

the County of
Riverside
Department of
Public Health

Strategic Plan **2007**
-2011



Riverside County Department of Public Health
4065 County Circle Dr.
Riverside, CA 92503
(951) 358-7036
www.rivcoph.org

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INTRODUCTION

In the year 2020, Riverside County is projected to be home to approximately 2.8 million people occupying approximately 860,000 housing units located in one of at least two dozen cities as well as rural and unincorporated areas. Most of the working population will be employed locally in approximately 950,000 jobs. The current diversity of ethnicities, religions, and cultures is expected to continue to grow. An unfortunate by-product of this monumental growth is the worst urban sprawl in the nation and the fourth worst air quality in California. In addition, there are high rates of cardiovascular disease, obesity and physical inactivity. Traffic congestion is a major problem.

It is the vision of Riverside County Department of Public Health that our residents will engage in active, healthy lifestyles, enjoy good physical and mental health, and have access to appropriate and cost-effective preventive, primary, specialty, and emergency care. Lack of income will not be a barrier to receiving culturally sensitive, quality service. In addition, our environment and livability will be enhanced and balanced with our community's growth and development.

The County of Riverside, in its 1998 publication, Strategic Vision A Long-Range Service Plan, has determined that "In order to protect the health and well-being of the populace, and ensure the economic viability and livability of our community, the County will strive to provide a high level of public and environmental health services and mental health programs where those services are most needed." The County's efforts will "emphasize the prevention of those conditions that degrade individual and community quality of life." Such programs will include public education, information, and regulation and treatment programs, as applicable. The County is committed to further developing and enhancing its mandated safety net for the most vulnerable populations. A continuum of services will be provided from prevention through primary and acute outpatient treatment to inpatient care.

Within the overarching framework of the Vision and Guiding Principles of the County of Riverside, the Department of Public Health has established as its mission to address the core functions of public health as mandated by the state of California. These core functions consist of providing adult indigent care; promoting and protecting community health through attention to women's and children's health issues and communicable and sexually-transmitted diseases; planning for and responding to disasters; ensuring coordinated, quality Emergency Medical Services; and collaborating with the community to develop innovative solutions to improve health. The Department of Public Health also strives to reduce barriers to client access including transportation difficulties, cultural differences and communication challenges.

A key component of this mission requires that the County of Riverside protect its valuable natural resources and improves the environment in which we live. Sufficient parks and open spaces as well as an efficient transportation system that conserves non-renewable resources and improves air quality are fundamental to an exceptional quality of life.

HISTORICAL CONTEXT

Founded in 1893, Riverside County is geographically the fourth largest county in the state, stretching nearly 200 miles across and comprising over 7,310 square miles of river valleys, low deserts, mountains, foothills and rolling plains. It is composed of 24 incorporated cities and hosts some of the wealthiest communities in California as well as areas of extreme poverty.

The County of Riverside population grew from 17,897 residents in 1900 to more than 1.5 million residents in 2000. Since 2000, Riverside County has continued to be the fastest growing large county in California, surpassing 2 million residents in 2006. In 2007 the Riverside County population of 2,031,625 has increased by more than 31 percent since 2000 compared to an 11 percent increase for California's population during the same period. Currently ranked fourth in population in California, Riverside County is projected to add more than 200,000 residents by 2010 and nearly triple in size by 2040 to more than 4 million.

Riverside County has experienced substantial shifts in the mix of the racial and ethnic composition in the last decade of the twentieth century. The white population declined by 20.3 percent between 1990 and 2000 to comprise slightly more than half the County population. Conversely, the Hispanic population during the same period experienced a 38.5 percent increase and represents more than one third of the county population. Both the African American and Asian populations increased slightly with no change in the Native American population. Hispanics represent 36% of the county population. By 2040, the Hispanic population will represent more than half the county population. The white population will decrease from almost two thirds to just over one third of Riverside County population and the Asian population is projected to double up to 8 percent of the total county population. African Americans and Native Americans will remain essentially unchanged.

The Department of Public Health recognizes that effective efforts to improve the health status of the residents of the County of Riverside will necessitate culturally appropriate promotion of positive health behaviors within the context of addressing poverty, promoting economic development, improving living conditions, enduring access to care, and generating opportunities for learning – all done in partnership as ongoing community-driven efforts.

