

Monterey County Health Department Strategic Plan Accomplishments Report FY2012 through FY2017



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



COUNTY OF MONTEREY
HEALTH DEPARTMENT

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Background

To develop its first Strategic Plan, 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 2011-2016:

- **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 used 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 indicator impacts and accomplishments for our three initiatives since FY2012, with highlights from FY2017. There was continued work across the three initiative areas both within many MCHD and with our involvement in city-specific and county-wide initiatives through FY2017: we had almost **250 accomplishments in support of the three initiatives, spread across the entire county and within county regions and, with efforts of many initiatives and collaboratives, and 19 indicators saw improvement from baseline.**

Accomplishments included community empowerment training; reaching thousands of school children with Positive Behavioral Interventions and Supports, bullying prevention, and youth empowerment programs; promoting prevention-related policies; and increasing access to health care services for thousands of county residents through infrastructure developments and access expansions. Our efforts were recognized when we received the 2017 Arnold X. Perkins Award for Outstanding Health Equity Practice by a California Health Department.

MCHD aligned **81%** of its **performance measures** with one or more of the three strategic initiatives and **over 50% of measures** were meeting targets by FY2017. Alignment of **Board Reports** with initiatives was tracked from July 2013. The majority of Health Department Board Reports each year aligned with one or more of the three strategic initiatives.

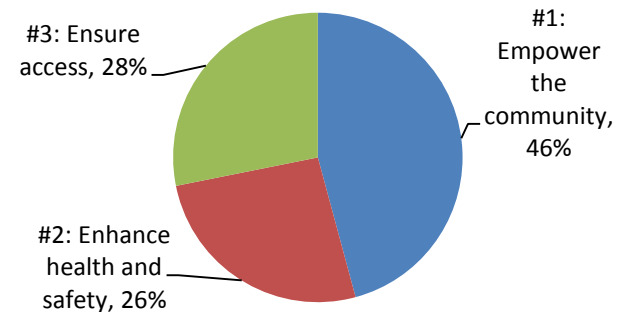
To continue to build on this work, MCHD has updated its Strategic Plan to guide its work from 2018 through 2022. It includes a new action plan and tracking metrics. Please check it out at <http://www.co.monterey.ca.us/government/departments-a-h/health/general/strategic-plan>

Accomplishments by Fiscal Year and County Region

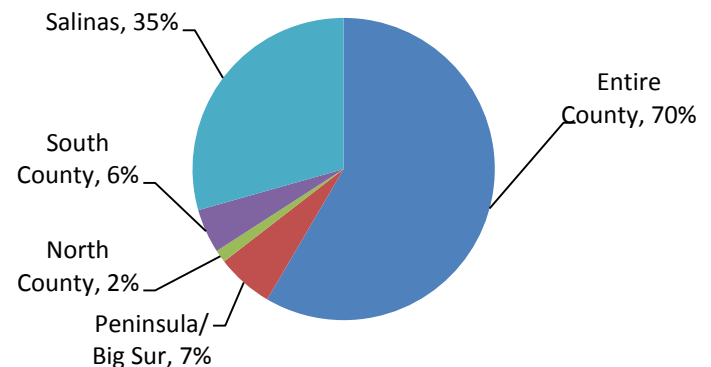
Accomplishments were tracked using an Action Planning matrix. To be counted, an accomplishment had to be a new policy or ordinance, a new grant received, an important community event, or a significant new program, partnership, structural or staffing change that supported one or more of the initiatives.

The Strategic Plan was approved in December 2011. Through June 2017, a total of **246 accomplishments** supporting the three initiatives were recorded. Accomplishments occurred across the three initiatives for the six fiscal years: **109 (46%)** related to empowering the community, **62 (26%)** related to enhancing health and safety through prevention, and **67 (28%)** related to ensuring access to culturally and linguistically, customer friendly services.

**Strategic Initiatives:
Cumulative Accomplishments July 2011
through June 2017 by Initiative**



**Strategic Initiatives:
Cumulative Accomplishments July 2011
through June 2017 by Region**



The Strategic Plan's initiatives' cumulative program accomplishments had broad application, with **70%** applying to the entire county.

Some accomplishments were regional in nature with **35%** in Salinas, **7%** in Peninsula/Big Sur, **6%** in South County, and **2%** in North County.

