

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~~, February 2015
 - o Status: Prepared for Board of Supervisor approval on February 3, 2015

2. Review and analyze effectiveness of programs and services related to gang violence prevention.
 - o Lead: CAO – Community Engagement & Advocacy
 - o Timeline: July 2015
 - o Status: Review of County operated programs is in progress as well as the development of tools to measure effectiveness and impact on gang violence prevention efforts.
3. Implement telephonic signatures in CalFresh and Monterey County in order to improve equitable access.
 - o Lead: Social Services
 - o Timeline: December 2016
 - o 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). This initiative has been the topic of discussion a recent C-IV planning retreat.
4. Expand docent program promoting environmental education and health in every County Park.
 - o Lead: Parks
 - o Timeline: December 2017
 - o Status: No status update at this time.
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.
 - o Lead: Health
 - o Timeline: On-going
 - o Status: Health and Social Services have been working collaboratively with community partners to expand community outreach efforts to enroll people in Public Assistance benefits.
6. Expand joint literacy efforts (e.g. Literacy Campaign, Early Childhood Initiatives, CA State University Monterey Bay Cradle to Career)
 - o Lead: Libraries.
 - o Timeline: On-going
 - o Status: No status 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.
 - o Lead: Health
 - o Timeline: On-going
 - o Status: Health Department staff participated in the ECDI Backbone which conducted numerous meetings across the county to encourage applications by community action teams, review applications, and had four collaborative action teams submit requests for engagement (Salinas, Greenfield, North County, Pajaro, Seaside). Staff also participated in the newly developed countywide ECDI Policy Advocacy Network.
8. Work inter-departmentally and with City agencies to include health equity in economic, social, built environment, and natural environment plans.
 - o Lead: Health
 - o Timeline: On-going

- Status: Health Department staff worked on the inclusion of health equity in the City of Salinas Economic Development Element and its Urban Greening Plan, the County's Go Green initiative, and led the successful application for a \$4.6 million multi agency and city collaborative active transportation planning grant.
9. Increase the percentage of Clinic Services patients aged 21 or older with improve diabetes test results.
 - Lead: Health
 - Timeline: On-going
 - Status: Clinic services increased the % of patients 21 and older who have an HbA1c < 9 and are now within 3% of their target of 70%.
 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
 - Status: NMC continued the enhancement of interpreter services increasing the number of interpreter encounters facilitated by qualified interpreters from 1500 per month in 2013 to 2500 per month in 2014. In 2014 NMC had 61 staff trained as qualified interpreters and 3 dedicated full time staff interpreters. Of the patients with Limited English Proficiency, 40% were provided with qualified medical interpreters at registration compared to 26% in 2013. NMC launched in 2014 through the Natividad Medical Foundation Indigenous Interpreting+, a community and medical interpreting program specializing in indigenous languages from Mexico and Central and South America. Indigenous Interpreting+ helps health care providers, community based organizations, public agencies and courts meet regulatory requirements for language access, minimize costs and ensure quality services with competent, trained interpreters. Indigenous Interpreting+ meets the need for community and medical interpreting in indigenous languages that are not available through traditional interpreting services.
 11. Sustain Countywide access to support and advocacy in arranging Veterans Affairs benefits for veterans.
 - Lead: Military & Veterans Affairs
 - Timeline: On-going
 - Status: On October 23, 2015, a Military Veterans Affairs representative position was added increasing capacity to sustain and expand resources for veteran individuals and families. This also allows for more effective countywide access to support and advocacy activities to serve veterans.
 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
 - Status: The department has implemented a multi-disciplinary team to address customers with serious barriers to self-sufficiency. These services include: housing assistance, domestic

violence and behavioral health treatment, intensive employment services case management, and other resources as appropriate.