SUCSESSES AND CHALLENGES OF THE PLANNING EFFORT

Much about devising the strategic plan has changed since the 1999-2000 Plan was formulated. Planning at that time was very much a top-down model; there was little involvement of staff below the deputy director level. Subsequent revisions have recognized the importance of commitment to the process from all levels, from administration to management to line staff. Consequently, beginning in November, 2006, the Department of Public Health (DOPH) Management Team met to review and update the 2003-2006 Strategic Plan. The goals in the 2007-2011 Strategic Plan were developed by the Director of Public Health, Public Health Officer, Deputy Directors and Medical Director. Beginning in January, through May, 2006, DOPH and Community Health Agency staff participated in round table discussions and work group meetings to develop the strategic goals and objectives.

One challenge of this process has been to compile the wealth of comments and suggestions generated at these meetings into a usable form so that it may inform the formulation of the objectives that will ensure the accomplishment of the goals. Goal #1, to “thoroughly assess and effectively respond to emerging public health needs”, is open-ended, and consequently is difficult to narrow its scope. It is also important to not focus so narrowly on the stated goals that new issues or needs are overlooked. Challenges to public health are changing; they are cultural and system-wide, and the DOPH will need to devise a plan to effectively respond to them.

However, there are several benefits that have come from this process that far outweigh any challenges. For example, sharing the stated vision and goals of the DOPH has allowed everyone involved to commit to achieving them. Also, through the examination of the previous strategic plans, it has become clear that many of the goals of the 2003-2006 Plan have been accomplished, sometimes without specifically focusing on them. Some goals have been too broad and consequently have needed to be narrowed to a manageable size. The value of a strategic plan has become evident because it has narrowed the focus of the work so that efforts are directed toward achievable goals and away from those projects that do not develop the goals. In addition, the process of examining and revising goals has demonstrated that the DOPH cannot address every issue in the same way, so there is a need to prioritize.

2007 – 2011 STRATEGIC PLAN GOALS

GOAL 1

Thoroughly assess and effectively respond to emerging public health needs.

GOAL 2

Realize the potential of staff through the recruitment, development, and retention of a qualified workforce.

GOAL 3

Deliver public health and medical services within a responsive and effective system.

GOAL 4

Plan, prepare, respond, and recover from public health emergencies.

GOAL 5

Plan and implement sustainable livable communities.

2007-2011 Strategic Plan Goal #1

Thoroughly assess and effectively respond to emerging public health needs

Objective 1.1: By July 2008, Riverside County DOPH will establish and implement an assessment process to identify and prioritize current and future public health needs.

Objective 1.2: By December 2009, Riverside County DOPH will develop a system to identify and address overlaps and gaps in current programs as related to issues identified in Objective 5.1.

Objective 1.3: By December 2009, Riverside County DOPH will address the identified public health priorities.

Objective 1.4: By December 2010, Riverside County DOPH will establish an evaluation process for all programs and health policies developed to address the identified public health needs.

Objective 1.5: By December 2009, Riverside County DOPH will seek funding to address the identified public health priorities.

2007-2011 Strategic Plan Goal #1

Thoroughly assess and effectively respond to emerging public health needs

Objective 1.1: By July 2008, Riverside County DOPH will establish and implement an assessment process to identify and prioritize current and future public health needs.

Activities:

- By July 2008, conduct focus groups with department managers in an effort to identify public health issues.

Objective 1.2: By December 2009, Riverside County DOPH will develop a system to identify and address overlaps and gaps in current programs as related to issues identified in Objective 1.1.

Activities:

- By December 2008, establish a forum within DOPH to systematically review and compare information, services and programs to address issues identified in Objective 1.1.
- By July 2009, establish forums to communicate health priorities with other agencies and community partners.
- By December 2009, affirm and modify as needed health priorities based on input from forums.

Objective 1.3: By December 2009, Riverside County DOPH will address the identified public health priorities.

Activities:

- By December 2009, select champions and create task forces for each of the identified health priorities.

Objective 1.4: By December 2010, Riverside County DOPH will establish an evaluation process for all programs and health policies developed to address the identified public health needs.

Activities:

- By December 2010, champions will evaluate annually how they are addressing identified health priority areas and report this information to the Director of Public Health.

Objective 1.5: By December 2009, Riverside County DOPH will seek funding to address the identified public health priorities.

Activities:

- By December 2009, develop new programs that address community needs as defined through assessment and evaluation and seek out new funding streams to address the health priorities.

