



Public Health

Strategic Plan 2016-2020

Healthy Riverside County
Healthy People; Healthy Community!

Adopted by Riverside County, Fall 2015

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Background and Approach

SHAPE Formation

Since 2009 the Riverside County Public Health System has been mobilizing collective impact efforts to improve community health through the creation of the **Riverside County Health Coalition** and later with the **Healthy Riverside County Initiative** in 2012. These collaborations of community partnerships with the support of numerous agencies laid the foundation for a broader community health improvement effort known as **SHAPE Riverside County**. The Strategic Health Alliance Pursuing Equity (SHAPE) was formed to address the multitude of health and social issues that impact the lives of Riverside County residents and visitors every day. Building on the strength of existing relationships, the SHAPE movement aims to leverage local resources and work with new and non-traditional partners to identify the key health priorities across the region and address them in novel ways by aligning public and private interests wherever possible.



At the end of 2013, the Riverside County Department of Public Health (DOPH) created the **Riverside County Community Health Steering Committee** to assess the county's health and create a plan for a healthier Riverside County. The Steering Committee was composed of representatives from partner organizations including health care providers, academic institutions, collaboratives, community-based organizations and other government programs.

The Community Health Assessment

In 2014, the DOPH brought together a team of partnering agencies to begin planning Riverside County's first comprehensive **Community Health Assessment** (CHA). The purpose of a CHA is to determine public health needs and priorities. This joint effort aimed to produce a CHA aligned with community values that reflect the needs of Riverside County's diverse population. The desire for a community-driven approach led DOPH to adopt various components of the

Mobilizing through Planning and Partnerships (MAPP) framework. This 18-month process included the engagement of a wide variety of community members and partners within the local public health system. The effort included a broad representation of public health partners, both traditional and non-traditional.

The Community Health Improvement Plan

After its assessment process, the Riverside County Community Health Steering Committee synthesized the breadth of community input to identify four priority health areas for action: **1) Creating Healthy Communities; 2) Promoting Healthy Behaviors; 3) Connecting and Investing in People; and 4) Improving Access to Care.**

The **Community Health Improvement Plan** (CHIP) is the foundation of SHAPE Riverside County, a community-wide initiative that aligns public and private resources to improve health for all in Riverside County. Because this plan focuses on a restricted number of priorities, not all health issues or community initiatives are identified in the plan. This does not negate the importance of other public health issues; nor does it imply that resources and services should not continue for other public health needs. The plan is intended to bring the community together around a limited number of issues with the greatest opportunity for health improvements through collective efforts.

Strategic Plan 2016-2020: Alignment with the Community Health Improvement Plan

Understanding the community's priorities is the first step to improving Riverside County's health. DOPH also needs to take action. The **Strategic Plan 2016-2020** is a roadmap to guide our efforts from where we are now to where we would like to be in the future. Recognizing our strengths, weaknesses, opportunities and threats we created a direct link between the **Riverside County CHIP** and the strategic plan. The CHIP is the voice of the community and the priority areas of the CHIP are aligned with the goals, objectives and strategies of the **Strategic Plan**.

The **2016-2020 DOPH Strategic Plan** acknowledges the March 2015 Riverside County reorganization to create the **Riverside University Health System**. The

Riverside University Health System (RUHS) includes the 439-bed Medical Center in Moreno Valley, 10 Federally Qualified Health Centers and several primary and specialty clinics throughout Riverside County, and the departments of Behavioral and Public Health. RUHS has been the foundation of healthcare, community wellness and medical education in Riverside County for more than 100 years and employs about 6,000 team members.

We are committed to delivering exceptional care through an integrated network of skilled and compassionate healthcare professionals who inspire hope, healing and wellness. RUHS is a teaching organization where generations of doctors, nurses, pharmacists, and public, behavioral and allied health professionals have been trained. We provide sensitive and culturally appropriate support for families and individuals facing behavioral health challenges and substance abuse issues, as well as trusted programs aimed at improving the lives and advancing the health of our communities.

