

**Empower the Community:** Developed and/or supported health equity trainings and events, reaching over 1500 residents and partners.

**Enhance Health and Safety:** Through a CDC STRYVE prevention grant, Public Health Bureau staff implemented two different school and community-based violence prevention strategies in 2013 that reached almost 800 school-aged children in Salinas.

**Enhance Health and Safety:** MCHD had more social media presence in 2013 including reviving the Wash/Cover/Stay Twitter account, collaborating in a multi county social media flu project, and starting a new sexually transmitted diseases Facebook page.

**Enhance Health and Safety:** In 2013, Environmental Health staff developed and the Board of Supervisors passed a new cottage-food industry permitting process that facilitates food safety and small business growth.

**Ensure Access to Health Services:** Behavioral Health staff trained 17 schools in Positive Behavioral Intervention and Supports to support positive school environments and student behaviors. Ten schools are using the program and there are plans to expand to more in the county.

**Empower the Community:** With support from MCHD staff and a Community Transformation grant, the City of Seaside adopted a resolution in September 2013 to become a Healthy Eating Active Living City.

**Ensure Access to Health Services:** Monterey County has approved a Level II Adult Trauma Center that will reduce the number of emergency trauma transports to Santa Clara County and elsewhere. Through a competitive Request for Qualifications (RFQ) process Natividad Medical Center was selected in 2013 as the hospital to become designated once accomplishing completion of all required trauma center criteria and is scheduled to become the designated trauma center January 2015.

**Ensure Access to Health Services:** Clinic Services and Behavioral Health staff jointly developed two new primary care/behavioral health bidirectional integrated clinic sites located in Salinas and Marina.



## Performance Measures Aligned with Strategic Initiatives

MCHD developed **performance measures** for each Bureau as part of Managing for Results, the Countywide Performance Measurement Program. These measures are used to monitor progress towards Bureau-specific goals over the course of the fiscal year.

In FY 2012-13, MCHD identified alignments between its performance measures and the three strategic initiatives and has continued this process for the current FY 2013-14.

In FY 2012-13, **9 of 19** aligned performance measures achieved their annual goals. By end of the second quarter of FY 2013-14, **15 of 24** aligned performance measures met or were on target to meet their established goals.

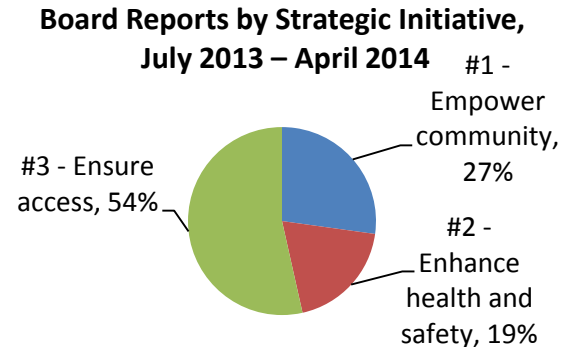
Bureau	FY 2012/13 Performance Measures Met	FY 2013/14 Performance Measures Met or On Target
Administration	2/2	2/2
Animal Services	n/a	1/1
Behavioral Health	1/2	1/4
Clinic Services	1/4	4/6
Emergency Medical Services	3/5	n/a
Environmental Health	n/a	2/6
Public Administrator/ Public Guardian	2/3	1/1
Public Health	0/3	4/7

## Board Reports Aligned with Strategic Initiatives

Starting in July 2013, MCHD began recording alignments of its submitted Board Reports with the three strategic initiatives.

From July 2013 through May 2014, **75 of 87** Board Reports were aligned with the three strategic initiatives. Those that were not were generally in support of personnel or budgeting changes for the Department.

Just **over half (54%)** of the Board Reports in this period supported initiative 3, while **27%** supported initiative 1 and **19%** supported initiative 2.