13. Percent of improvement in the Joint Commission Core Measures compliance.
 - Lead: NMC
 - Timeline: March 2015
 - Status: The Joint Commission Core Measures are national reported clinical quality measures that reflect scientific evidence known to produce the best outcomes for patients. Core measures are reported as a percentage of patients with a specific diagnosis who receive the recommended care. With the engagement of outside consultation to assist with core measure performance, Natividad Medical Center (NMC) launched a hospital-wide campaign to focus efforts to achieve 100% compliance assuring the right care for each patient all of the time. Multidisciplinary teams were established focusing on core measure performance. Activities included hospital-wide education, implementation of a discharge check list, and enhancement of reporting through improved concurrent abstracting. For the last quarter, NMC achieved a 100% core measure success rate in the areas of acute myocardial infarction, pneumonia care, stroke, and heart failure. These results reflect a 50% improvement in the achievement of 100% core measure performance in 2014.
14. Grow the professional and allied health and human services capacity in Monterey County.
 - Lead: Health
 - Timeline: On-going
 - Status: Forty-seven percent of Health Department staff (919 FTE) have completed customer service training. Sixty supervisors and managers participate in “Brown Bag” training offered on a monthly basis with topics including ethics, on-boarding, leadership and change management. One hundred one employees are participating in quality improvement training which features teams working on long-term projects and multiple corresponding workshop sessions. The leadership of Environmental Health (15 supervisors and managers) are also engaged in a year-long leadership academy that has local area experts instructing.
15. Develop additional opportunities for continued integration of clinical, behavioral, and community prevention and treatment strategies.
 - Lead: Health
 - Timeline: On-going
 - Status: The Monterey County Health Department opened a second Bienestar Clinic at Marina Integrated Services to provide primary care services for behavioral health clients and has acquired additional space at its King City Behavioral Health clinic site for establishment of a third Bienestar Clinic. Health staff are working together to identify ways of further improving integration efforts of behavioral health services in primary care clinic settings
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
 - Status: Completion of a draft Action Plan is in progress and will include continued support provided to local strategies that have the most community-wide impact.

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.
 - o Lead: Health
 - o Timeline: On-going
 - o Status: The Environmental Health Bureau's (EHB) Annual Food Safety Conference held in September 2014 was expanded from 1 to 2 days; 150 people attended which included members from outside food safety regulatory authorities. 2 Food Safety Classes were also provided between July to December 2014, with 42 total attendees which included 30 Spanish-speaking Food Handlers. EHB has also participated in the US Food and Drug Agency (FDA) Retail Food Standardization mentorship program through the National Association of County and City Health Officials (NACCHO), which includes a component on industry and community relations standards on educational outreach. EHB was also awarded the California Conference of Directors of Environmental Health (CCDEH) Excellence in Environmental Health award last September for our robust food safety educational outreach efforts to Food Handlers.
18. Support Spanish and English language Child Abuse Prevention trainings.
 - o Lead: Social Services
 - o Timeline: On-going
 - o Status: CAPC will meet their goal of providing over 500 trainings in both Spanish and English for this fiscal year. These trainings are funded through CAPIT/CBCAP state and federal grant dollars.
19. Assure timely assessment and reassessment of In Home Supportive Services authorized hours of home care.
 - o Lead: Social Services
 - o Timeline: On-going
 - o Status: The department has not only met the State required 80% completion rate for In-Home Supportive Services annual reassessments, but has achieved a 93.47% completion rate as of October 2014--the most current results available.
20. Support Pathways to Safety Differential Response Services for families referred to Child Welfare where dependency is not warranted.
 - o Lead: Social Services
 - o Timeline: On-going
 - o Status: Pathways to Safety is a differential response program for the child welfare system to respond to calls that come into the Child Protective Services (CPS) hotline. Through Pathways to Safety families that do not meet the legal definition for abuse and neglect are connected with community resources to address the underlying causes that may have triggered the call to Child Protective Services. With an emphasis on early intervention, a Pathways to Safety community response offers support and assistance services to families whose circumstances do not warrant a more urgent response. The goal of Pathways to Safety is to keep children safe in their home and out of the child welfare system. This continues to be a current and very active initiative for the Department.
21. Develop and establish a Level Two Trauma Center in Monterey County.