2007-2011 Strategic Plan Goal #2

Realize the potential of staff through the recruitment, development and retention of a qualified workforce.

Objective 2.1: By December 2009, Riverside County DOPH will establish and implement a dynamic process to continue to recruit a qualified workforce.

Objective 2.2: By June 2010, Riverside County DOPH will develop and implement a plan to promote the development of staff to advance the mission of the DOPH.

Objective 2.3: By December 2011, Riverside County DOPH will establish and implement a program to increase staff retention.

2007-2011 Strategic Plan Goal #2

Realize the potential of staff through the recruitment, development and retention of a qualified workforce.

Objective 2.1: By December 2009 Riverside County DOPH will establish and implement a dynamic process to continue to recruit a qualified workforce.

Activity 2.1.1:

By June 2009, review and identify core competencies for job descriptions. These core competencies will be linked to the recruitment process and performance evaluations.

Activity 2.1.2:

By September 2009, evaluate and prioritize available resources and tests to assist in matching prospective employee skills and talents to recruitments.

Objective 2.2: By June 2010, Riverside County DOPH will develop and implement a plan to promote the development of staff to advance the mission of the DOPH.

Activity 2.2.1:

By December 2007, develop and implement a program for assisting supervisors and managers to mentor and coach staff for professional career and personal growth.

Activity 2.2.2:

By June 2009, assure all employees receive timely probationary and annual performance reviews.

Activity 2.2.3:

By December 2010, determine the top five to seven education and licensing targets for future needs.

Activity 2.2.4:

By June 2011, develop a plan to ensure successful promotions.

Objective 2.3: By December 2011, Riverside County DOPH will establish and implement a program to increase staff retention.

Activity 2.3.1:

By June 2011 develop and implement a comprehensive career development plan.

Activity 2.3.2:

By December 2011, decrease the DOPH turnover rate by 15 percent.

Activity 2.3.3:

By December 2011 the DOPH will have implemented a plan that retains the expertise for recent retirees who want to work in a part time project based capacity.

2007-2011 Strategic Plan Goal #3

Deliver public health and medical services within a responsive and effective system

Objective 3.1: By June 30, 2008, Riverside County DOPH will increase the number of new clients.

Objective 3.2: By June 30, 2011, all Family Care Centers will accommodate the appropriate services to function as a medical home which is accessible to the communities of Riverside County.

Objective 3.3: By June 30, 2011, Riverside County DOPH will achieve, “Agency of Excellence” status from a national accreditation agency.

2007-2011 Strategic Plan Goal #3

Deliver public health and medical services within a responsive and effective system

Objective 3.1: By June 30, 2008, Riverside County DOPH will increase the number of new clients.

Activity 3.1.1:

Establish base line growth for each program using historical trends.

Activity 3.1.2:

Develop projections for each program based on historical trends.

Activity 3.1.3:

Develop a DOPH marketing unit with the purpose of targeting new clients.

Objective 3.2: By June 30, 2011, all Family Care Centers will accommodate the appropriate services to function as a medical home which is accessible to the communities of Riverside County.

Activity 3.2.1:

Define medical home as a center.

Activity 3.2.2:

Define medical home.

Activity 3.2.3:

Expand relationships with other County programs, such as the Department of Mental Health.

Objective 3.3: By June 30, 2011, Riverside County DOPH will achieve, “Agency of Excellence” status from a national accreditation agency

Activity 3.3.1:

Identify national accreditation agencies and standards for clinics and programs of public health.

Activity 3.3.2:

Develop a team to plan and prepare for accreditation.

2007-2011 Strategic Plan Goal #4

To plan, prepare, respond and recover from public health emergencies

Objective 4.1: By January 2007, Riverside County DOPH will design and launch the Public Health Preparedness & Response Competencies Program.

Objective 4.2: By December 2009, Riverside County DOPH will implement a plan for resource management and staff preparedness.

Objective 4.3: By June 2010, Riverside County DOPH will update and test an emergency communication plan to provide and exchange information with the general public, the media, other county agencies and community partners.

2007-2011 Strategic Plan Goal #4

To plan, prepare, respond and recover from public health emergencies

Objective 4.1: By January 2007, Riverside County DOPH will design and launch the Public Health Preparedness & Response Competencies Program:

Activity 4.1.1:

By March 2009, DOPH employees will complete the Public Health Preparedness & Response Competencies Program:

- NIMS (National Incident Management System)
- SEMS (Standardized Emergency Management System)
- ICS (Incident Command System) training.