# Long Term Indicators Aligned with Strategic Initiatives

MCHD held several meetings with community partners in 2014 to assess the strength of the local public health system and the forces of change acting on that system. The results developed into a **Community Health Improvement Plan (CHIP)** that linked MCHD strategic initiatives with the many county-wide or topic-specific initiatives that are underway. The impact of these collaborative ventures will be tracked in subsequent reports through the following matrix of objectives, strategies, indicators, baseline data, agencies and partners.

Note: The CHIP is in final review with partners until May 2014, thus the following matrix should be considered a draft and may change with partner input.

## Initiative 1: Empower the community to improve health through programs, policies, and activities

Objectives	Strategies	Indicator Data	Baseline Data (source) and Target*	Examples of Agencies and Partner Organizations
Decrease obesity & diabetes	<ul style="list-style-type: none"> <li>Promote active living &amp; healthy eating</li> <li>Increase access to healthy foods</li> </ul>	<ul style="list-style-type: none"> <li>↓ adult BMI <math>\geq 30</math></li> <li>↓ child and teen BMI <math>\geq 85^{\text{th}}</math> percentile</li> <li>↓ adult diabetes diagnosis</li> </ul>	<ul style="list-style-type: none"> <li>Adult obesity: 25.1% (2011-12 CHIS) Target: improve on baseline</li> <li>Teen at-risk or overweight/obese: 42.9% (2011-12 CHIS) Target: Teens ages 12-19, considered obese: 16.1%</li> <li>Adult diabetes diagnosis: 9.7% (2011-12 CHIS) Target: Adult diabetes diagnosis: 7.2/1,000</li> </ul>	Boys & Girls Clubs Community Transformation Initiative Seaside Diabetes Health Center Healthy Eating Lifestyle Principles Just Run Promotores and Public health nurses Safety-net clinics WIC YMCA/YWCA
Decrease births to teens	<ul style="list-style-type: none"> <li>Increase youth empowerment and healthy relationship training for youth</li> <li>Promote safe sex practices &amp; resources</li> </ul>	<ul style="list-style-type: none"> <li>↓ births to teens ages 15-19 years</li> </ul>	<ul style="list-style-type: none"> <li>Teens ages 15-19: 52.5/1,000 (2008-10 AVSS) Target: improve on baseline</li> </ul>	Family PACT Program Girls' Health in Girls' Hands Girls, Inc. MCHD Postpone Planned Parenthood Teen Success Schools and school districts
Decrease sexually transmitted infections	<ul style="list-style-type: none"> <li>Promote safe sex practices &amp; resources</li> <li>Promote affordable screening</li> </ul>	<ul style="list-style-type: none"> <li>↓ gonorrhea infection rates</li> </ul>	<ul style="list-style-type: none"> <li>194/100,000 population (2013) Target: 175/100,000 population</li> </ul>	Family PACT Program Girls' Health in Girls' Hands MCHD Postpone Planned Parenthood Mar Monte Safety-net clinics Universities, colleges, and school districts

\*Targets are identical or closest-related to baseline data, and are sourced from Healthy People 2020.

# Long Term Indicators Aligned with Strategic Initiatives

## Initiative 1: Empower the community to improve health through programs, policies, and activities (continued)

Objectives	Strategies	Indicator Data	Baseline Data (source) and Target*	Examples of Agencies and Partner Organizations
Decrease heart disease	<ul style="list-style-type: none"> <li>Promote active living &amp; healthy eating</li> <li>Increase access to healthy foods</li> <li>Promote affordable screening</li> </ul>	<p>↓ heart disease diagnosis</p>	<ul style="list-style-type: none"> <li>Adult heart disease diagnosis: 7.5% (2011-12) Target: improve on baseline</li> </ul>	<p>American Heart Association Hospital health classes Monterey County Tobacco Coalition Promotores and public health nurses Safety-net clinics YMCA/YWCA</p>
Decrease asthma	<ul style="list-style-type: none"> <li>Promote healthy indoor and outdoor air quality</li> </ul>	<p>↓ asthma diagnosis (CHIS) ↓ environmental factors that contribute to asthma ↓ tobacco use</p>	<ul style="list-style-type: none"> <li>Ever diagnosed with asthma: 10.6% (2011-12) Target: improve on baseline</li> </ul>	<p>HiAP Monterey County Tobacco Coalition Monterey Bay Unified Air Pollution Control</p>
Decrease fetal and infant mortality	<ul style="list-style-type: none"> <li>Promote early access to prenatal care</li> </ul>	<p>↓ fetal mortality rate (California Department of Public Health) ↓ infant mortality rate (CDPH)</p>	<ul style="list-style-type: none"> <li>Fetal mortality rate: 4.1/1,000 (2008-10). Target: improve on baseline</li> <li>Infant mortality rate: 4.6/1,000 (2008-10) Target: improve on baseline</li> </ul>	<p>Birth Network of Monterey County Natividad Medical Center Safety-net clinics</p>