SWOT Analysis

The DOPH Strategic Planning team conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis with departmental senior leadership, managers and others to analyze and discuss departmental opportunities and challenges. The following department SWOT emerged from these discussions.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff – commitment & dedication • Knowledge • Visibility of DOPH • Ability to engage community • Countywide reach • Collaboration & partnership • Clear vision • Adaptability • Ability to evaluate • Subject-matter expertise • Mandated & legislatively set programs • Use of evidence-based & promising practices • Quality of service 	<ul style="list-style-type: none"> • Lack of visibility of individual branches • Financial limitations • Public unclear about function of public health • Communication about services to public • Lack of adequate staffing (staffing shortage) • Underutilization of volunteers • Sustainability of funds • Silos

Opportunities	Threats
<ul style="list-style-type: none"> • Enhancing community engagement • Enhance collaboration with non-traditional funding sources • Increase efficiency through technology • Partnerships with colleges & universities • Increase use of social media • Greater collaboration with Behavioral Health, Medical Center & Care Clinics • Opportunities for training • Community Action Partnership • Participation in National, State and Local organizations • PHAB Accreditation • Inland Empire Collaboration (two counties) • Dual services (CAP & WIC) 	<ul style="list-style-type: none"> • How to keep pipeline of young talent • Decrease of funding sources • Sustainability of older programs • Information/cybercrime threats • Lack of competitive salaries for recruitment & retention of employees • Surrounded by larger jurisdictions also competitive for Federal grants • Lack of resources • Emerging infectious disease & other public health threats • Loss of experience & skills through retirement • Natural disasters & response preparedness and capabilities

Strategic Planning Workshops

Strategic planning workshops were held throughout 2015 to identify priority areas, goals and objectives. The Strategic Planning team determined strategies to be implemented and to develop the work plan. The findings from the CHA, CHIP and SWOT were used to develop the strategic direction.

Strategic goals, objectives and strategies proposed during the workshops were later refined and adopted by DOPH senior leadership.

Community Partner and Stakeholder Review

During October and November 2015, the 2016-2020 Strategic Plan was presented to Riverside County executives and to the Riverside County Health Coalition for input. Susan Harrington, the DOPH Director, officially adopted the Strategic Plan 2016-2020 in November 2015.

Riverside University Health System – Public Health Strategic Plan 2016 – 2020

Vision

Healthy people; healthy community!

Mission

To promote and protect the health of all county residents and visitors in service of the wellbeing of the community.

Values

Respect

Integrity

Service

Excellence

Priority Area #1: Creating Healthy Communities

Goal 1.1: Improve community safety

Objective 1.1.1 Increase safe and healthy transportation options

Strategies:

1. Support cities and the county in implementing land use planning policies that promote walkable, bikeable, and safe communities and use of mass transit while avoiding displacement of affordable housing.
2. Continue to promote the inclusion of health in all policies in county and cities general plans and encourage land-use policies that support and promote health.
3. Enhance neighborhood conditions to improve community perceptions of safety.

Objective 1.1.2 Reduce unintentional injuries and deaths

Strategies:

1. Establish and implement an injury prevention plan that addresses the role of public health in preventing violence and incorporating other aspects of injury, including senior falls, motor vehicles injuries, drowning and infant/child injuries.
2. Expand partnerships and pursue funding to increase injury and violence prevention efforts, including prevention of traffic collisions, fall injuries among seniors, drug-related poisonings, suicide, homicide, intimate partner violence, and trauma and abuse across the lifespan.
3. Implement evidence-based strategies to prevent motor vehicle, pedestrian and bicyclist injuries.
4. Create and deliver prevention messages related to unintentional injuries to children and adolescents 0-17 years of age.
5. Reduce driving under the influence of drugs/alcohol.

Objective 1.1.3 Increase community-driven activities to reduce crime and engage youth

Strategies:

1. Support efforts to reduce gang violence among youth and other support services and policy interventions for high-risk youth.
2. Partner with youth organizations.
3. Foster violence-free social environments.