Examples of Accomplishments FY2016-17

Empower the Community: 69 community members completed the 8-week enLACE (Leadership and Civic Engagement) training and most attended their first civic meeting as part of the training. Cohorts were held in Salinas, Castroville, Gonzales, Greenfield, and King City. The King City cohort included an adult and a youth group. Cohorts learned how to apply for community grants as part of their cohort project.

Empower the Community: Public Health Bureau participated in the Girls' Health in Girls' Hand collaborative, reaching thousands of county girls with reproductive health educational training and supporting girls in creating more awareness for their girls' social and emotional health resolution.

Enhance Health and Safety: Through a CDC STRYVE prevention grant, Public Health Bureau staff implemented with partners two different school and community-based violence prevention strategies in 10 elementary schools and 3 youth centers in Salinas.

Enhance Health and Safety: Environmental Health Bureau staff provided trainings and events on food safety knowledge and practice, offered in English, Spanish and online to support the needs of area food handlers.

Enhance Health and Safety: Behavioral Health partnered with Monterey County Office of Education to provide evidence-based Positive Behavioral Interventions and Supports (PBIS) in all 25 school districts in the county. This programs reduces bullying and improves students' social/emotional development.

All Three Initiatives: MCHD received The California Endowment's 2017 Arnold X. Perkins Award for Outstanding Health Equity Practice by a California Health Department for its work using a Health in All Policies framework with a Collective Impact approach to intentionally expand upstream work on social determinants of health.

Empower the Community: Staff provided support and guidance to several initiatives through engaging the community around action planning and activity alignment. Staff in turn received training in Governing for Racial Equity.

Ensure Access to Health Services: 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, a partnership with the Community Hospital of the Monterey Peninsula supported the groundbreaking for a new, expanded clinic in Seaside at our original clinic location. The new clinic will have expanded services.



Ensure Access to Health Services: MCHD and partners provided Medi-Cal outreach assistance to 3,877 people and supported enrollment efforts for the county's pilot program (Esperanza Care) for the remaining uninsured.

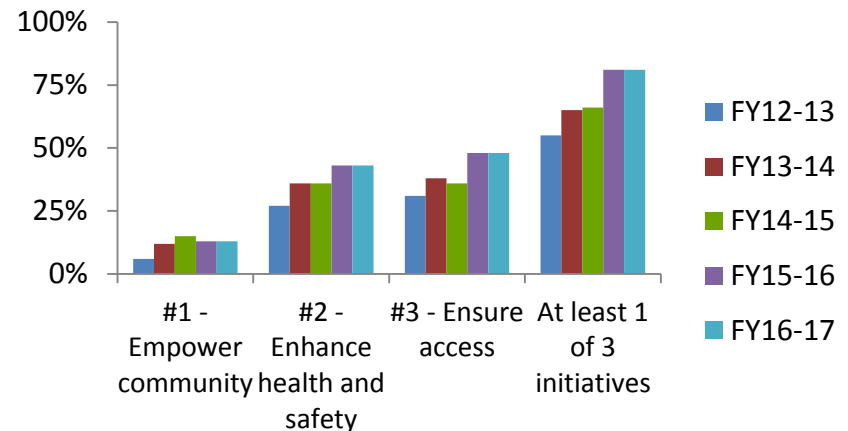


Performance Measures Aligned with Strategic Initiatives

MCHD began developing annual **performance measures** for each Bureau in 2011 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 through the current fiscal year.

While **55%** of performance measures were aligned with at least one initiative in FY2012-13, by FY16-17 it was **81%**. Similar improvements occurred for meeting targets, with **27%** of performance measures meeting their established goals in FY2012-13 while in subsequent years **50% or more** of measure targets were met and most saw improvements within each year.

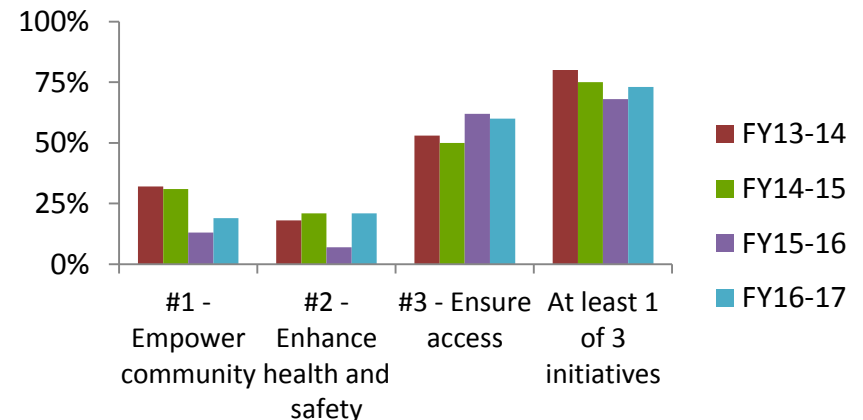


Board Reports Aligned with Strategic Initiatives

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

From July 2013 through June 2017, **68 to 80%** of Board Reports were aligned with at least one of the three strategic initiatives. Those that were not were generally in support of personnel or budgeting changes for the Department.