\*Targets are identical or closest-related to baseline data, and are sourced from Healthy People 2020.

## Initiative 2: Enhance community health and safety by emphasizing prevention

Objectives	Strategies	Indicator Data	Baseline Data (source) and Target*	Examples of Agencies and Partner Organizations
<p>Decrease bullying, violent injury, and homicide; Increase gang prevention strategies</p>	<ul style="list-style-type: none"> <li>Expand anti-bullying education and policies in schools</li> <li>Expand pro-social skill building and activities</li> <li>Inventory/assess county-operated gang prevention programs</li> </ul>	<p>↓ bullying among 7th graders ↓ violent crime rate ↓ homicide rate</p>	<ul style="list-style-type: none"> <li>Bullied: 41.5% (2008-10 CHKS) Target: bullied, grades 9-12: 17.9%</li> <li>Violent crime rate: 488.1/100,000 (2009 CDOJ) Target: Physical assault rate: 19.2/1,000</li> <li>Homicide rate: 10.2/100,000 (2008-10 CDPH) Target: Homicide rate: 5.5/100,000</li> </ul>	<p>Boys &amp; Girls Clubs CASP Girls' Health in Girls' Hands Monterey County Gang Violence Prevention Initiative Monterey County Probation Department Restorative Justice Partners, Inc. Schools and school districts STRYVE Initiatives Second Chance Youth Project Silver Star YMCA/YWCA</p>
<p>Increase literacy &amp; education levels</p>	<ul style="list-style-type: none"> <li>Expand early childhood development &amp; school readiness</li> <li>Restore GED programs</li> </ul>	<p>↑ third grade reading levels ↑ high school graduation rates ↑ maternal education</p>	<ul style="list-style-type: none"> <li>Preschool attendance in the year prior to kindergarten: 59% of children Target: improve on baseline</li> <li>Third grade students scoring proficient or higher on English Language Arts CST: 33% (2013 CDE) Target: improve on baseline</li> <li>High school graduation rate: 79.1% (2011-12 CDE). Target: improve on baseline</li> </ul>	<p>Building Healthy Communities Cradle to Career partnership Early Childhood Development Initiative First 5 Monterey County Literacy Campaign for Monterey County Schools and school districts</p>
<p>Decrease poverty</p>	<ul style="list-style-type: none"> <li>Provide more skill-building opportunities</li> <li>Provide GED preparation supports</li> <li>Provide living wage jobs</li> <li>Reduce dropout rates</li> <li>Increase family supports</li> <li>Increase licensed child care slots</li> </ul>	<p>↓ poverty rates</p>	<ul style="list-style-type: none"> <li>Residents living at up to 200% of the federal poverty level: 40.4% (2012 US Census) Target: improve on baseline</li> <li>High school graduation rate: 79% (2013 CDE) Target: improve on baseline</li> <li>Licensed child care slots in centers and homes: 9,997 (2013 KidsData.org) Target: improve on baseline</li> </ul>	<p>Coalition of Homeless Services Providers Dorothy's Place and Dorothy's Kitchen Food Bank for Monterey County McHOME Monterey County Workforce Investment Board One-stop Career Center Schools and school districts Women, Infants, &amp; Children (WIC)</p>

\*Targets are identical or closest-related to baseline data, and are sourced from Healthy People 2020.