Goal 1.2: Ensure access to clean air and water, healthy food, and housing

Objective 1.2.1 Improve air quality

Strategies:

1. Engage in county and city efforts to improve the air quality, transportation and development initiatives.
2. Inform the general public on the nature of climate change, its potential effects and actions they can take to reduce greenhouse emissions and minimize impacts on health.

Objective 1.2.2 Increase access to healthy food and clean drinking water

Strategies:

1. Increase engagement with cities, public institutions, businesses, and community-based organizations to increase access to and demand for healthy food and beverage options.
2. Implement media and other public education efforts to promote increased fruit and vegetable consumption, increased tap water consumption, reduced consumption of beverages with added sugar, reduced salt intake, and reduced food and beverage portion sizes.
3. Develop strategies to increase participation in the Supplemental Nutrition Program for Women, Infants and Children (WIC) and Supplemental Nutrition Assistance Program (SNAP) and increase healthy food and beverage purchases among WIC and SNAP participants, including incentives for purchasing fresh produce.
4. Expand city and county healthy eating policies to increase access to healthy food and beverages.
5. Increase the amount of healthy foods offered by retail markets, by 5 or more items, in Communities of Excellence (CX3) neighborhoods served by the Nutrition Education and Obesity Prevention Program (NEOP).

6. Explore the possibility of starting a WasteNot food program to end hunger and food waste in Riverside County.

Objective 1.2.3 Increase availability of safe and affordable housing

Strategies:

1. Collaborate with key stakeholders to increase housing quality and safety (child proofing; environmental hazards; second- and third-hand smoke; fire safety, etc.).
2. Develop and implement a safe and healthy housing education, awareness, and communications plan targeting other County Departments and community partners.

Objective 1.2.4 Reduce homelessness

Strategies:

1. Work with housing/homeless providers to identify individuals who may qualify for additional services through Medi-Cal or other health funding sources.
2. Partner with DPSS, Behavioral Health and CBOs to target people at risk for homelessness.

Goal 1.3: Improve neighborhood planning efforts that promote health

Objective 1.3.1 Increase the number of policies that address health in cities, communities, worksites and schools

Strategies:

1. Adopt a framework for improved health by supporting and promoting policy, systems and environmental change strategies for chronic disease and injury prevention.
2. Conduct health impact assessments to determine the positive and negative health impacts of policies related to the physical environment.
3. Encourage employers to adopt healthy workplace policies.
4. Promote the community's knowledge and support for policy, systems and environmental change strategies for chronic disease prevention.
5. Implement a coordinated workplace health promotion program within DOPH and provide subject matter expertise to County partners.

Objective 1.3.2 Increase access to and use of parks and recreational facilities

Strategies:

1. Promote safe and secure access to and use of parks.
2. Promote parks as hubs for active and healthy lifestyles.

Priority Area #2: Promoting Healthy Behaviors

Goal 2.1: Reduce obesity-related chronic disease

Objective 2.1.1 Reduce childhood and adolescent obesity

Strategies:

1. Implement policies and practices to improve nutrition and physical activity in schools and child care settings.
2. Increase the proportion of children and adolescents eating the recommended amount of fruits and vegetables a day.
3. Develop school-based educational programs with community partners that address chronic diseases among young people, focusing on illnesses caused by obesity.
4. Promote healthy eating and physical activity in all Riverside County schools.

Objective 2.1.2 Reduce adult obesity

Strategies:

1. Increase the proportion of adults eating the recommended amount of fruits and vegetables a day.
2. Expand physical education activities at senior/community centers.
3. Expand access to physical activity in communities with the highest rates of obesity and the least access to safe and affordable physical activity opportunities.

Goal 2.2: Reduce the use of tobacco, alcohol, and drugs

Objective 2.2.1 Reduce abuse of prescription drugs

Strategies:

1. Develop and begin implementation of a strategic action plan to address the growing public health problem of prescription drug abuse.
2. Collaborate with partners to educate public on proper prescription drug disposal.