About **half** of the Board Reports over the four fiscal years supported initiative 3, while **1 in 4** supported initiative 1 and **1 in 5** supported initiative 2.



Long Term Indicators Aligned with Strategic Initiatives

MCHD met 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 were incorporated into a **Community Health Improvement Plan (CHIP)** linking MCHD strategic initiatives with many county-wide or topic-specific initiatives underway and listing potential and ongoing strategies. Indicator data for the various collaborative efforts are shown below. This matrix and the CHIP are now incorporated into a framework of indicators and strategies that are being used to track the collective impact of numerous initiatives and collaboratives across the county and maintained by the Impact Monterey County Network (www.impactmontereycounty.org).

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

| 2011-2015 MCHD Strategic Plan Objectives | CHIP Objectives | Strategies | Lead Initiatives | Indicator Goals | Indicator Target | Baseline Data (year and source) | Status (most recently available data) |
|---|---|--|---|--|---------------------|--|---|
| Objective 1: Promote a health focus in public policy and planning | Decrease obesity & diabetes | Promote active living & healthy eating Increase access to healthy foods | Safety Net Integration Council | ↓ the % of adults who are obese (BMI >30) | Improve on baseline | 23.8% (2011 CHIS) | 37.8% (2016 CHIS) |
| | | | Diabetes Collaborative | ↓ the % of child and teens who are overweight/obese (BMI >85th percentile) | 16.1% | 51.8%* (2011 CHIS) | 49.8%* (2015 CHIS) |
| | | | Impact Monterey County | ↓ the % adults diagnosed with diabetes | 7.2/1,000 | 12.4% (2011 CHIS) | 12.4%* (2016 CHIS) |
| Objective 2: Develop and support a network of volunteers and peers that advocate for and support community health-oriented solutions | Decrease births to teens | Increase youth empowerment and healthy relationship training for youth Promote safe sex practices & resources | Girls' Health in Girls' Hands Bright Futures | ↓ the rate of births to teens ages 15-19 years | Improve on baseline | 52/1,000 (MCHD 2013 Birth Report) | 33/,000 (2015 CDPH) |
| | Decrease sexually transmitted infections | Promote safe sex practices & resources Promote affordable screening | Girls' Health in Girls' Hands Monterey County HIV Planning Group | ↓ the rate of gonorrhea among Monterey County residents | Improve on baseline | 85.1/100,000 population (2013 MCHD Epidemiology & Surveillance Unit) | 94.8/100,000 (2017 MCHD Epidemiology & Surveillance Unit) |

(*) Statistically unstable data and should be interpreted with caution.

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

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

| 2011-2015 MCHD Strategic Plan Objectives | CHIP Objectives | Strategies | Lead Initiatives | Indicator Goals | Indicator Target | Baseline Data (year and source) | Status (most recently available data) |
|--|--|--|---|--|------------------------|--|---|
| Objective 1: Promote a health focus in public policy and planning Objective 2: Develop and support a network of volunteers and peers that advocate for and support community health- oriented solutions | Decrease heart disease | Promote active living & healthy eating | Safety Net Integration Committee | ↓ the % of adults diagnosed with heart disease | Improve on baseline | 6.2% (2011 CHIS) | 11.2%* (2016 CHIS) |
| | | Increase access to healthy foods Promote affordable screening | Diabetes Collaborative | | | | |
| | Decrease asthma | Promote healthy indoor and outdoor air quality | Health in All Policies (HiAP) | ↓ the % of population ever diagnosed with asthma | Improve on baseline | 10.5% (2011 CHIS) | 9.6%* (2016 CHIS) |
| | | | Monterey County Collaborates | ↓ environmental factors that contribute to asthma (total number of solar energy generation projects) | Improve on baseline | 581 projects (2011 CA Solar Statistics) | 1,114 projects (2015 CA Solar Statistics) |
| | | | Monterey Bay Unified Air Pollution Control | ↓ the % of current adult smokers (tobacco use) | Improve on baseline | 11.4% (2011 CHIS) | 15.6%* (2016 CHIS) |
| | Decrease fetal and infant mortality | Promote early access to prenatal care | Birth Network of Monterey County CPSP program | ↓ the rate of infant mortality | Improve on baseline | 5.0/1,000 (2011 CDPH and MCHD Epi & Surv Unit) | 3.7/1,000 (2016 CDPH and MCHD Epi & Surv Unit) |