**Initiative 2: Enhance community health and safety by emphasizing prevention (continued).**

Objectives	Strategies	Indicator Data	Baseline Data (source) and Target*	Examples of Agencies and Partner Organizations
Increase affordable health screening	<ul style="list-style-type: none"> <li>Increase access to affordable health and dental care</li> </ul>	<ul style="list-style-type: none"> <li>↑ mammogram screenings</li> <li>↑ pap test</li> <li>↑ sigmoidoscopy, colonoscopy or FOBT</li> <li>↑ PSA test</li> </ul>	<ul style="list-style-type: none"> <li>Mammogram screening in last two years, women ages 30 and over: 62.4% (2011-12 CHIS) Target: improve on baseline</li> <li>Pap test in last 3 years, adult women: 87.9% (2007 CHIS) Target: Pap test in last 3 years, adult women: 93.0%</li> <li>Sigmoidoscopy, adults 50 and over: 77.1% (2009 CHIS) Target: improve on baseline</li> <li>PSA test in past year, men 40 and over: 34.5% Target: improve on baseline</li> </ul>	<ul style="list-style-type: none"> <li>Affordable Care Act enrollment</li> <li>Monterey County Clinic Services</li> <li>RotaCare of the Monterey Peninsula</li> <li>Safety-net clinics</li> <li>ViaCare low income health program</li> </ul>
Decrease drug, tobacco, & alcohol use	<ul style="list-style-type: none"> <li>Expand retail tobacco license program</li> <li>Expand smoking bans in multi-unit housing and public spaces</li> <li>Decrease youth exposure to tobacco and alcohol marketing</li> </ul>	<ul style="list-style-type: none"> <li>↓ eleventh grade students using marijuana in past month</li> <li>↓ current smokers</li> <li>↓ binge drinking</li> </ul>	<ul style="list-style-type: none"> <li>Marijuana use in past month, eleventh grade students: 23.2% (2008-10 CHKS) Target: Marijuana use in past month, adolescents ages 12-17: 6.0%</li> <li>Current smokers: 10.1% (2011-12 CHIS) Target: improve on baseline</li> <li>Binge drinking in past year, adults: 34.1% (2011-12 CHIS) Target: Binge drinking in past year, adults: 24.4%</li> </ul>	<ul style="list-style-type: none"> <li>Adult and Juvenile Drug Courts</li> <li>Coalition for a Tobacco-Free Monterey County</li> <li>Monterey County Behavioral Health</li> <li>Healthy Stores for Healthy Communities</li> <li>Second Chance Youth Program</li> <li>Sun Street Centers</li> <li>Sunrise House</li> </ul>
Decrease unintentional injury & death	<ul style="list-style-type: none"> <li>Expand Safe Routes to School program</li> <li>Increase field sobriety checks</li> <li>Continue and expand gang prevention activities</li> </ul>	<ul style="list-style-type: none"> <li>↓ unintentional injury and mortality rates (CDPH)</li> <li>↑ safety programs</li> <li>↑ afterschool &amp; recreation programs</li> </ul>	<ul style="list-style-type: none"> <li>Unintentional injury mortality rates: 29.4/100,000 (2008-2010 CDPH) Target: improve on baseline</li> </ul>	<ul style="list-style-type: none"> <li>After school and recreation programs</li> <li>CASP</li> <li>Safe Routes to Schools programs</li> <li>Police and CHP sobriety checks</li> <li>Monterey County Rape Crisis Center</li> <li>Neighborhood Watch Programs</li> <li>Second Chance Youth Program</li> </ul>
Decrease environmentally-related illness and injury	<ul style="list-style-type: none"> <li>Improve asthma self-management education</li> <li>Reduce exposure to pesticides</li> </ul>	<ul style="list-style-type: none"> <li>↓ asthma symptoms (among those diagnosed with asthma)</li> <li>↓ decrease pesticide-related illness and injury</li> </ul>	<ul style="list-style-type: none"> <li>Asthma diagnosis: 90.6% of population diagnosed with asthma (2009+2011-12 CHIS) Target: improve on baseline</li> <li>Illness or injury probably or definitely related to pesticide use: 79 cases in FY 2010-2011 (CalPIQ). Target: improve on baseline</li> </ul>	<ul style="list-style-type: none"> <li>CHAMACOS</li> <li>California Rural Legal Assistance, Inc.</li> <li>Communities for Sustainable Monterey County</li> <li>Environmental Justice Network</li> <li>Monterey County Environmental Health</li> <li>Monterey County Agriculture Commissioner</li> </ul>

