



# County of Monterey

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

## Board Report

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**File #:** 18-592, **Version:** 1

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- a. Receive a presentation on the Monterey County Health Department's 2011-2017 Strategic Plan accomplishments and proposed strategies for 2018-2022; and
- b. Approve the Monterey County Health Department's 2018-2022 Strategic Plan.

### RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Receive a presentation on the Monterey County Health Department's 2011-2017 Strategic Plan accomplishments and proposed strategies for 2018-2022; and
- b. Approve the Monterey County Health Department's 2018-2022 Strategic Plan.

### SUMMARY/DISCUSSION:

The Monterey County Health Department's (MCHD) pursuit of national public health accreditation provided the framework needed to create MCHD's first ever strategic plan, set goals, and measure improvements to empower our community, enhance health and safety, ensure quality and culturally inclusive services, and engage our employees in meeting current and developing population health needs. On May 23, 2018, the National Public Health Accreditation Board announced that MCHD achieved national accreditation joining the growing rank of state and local health departments achieving this recognition. Currently there are 11 in California and a total of 226 out of 3,000 health departments nationwide that have achieved accreditation.

The Monterey County Board of Supervisors approved the first Monterey County Health Department (MCHD) Strategic Plan back in 2011. Since then, MCHD has had almost 250 accomplishments associated with the prior strategic plan's three goals and demonstrated increased alignment of activities to the goals (Attachment B). Health improvements were seen for many of the three dozen long term indicators being tracked as part of the plan and the associated Community Health Improvement Plan. A large focus of the first strategic plan was Health in All Policies (HiAP) and intentional efforts to work 'upstream' on the social determinants of health.

In recognition of these efforts, The California Endowment (TCE) and the Health Equity Award Planning Committee named MCHD as the winner of the 2017 Arnold X. Perkins Award for Outstanding Health Equity Practices during a special event to celebrate this critical and innovative work of California health departments. The work of nine California health departments that go above and beyond the traditional scope of public health were showcased at the event. Through a rigorous selection process and a site visit MCHD was selected as the grand winner and received the award primarily for our community leadership programs and the use of the HiAP framework.

Highlighted in Monterey County's application were: the resident Leadership and Civic Engagement Academy (enLACE), which provides residents the opportunity to learn about the various systems in their respective communities; the Health Equity Scholars Academy (HESA) which provides a safe space for MCHD employees to learn about structural inequities and cultural competency/humility practices; some of the active transportation work MCHD is engaged in with city partners; and the leadership shown by MCHD and NMC with the County to expand access to preventive primary care services for the remaining uninsured (Attachment C).

To carry forward these and other areas of public health importance, MCHD began a process in 2016 to update its strategic plan. Staff and consultants conducted a close review of health and community assessments conducted since 2011, obtained input from staff through surveys and meetings, and assured alignments with various County-wide initiatives, including the Board of Supervisors Strategic Initiatives. It was found that our three original focus areas remain very relevant, but a fourth was needed focused on internal organizational effectiveness. The updated three and new fourth goals are: 1) empower the community to improve health; 2) enhance public health and safety through prevention; 3) ensure access to culturally and linguistically appropriate, customer-friendly, quality health services; and 4) engage MCHD workforce and improve operational functions to meet current and developing population health needs.

In addition, the 2018-2022 MCHD Strategic Plan includes strategies, activities, and metrics for each objective and lists the various Bureaus that focus on each (Attachment C). An internal team will use various indicators (primarily from the Community Health Improvement Plan, and metrics, many of which are drawn from Bureau performance measures) to track progress. Annual progress reports will be provided to the Board of Supervisors Health and Human Services Committee.

This work supports the Monterey County Health Department 2011-2015 strategic plan initiatives: 1) Empower the community to improve health through programs, policies, and activities; and 2) Enhance community health and safety by emphasizing prevention; and 3) Ensure access to culturally and linguistically appropriate, customer friendly services. It also supports the ten essential public health services: 1) Monitor health status to identify and solve community health problems; 2) Diagnose and investigate health problems and health hazards in the community; 3) Inform, educate, and empower people about health issues; 4) Mobilize community partnerships and action to identify and solve health problems; 5) Develop policies and plans that support individual and community health efforts; 6) Enforce laws and regulations that protect health and ensure safety; 7) Link people to needed personal health services and assure the provision of health care when otherwise unavailable; 8) Assure competent public and personal health care workforce; 9) Evaluate effectiveness, accessibility, and quality of personal and population-based health services; and 10) Research for new insights and innovative solutions to health problems.

OTHER AGENCY INVOLVEMENT:

County Counsel has reviewed report and concurs with recommendation.

FINANCING:

There is no impact to the General Fund resulting from the acceptance of the presentation and approval of the Health Department's 2018-2022 Strategic Plan.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

Check the related Board of Supervisors Strategic Initiatives:

Economic Development:

- Through collaboration, strengthen economic development to ensure a diversified and healthy economy.

Administration:

- Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.

Health & Human Services:

- 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.

Infrastructure:

- Plan and develop a sustainable, physical infrastructure that improves the quality of life for County residents and supports economic development results.

Public Safety:

- Create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow by reducing violent crimes as well as crimes in general.

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Attachments:

Attachment A - MCHD Presentation

Attachment B - 2011-2015 MCHD Strategic Plan Accomplishments Report

Attachment C - Health Equity Award Application

Attachment D - Draft 2018-2022 MCHD Strategic Plan