Objective 2.2.2 Reduce use of illicit/street drugs

Strategies:

1. Implement and evaluate evidence-based prevention services that respond to locally identified drug problems.
2. Partner with Behavioral Health and other partners to develop a sobering/transition system that better aligns treatment to patient need and reduces the impact on traditional EMS, hospital, health and public safety partners.
3. Assist cities and communities with adopting evidence-based strategies to reduce youth access and availability to alcohol and other drugs, and minimize the related health and social consequences.

Objective 2.2.3 Reduce smoking and tobacco use

Strategies:

1. Expand city and county tobacco-free policies to reduce exposure to second and third-hand smoke and increase access to cessation/treatment.
2. Assist cities with adopting evidence-based strategies to reduce exposure to secondhand smoke in multi-unit housing and outdoor areas.
3. Engage with cities and unincorporated areas to reduce youth access to tobacco and e-cigarette/vaping products.

4. Work with businesses to reduce employee exposure to secondhand smoke and increase access to and utilization of effective tobacco cessation services.
5. Implement communication campaigns to increase utilization of effective tobacco cessation services.
6. Work with health care organizations to adopt and implement a standard protocol for tobacco use screening and referral to cessation services.
7. Engage with school districts, schools and teachers to provide tobacco-use and vaping prevention education and cessation resources at schools with high rates of tobacco use.

Goal 2.3: Reduce preventable illnesses

Objective 2.3.1 Increase age-appropriate health screenings and vaccinations

Strategies:

1. Reduce health inequities for specific infant health outcomes, including birth weight, immunization status, and developmental milestones.
2. Eliminate barriers to and promote incentives for evidence-based, high quality prevention, early diagnosis and treatment, health education, and access to care.
3. Reduce avoidable hospitalizations or ED visits related to hypertension, diabetes, or cardiovascular conditions by 2%.
4. Reduce missed work and school days due to asthma symptoms in Riverside County residents.

Objective 2.3.2 Increase self-management of chronic illnesses

Strategies:

1. Strengthen collaboration, coordination, and integrated continuum of care service linkages among community providers that will encourage each patients' active involvement in managing their chronic disease while maintaining healthy behaviors.
2. Increase the proportion of individuals with chronic diseases that are comfortable with self-management of their chronic disease by 2%.
3. Provide evidenced-based patient education services that build and strengthen self-efficacy skills that foster optimal disease management and healthy behaviors.
4. Promote and expand evidence-based chronic disease self-management programs for individuals with chronic diseases to reduce disability and premature death.

Priority Area #3: Connecting and Investing in People

Goal 3.1: Increase access to education and employment opportunities

Objective 3.1.1 Increase completion of educational milestones

Strategies:

1. Collaborate with key stakeholders to promote school environments that close the achievement gap and foster physical and social-emotional health.

Objective 3.1.2 Increase mentorship and job training resources

Strategies:

1. Develop a workforce development plan to prepare staff for the evolving role of public health.
2. Design a competency and learning map and toolkit of resources for staff training and development.

Objective 3.1.3 Increase career options

Strategies:

1. Highlight the benefits of public service and better market the public health department as an attractive career option.
2. Enhance professional development to prepare staff for promotional opportunities and career advancement

Goal 3.2: Improve health outcomes and health equity, and create commitment to addressing social determinants of health

Objective 3.2.1 Create a local health policy agenda to prioritize and address key health inequities.

Strategies:

1. Build community understanding of how policies, practices and programs affect health equity.
2. Engage key partners in addressing social determinants of health.
3. Build alliances with other governmental and non-governmental agencies to develop policy solutions that address health equity and the social determinants of health.
4. Build alliances with other governmental and non-governmental agencies to develop policy solutions that address digital inclusion to ensure low income families have the resources to take advantage of new technologies to assist in improving education, communication and quality of life.

Goal 3.3: Leverage and strengthen innovative collaborations

Objective 3.3.1 Increase public/private partnerships

Strategies:

1. Maximize opportunities, amongst the public health workforce, to build positive, sustainable partnerships with community organizations and residents.
2. Partner with public and private sector organizations to achieve policy, systems and environmental changes to promote health where people live, learn, work and play.