\*Targets are identical or closest-related to baseline data, and are sourced from Healthy People 2020.



### Initiative 3: Ensure access to culturally and linguistically appropriate, customer-friendly, quality health services

Objectives	Strategies	Indicator Data	Baseline Data (source) and Target*	Examples of Agencies and Partner Organizations
Increase access to health care	<ul style="list-style-type: none"> <li>Support Medi-Cal outreach</li> <li>Expand clinics as needed with health care reform</li> </ul>	<ul style="list-style-type: none"> <li>↑ insured population</li> <li>↑ usual source of care</li> </ul>	<ul style="list-style-type: none"> <li>Currently insured: 81.7% (2011-12 CHIS) Target: Currently insured: 100.0%</li> <li>Usual source of care: 77.7% (2011-12 CHIS) Target: Usual source of care: 95.0%</li> </ul>	<ul style="list-style-type: none"> <li>Monterey County Clinic Services</li> <li>Monterey County Safety-net Council</li> <li>Natividad Medical Center and Foundation</li> <li>RotaCare Monterey County</li> <li>Soledad Medical Clinic</li> <li>Veterans Transition Center</li> </ul>
Increase mental health services	<ul style="list-style-type: none"> <li>Develop mental health clinic services</li> <li>Support primary care and mental health service integration</li> </ul>	<ul style="list-style-type: none"> <li>↑ access to mental health services</li> </ul>	<ul style="list-style-type: none"> <li>Mental health treatment is covered by insurance: 73.4% (2005 CHIS) Target: improve on baseline</li> <li>Had difficulties getting mental health care: 3.8% (2005 CHIS) Target: improve on baseline</li> </ul>	<ul style="list-style-type: none"> <li>Monterey County Behavioral Health Dept</li> <li>Community Human Services</li> <li>Interim, Inc.</li> <li>Kinship Center</li> <li>Omni Wellness Center</li> <li>Schools and school districts</li> </ul>
Increase dental care	<ul style="list-style-type: none"> <li>Support dental care opportunities for underserved</li> </ul>	<ul style="list-style-type: none"> <li>↑ dental care providers</li> </ul>	<ul style="list-style-type: none"> <li>Dentist rate: 69.4/100,000 (2013 Dept Consumer Affairs) Target: improve on baseline</li> </ul>	<ul style="list-style-type: none"> <li>Clinica de Salud</li> <li>Community Oral Health Services</li> </ul>
Increase home visitation	<ul style="list-style-type: none"> <li>Support opportunities for referrals to public health nursing</li> </ul>	TBD**	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Monterey County Public Health Teams</li> <li>Promotoras</li> <li>Visiting Nurses Association</li> </ul>
Increase access to culturally appropriate health education and care	<ul style="list-style-type: none"> <li>Create opportunities for language supports</li> </ul>	<ul style="list-style-type: none"> <li>↑ services in multiple languages through native speakers and interpreters</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>California State University Monterey Bay</li> <li>Clinica de Salud</li> <li>Hartnell and Monterey Peninsula colleges</li> <li>Monterey County Clinic Services</li> <li>Natividad Medical Center and Foundation</li> <li>Soledad Medical Clinic</li> </ul>

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