Activity 4.1.2:

By April 2009, design a basic Public Health Preparedness & Response Competencies Refresher Course that incorporates practical hands-on training.

Objective 4.2: By December 2009, Riverside County DOPH will implement a plan for resource management and staff preparedness

Activity 4.2.1:

Every six months, DOPH Branches will regularly identify and review staff skills and knowledge to match emergency roles.

Activity 4.2.2:

By June 2009, each DOPH Branch will develop and practice a communication plan that outlines each person's response role in the event of a Public Health emergency.

Activity 4.2.3:

Every six months, designated DOPH staff will inventory emergency supplies, restock and them in each Branch office.

Objective 4.3: By June 2010, Riverside County DOPH will update and test an emergency communication plan to provide and exchange information with the general public, the media, other county agencies and community partners.

OUTCOMES

- A well prepared work-force
- Staff is well trained, knows roles and has clear expectations
- Clear communication within the department, our community, partners and mass media
- All resources easily available, accessible and in good working order
- Ongoing evaluation and modifications of the goal and its' objectives

2007-2011 Strategic Plan Goal #5

Plan and implement sustainable livable communities (LC)

Objective 5.1: By July 2007, Riverside County DOPH will serve as an integral partner in the land use and transportation planning process within the County.

Objective 5.2: By July 2007, Riverside County DOPH will seek funding to provide safe routes to school programs, including education and encouragement.

Objective 5.3: By June 2011, Riverside County DOPH will provide technical assistance to cities within Riverside County in an effort to promote, support, and implement livable community initiatives.

Objective 5.4: By June 2011, Riverside County DOPH will participate in regional activities that will work to improve the health of residents and the communities.

2007-2011 Strategic Plan Goal #5

Plan and implement sustainable livable communities (LC)

Objective 5.1: By July 2007 Riverside County DOPH will serve as an integral partner in the land use and transportation planning process within the County.

Activity 5.1.1:

By July 2008, the DOPH will participate in the trails development review team recommending design characteristics that promote health.

Activity 5.1.2:

By January 2009, the DOPH will develop and submit to the Planning Department a healthy community element for the County General Plan Amendment 2008 project.

Activity 5.1.3:

By June 2011, the DOPH will develop and implement tools that can be used in development applications reviews that advocate for health related issues.

Activity 5.1.4:

By June 2011, the DOPH will assist cities and county agencies on implementation of legislation as it relates to the public's health.

Objective 5.2: By July 2007, the DOPH will seek funding to provide safe routes to school programs, including education and encouragement.

Activity 5.2.1:

By October 2008, the DOPH will implement safe routes to school program in the City of Riverside.

Activity 5.2.2:

By October 2009, the DOPH will expand the safe routes to school program to three cities in the desert and expand within the City of Riverside.

Activity 5.2.3:

By October 2010, the DOPH will establish a countywide collaborative for safe routes to school.

Objective 5.3: By June 2011, Riverside County DOPH will provide technical assistance to cities within Riverside County in an effort to promote, support, and implement livable community initiatives.

Activity 5.3.1:

By June 2011, the DOPH will work with three cities to implement a work plan to improve access to physical activity and healthy food choices.

Activity 5.3.2:

By April 2008, the DOPH will develop a Coachella Valley Community Trails and Bikeways map in collaboration with the Coachella Valley Community Trails Alliance, bike clubs and the equestrian club.

Activity 5.3.3:

By December 2008, the DOPH will participate on the City of Riverside Master Trails Taskforce.

Activity 5.3.4:

By July 2010, the DOPH will provide six Walkable Community Workshops, Safe Routes to School Workshops or Pedestrian Planning seminars for cities within Riverside County.

Objective 5.4: By June 2011, Riverside County DOPH will participate in regional activities that will work to improve the health of residents and the communities.

Activity 5.4.1:

By June 2009, the DOPH will work with counterparts in other southern California counties to develop a built environment collaborative for sharing best practices, educational opportunities, and will address issues that are unique to the Southern California region.

Activity 5.4.2:

By December 2010, the DOPH will partner with San Bernardino County to develop a tool kit for cities to provide best practices and a process to follow to implement Healthy City Projects. The two counties will provide tool kit implementation trainings.



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