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Note: 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 | Lead Initiatives | Indicator Goals | Indicator Target | Baseline Data (year and source) | Status (most recently available data) |
|---|---|--|--|---------------------|---------------------------------------|--|
| Decrease bullying, violent injury, and homicide; Increase gang prevention strategies | Expand anti-bullying education and policies in schools | Monterey County Gang Violence Prevention Initiative | ↓ % of Salinas Union High School District 7th graders experiencing harassment or bullying in the past 12 months | 17.9% | 39% (2009-10 CHKS) | 25% (2016-17 CHKS) |
| | Expand pro-social skill building and activities | Seaside Blue Ribbon Panel | | | | |
| | Inventory/assess county-operated gang prevention programs | Four Cities for Peace CASP Girls' Health in Girls' Hands STRYVE | ↓ rate of violent crime | Improve on baseline | 489.2/100,000 (2010 CDOJ, DOJ FBI) | 418.6/100,000 (2016 CDOJ, DOJ FBI) |
| | | | ↓ rate of homicide | 5.5/100,000 | 10.6/100,000 (2010 CDOJ, DOJ FBI) | 12.9/100,000 (2016 CDOJ, DOJ FBI) |
| Increase literacy & education levels | Expand early childhood development & school readiness | Building Healthy Communities | ↑ % of 3 rd grade children meeting or exceeding English Language Arts/Literacy standards (reading levels) | Improve on baseline | 33% (2013 CDE) | 30% (2017 CDE)* |
| | Restore GED programs | Bright Futures | ↑ rate of high school graduation | Improve on baseline | 79.1% (2011-12 CDE) | 85.5% (2015-16 CDE) |
| | | Bright Beginnings | ↓ % of children born who's mother's lack a 12 th grade education | Improve on baseline | 36% (2013 Birth Report, MCHD) | 34% (2015 Birth Report, MCHD) |

*Note testing format changed from Standardized Testing and Reporting (STAR) to California Assessment of Student Performance and Progress (CAASPP) assessments in 2015

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Note: 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 | Lead Initiatives | Indicator Goals | Indicator Target | Baseline Data (year and source) | Status (most recently available data) |
|--------------------------------------|--|--|---|---------------------|---|---|
| Decrease poverty | Provide more skill-building opportunities | Coalition of Homeless Services Providers | ↓ % of residents living up to 200% of the federal poverty level | Improve on baseline | 44.1% (2011 US Census) | 37.1% (2016 US Census) |
| | Provide GED preparation supports | Impact Monterey County | | | | |
| | Provide living wage jobs | HiAP Salinas | ↑ rate of high school graduation | Improve on baseline | 79.1% (2011-12 CDE) | 85.5% (2015-16 CDE) |
| | Reduce dropout rates | Building Healthy Communities | | | | |
| | Increase family supports | Bright Futures | ↑ # of licensed child care slots in child care centers and family child care homes | Improve on baseline | 9,997 (2012 KidsData.org) | 10,532 (2014 KidsData.org) |
| | Increase licensed child care slots | Bright Beginnings | | | | |
| Increase affordable health screening | Increase access to affordable health and dental care | Safety Net Integration Committee | ↑ % of women (age 40+) undergoing a mammogram screening in the last 2 years or less | Improve on baseline | 70.7% (2011 CHIS) Note: data represents women 30+ for baseline. | 72.5% (2016 CHIS) |
| | | | ↑ % of adult women undergoing a pap test in the last 3 years | 93% | 87.9% (2007 CHIS) | Questions for screening for PAP test not asked since 2007 on California Health Interview Survey (CHIS) |
| | | | ↑ % of adults (50+) undergoing a sigmoidoscopy, colonoscopy or FOBT | Improve on baseline | 77.1% (2007 CHIS) | Question for sigmoidoscopy and PSA test not asked since 2009 on California Health Interview Survey (CHIS) |
| | | | ↑ % of men (40+) undergoing a PSA test in the past year | Improve on baseline | 34.5% (2009 CHIS) | |

(*) Statistically unstable data and should be interpreted with caution.

