



County of Monterey

Item No.

Board Report

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

Legistar File Number: 23-885

December 05, 2023

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- a. Authorize the extension of the County of Monterey Health Department (MCHD) 2018-2022 Strategic Plan by two Fiscal Years for a new term of FY 2018 - FY 2024; and
- b. Authorize the extension of the MCHD 2014-2018 Community Health Improvement Plan by six Fiscal Years for a new term of FY 2014 - FY 2024.

RECOMMENDATION:

It is recommended that the County of Monterey Board of Supervisors:

- a. Authorize the extension of the County of Monterey Health Department (MCHD) 2018-2022 Strategic Plan by two Fiscal Years for a new term of FY 2018 - FY 2024; and
- b. Authorize the extension of the MCHD 2014-2018 Community Health Improvement Plan by six Fiscal Years for a new term of FY 2014 - FY 2024.

SUMMARY/DISCUSSION:

Local health departments must maintain up-to-date Strategic Plans and Community Health Improvement Plans (CHIP) approved by their local governing board when submitting accreditation or reaccreditation documents to the National Public Health Accreditation Board (PHAB). If the plans do not have current dates, PHAB will reject the plans, resulting in a loss of the local health department's accreditation or reaccreditation, and have to begin the application process again. According to PHAB, a Strategic Plan must set the direction for the organization and, through a common understanding of the mission, vision, goals, and objectives, provide a template for all staff and stakeholders to make decisions that move the organization forward. A CHIP is a long-term, systemic effort to address public health problems based on the results of community health assessment activities and the community health improvement process. Both plans are typically updated every three to five years.

The PHAB is recognizing the delays experienced by local health departments in strategy implementation for core plans, such as a Strategic Plan and a CHIP, due to COVID-19 response activities. It has provided opportunities to extend core document time frames to recognize this challenge. MCHD has a Board-approved 2018-2022 Strategic Plan which was developed based on reviews of local health and community assessments, staff and stakeholder input, and considerations of promising practices for implementation. The 2014-2018 CHIP was rolled into the United Way of Monterey County's (UWMC) process for developing strategies in four domain areas of Impact Monterey County (Impact). Impact, and specifically the Health Domain strategy map, became the guiding framework for the CHIP since 2018, as identified on MCHD's web pages for the CHIP. This specifically included the core health issues and associated prevention strategies identified and mapped by Impact in 2018 during a lengthy community and organization input process.

Over the past almost three years (2020-2022) of intensive COVID-19 pandemic response by MCHD and many community partner organizations resulted in significant redirection of staffing to the many response activities. As a result, MCHD staff had to delay planned updates to the Strategic Plan and the CHIP. It is still laudable that many activities identified in the 2018-2022 Strategic Plan saw significant strides forward, as documented by consultants during a review process (Attachment 1). Impact has also continued to promote mutually reinforcing activities across the multiple participating county organizations across the four domains (health, safety, economic self-sufficiency, and education), focusing on identifying system-level indicators for each domain to track improvements in equity across the county. An initial review of the strategic priorities for both plans indicate they still align well with the recently identified health priorities of the 2022 Monterey County Community Health Needs Assessment.

Staff requests the Board of Supervisors' approval for extending the timelines of the plans. We propose a two-year extension for the Strategic Plan (FY 2018 - FY 2024) and a six-year extension for the CHIP (FY 2014 - FY 2024). This extension is necessary to ensure both plans are current for submission to the National PHAB as part of MCHD's reaccreditation process. The goal is to present both plans for Board approval in April 2024, ahead of the anticipated PHAB approval deadline for the refreshed versions in the summer of 2024.

This work supports Monterey County Health Department 2018-2022 Strategic Plan Initiative(s): 1) Empower the community to improve health; 2) Enhance community health and safety through prevention; 3) Ensure access to culturally and linguistically appropriate, customer-friendly, quality health services; and 4) Engage the MCHHD workforce and improve operational functions to meet current and developing population health needs. It also supports all of the ten essential public health services: 1) Assess and monitor population health; 2) Investigate, diagnose, and address health hazards and root causes; 3) Communicate effectively to inform and educate; 4) Strengthen, support, and mobilize communities and partnerships; 5) Create, champion, and implement policies, plans, and laws; 6) Utilize legal and regulatory actions; 7) Enable equitable access; 8) Build a diverse and skilled workforce; 9) Improve and innovate through evaluation, research, and quality improvement; 10) Build and maintain a strong organizational infrastructure for public health.

OTHER AGENCY INVOLVEMENT:

The Offices of County Counsel, Risk Management, and the Auditor-Controller have reviewed and approved this Agreement as to legal form, liability, and fiscal provisions, respectively.

FINANCING:

Funds to update both plans are included in the Health Department's (4000-HEA014-8438) FY 2023-24 Adopted Budget. There is no impact on the County General Fund.

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.

Legistar File Number: 23-885

☒ 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.

Prepared by: Krista Hanni, Planning, Evaluation and Policy Manager, 755-4586

Approved by:

DocuSigned by:

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Elsa Mendoza Jimenez, Director of Health Services, 755-4526

Attachments:

Board Report

Attachment 1 - 2018-2022 Strategic Plan Implementation Highlights