- Lead: NMC
 - Timeline: On-going
 - Status: Natividad Medical Center (NMC) received its designation on January 5, 2015, as a Level II Trauma Center by the Monterey County Emergency Medical Services Agency (EMS). The designation of NMC as the Level II Trauma Center for Monterey County is the culmination of a robust planning effort over the past 2 1/2 years. During this period, a multidisciplinary team engaged in quality improvement activities to enhance trauma care services at NMC. NMC was selected following multiple surveys by independent expert teams. Through this rigorous process, NMC has developed a comprehensive trauma care program that meets all required standards for performing high quality trauma services. This vital local community service saves lives and eliminates the need to fly critically injured patients to a distant trauma center.
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
 - Status: Natividad Medical Center (NMC) is committed to efficiently sharing health information to improve healthcare delivery for safety net patients and providers and has been actively assisting in the development of the region's Health Information Exchange (HIE), Central Coast Health Connect. The HIE will allow for the rapid exchange of vital medical information between the Monterey County health care community leading to improve health outcomes for all Monterey County residents. NMC has been sending data to the HIE since July 2014 including lab, radiology reports, and Continuity of Care Documents (CCDs). The NMC IT team is collaborating with the Monterey County Health Department Clinics and is targeting a Health Department interface GoLive in March/April 2015. NMC IT is additionally working with Centro de Salud de Valle de Salinas to enable data exchange for their clinics.
23. Review year over year reduction in Caesarean Section Rate.
- Lead: NMC
 - Timeline: On-going
 - Status: Natividad's Perinatal Services Program's mission is to provide the community with the safest and highest quality perinatal care. The cesarean section rate is one clinical quality measure that is nationally reported. Although cesarean birth can be lifesaving for the baby and/or mother the rapid increase in cesarean birth rates in the US raises significant concerns that cesarean delivery is overused without evidence of improved maternal or newborn outcomes. For most pregnancies that are low-risk, cesarean delivery may pose greater risk than vaginal delivery. NMC's nationally reported cesarean section rate of 23% for FY14 is well below the national and state averages. In December 2014, NMC was named 1 of 33 high performing hospitals in maternity care in California by The California HealthCare Foundation (CHCF) in part due to our low cesarean section rate. Activities underway to improve performance are the development of a policy and procedure that further clarifies when a cesarean section should be performed, the convening of a multidisciplinary team of

physicians and nurses to review all cesareans performed on first-time moms, and the launching of a doula training program at NMC.

24. Increase capacity for the Health-Behavioral Health funded partners to provide substance use disorder prevention and treatment.
 - o Lead: Health
 - o Timeline: On-going
 - o Status: The Behavioral Health Bureau has doubled treatment and prevention space in the King City, South County facility so that Substance Use Disorder treatment providers can be co-located. A new prevention coordinator has been hired to provide SUD prevention programming, working with CASP, and other community agencies. Extensive planning has been ongoing to assure Monterey County can apply for the expansion of drug Medi-cal. A projected start date is scheduled for mid-2015, this will result in vastly greater access to SUD services reimbursed by the federal government. Plans have been submitted to the Office of Traffic Safety, by the superior court in collaboration with the County agencies to establish a Driving Under the Influence court in Monterey County. Contract agency programs such as Sun St have sustained important local prevention programs due to the ongoing support of the Behavioral Health Bureau. Behavioral Health services have been expanded for proposition 109 clients in collaboration with the Probation Department.
25. Sustain effective outreach and enrollment in Medi-Cal and Covered California in order to insure funding for healthcare needs.
 - o Lead: Social Services, Health
 - o Timeline: On-going
 - o Status: Outreach and Education activities continue countywide. DSS and Health Departments have been granted funding to enhance the Medi-Cal Outreach and retention of coverage. Several agencies are working under the Health Department grant to increase Medi-Cal enrollment and retention. Covered California open enrollment is in progress through February 15, 2015.
26. Expand funding opportunities for improved technology access and resources in underserved communities.
 - o Lead: ITD
 - o Timeline: On-going
 - o Status: Working with CAO-IGLA Grant's group to identify grants to bring broadband or wireless hot spots to libraries and community facilities housing County operations in unserved and underserved areas. No grants identified to date.