Note: 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 | Lead Initiatives | Indicator Data | Indicator Target | Baseline Data (year and source) | Status (most recently available data) |
|---|---|--|--|---------------------|------------------------------------|--|
| Decrease drug, tobacco, & alcohol use | Expand retail tobacco license program | Monterey County Collaborates (Coalition for a Tobacco-Free Monterey County) Monterey County Behavioral Health | ↓ % of eleventh grade students using marijuana in past month | 6% | 25% (2009-10 CHKS) | 28% (2016-17 CHKS) |
| | Expand smoking bans in multi-unit housing and public spaces | | ↓ % of current adult smokers (tobacco use) | Improve on baseline | 11.4% (2011 CHIS) | 15.6%* (2016 CHIS) |
| | Decrease youth exposure to tobacco and alcohol marketing | | ↓ % of adults binge drinking in the past year | 24.4% | 36% (2011 CHIS) | 35% (2015 CHIS) |
| Decrease unintentional injury & death | Expand Safe Routes to School program | HiAP South County | ↓ rate of unintentional injury mortality rates | Improve on baseline | 30/100,000 (2009-2011 CDPH) | 30.7/100,000 (2013-2015 CDPH) |
| | Increase field sobriety checks | HiAP Seaside Safe Routes to Schools | ↓ Rate of motor vehicle collision with pedestrians | Improve on baseline | 2.9/10,000 (2011 TIMS) | 2.9/10,000 (2014 TIMS) |
| Decrease environmentally-related illness and injury | Improve asthma self-management education | Monterey County Collaborates | ↓ % of population who had asthma symptoms within the past 12 months, among those diagnosed with asthma | Improve on baseline | 81.4%* (2011 CHIS) | 88.1%* (2016 CHIS) |
| | Reduce exposure to pesticides | Building Healthy Communities | ↓ # of reported illnesses or injuries due to pesticides, agricultural only | Improve on baseline | 42 cases (2011 CalPIQ). | 24 cases (2014 CalPIQ) |

(*) Statistically unstable data and should be interpreted with caution.

Note: 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 | Lead Initiatives | Indicator Data | Indicator Target | Baseline Data (year and source) | Status (most recently available data) |
|---|---|--|---|---------------------|---|---|
| Increase access to health care | Support ACA enrollment assistance | Outreach and Enrollment Collaborative | ↑ % of currently insured | 100% | 85.4% (2011 CHIS) | 89.9% (2015-16 CHIS) |
| | | Safety Net Integration Committee | ↑ % with usual source of care | Improve on baseline | 77.4% (2011 CHIS) | 78.2%* (2016 CHIS) |
| | | | ↓ % Emergency Room use for non-emergencies visits in the past 12 months | Improve on baseline | 16.3% (2011 CHIS) | 16.9% (2015-16 CHIS) |
| Increase mental health services | Integrate mental health services into more primary care clinics and schools | Safety Net Integration Committee | ↓ % of residents who had difficulties getting mental health care | Improve on baseline | 3.8%* (2005 CHIS) | Question for Difficulties getting mental health care not asked on California Health Interview Survey since 2005 |
| | | | ↑ % of residents who saw any healthcare provider for emotional-mental and/or drug issues in the past year | Improve on baseline | 12.6% (2011 CHIS) | 14.4%* (2016 CHIS) |
| Increase dental care | Support policy changes to increase dental insurance | Safety Net Clinics Community Oral Health Services | ↑ % of dental insured population | Improve on baseline | Adult: 40.4% (2013 CHIS) Child: 75.5%* (2013 CHIS) | Adult: 53.5% (2016 CHIS) Child: 98%* (2016 CHIS) |
| Increase access to culturally appropriate health education and care | Support further development of local access improvement strategies | Natividad Medical Center | ↓ % of clients having difficulty understanding doctor | Improve on baseline | 4%* (2011 CHIS) | 1%* (2016 CHIS) |
| | | Safety Net Clinics Mental Health Commission | ↑ % of clients served by Behavioral Health Bureau who are Latino/Hispanic | Improve on baseline | 55% (FY2010-11 D3 report) | 53% (FY2015-16 D3 report) |

(*) Statistically unstable data and should be interpreted with caution.

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