Objective 3.3.2 Improve availability and accessibility of community resources

Strategies:

1. Increase external stakeholder and partner awareness by providing information on social environment indicators and their relation to health at the individual and community levels.
2. Develop and implement a community partner outreach plan that identifies public health leaders actively participating with existing coalitions and workgroups.

Goal 3.4: Realize the potential of staff through the recruitment, development and retention of a qualified workforce

Objective 3.4.1 Establish and implement a dynamic process to continue to recruit and increase retention of a qualified workforce

Strategies:

1. Ensure that job announcements are designed to optimally recruit candidates with the general and specific skills necessary to perform the duties of the positions and are broadly disseminated.
2. Assess DOPH policies to develop strategies/methods to enhance the effectiveness of health professional development recruitment and retention efforts throughout the department.

Objective 3.4.2 Promote the development of staff to advance the mission of DOPH

Strategies:

1. Conduct a workforce needs assessment.
2. Develop and implement an improvement plan based on findings of workforce needs assessment.
3. Increase the leadership capacity of the public health workforce.
4. Implement a systematic process for assessing internal and external customer satisfaction with public health services.
5. Increase knowledge of employees on public health programs and services offered.
6. Design and implement workforce development activities to enhance skills and increase the capacity of public health to respond to emergent community needs.

7. Implement the workforce development plan as required by Domain 8 for Public Health Accreditation.

8. Create and sustain a DOPH Employee Advisory Council.

Goal 3.5: Deliver public health services within a responsive and effective system

Objective 3.5.1 Utilize evidence based strategies to identify and address traditional and emerging public health needs.

Strategies:

1. Increase organizational capacity and workforce competency to address emerging public health issues and strategies, such as social determinants, policy change, and economic analysis.
2. Ensure that 98% of employees receive disaster preparedness training.
3. Develop and implement core competency training for all public health professionals to strengthen their understanding of their roles and responsibilities during a medical health disaster.

Objective 3.5.2 Develop and implement an evaluation plan to track progress and of the 2016-2020 DOPH Strategic Plan

Strategies:

1. Develop an evaluation plan for the 2016-2020 DOPH Strategic Plan.
2. Implement branch scorecard to track progress by defining and outlining success measures and timelines.

Objective 3.5.3 Achieve national public health department accreditation through PHAB and meet annual update goals

Strategies:

1. Provide consistent and constant accreditation messaging via video, newsletter, and emails.
2. Establish a department-wide accountability system and metrics for measuring and monitoring effectiveness, quality and efficiency performance.

3. Establish a continuous quality improvement process across all public health programs and functions.
4. Develop program and agency/division level performance metrics into a balanced scorecard of indicators.

Goal 3.6: Improve access to timely and understandable health information

Objective 3.6.1: Improve community understanding of what impacts health

Strategies:

1. Increase awareness about the Department's strategic direction, services, priority health issues, and outcomes among internal and external stakeholders.

Objective 3.6.2: Increase access to and distribution of health data

Strategies:

1. Improve data sharing capabilities through strengthening the use of health information technology (HIT) and establishing agreement across internal and external partners.
2. Generate and disseminate meaningful and actionable data and reports on health equity, social determinants, and health disparities.
3. Expand data collection and analysis on social determinants of health and health equity, to include topics such as housing, education, income, and social capital.
4. Produce reports and policy briefs that highlight the social and environmental causes of health inequities, to inform and influence policy-makers and other decision-makers outside the traditional health sector.

County of Riverside Department of Public Health Strategic Map 2016-2020

Guiding Principles

Vision

Healthy people; healthy community!

Mission

To promote and protect the health of all county residents and visitors in service of the wellbeing of the community.

Values

Respect · Integrity · Service · Excellence

Community Health Assessment & Improvement

SHAPE Priorities

Healthy Communities · Healthy Behavior
Outreach, Education & Resources · Access to Health Care

Strategic Goals

<p>Goal 1.1: Improve community safety</p>	<p>Goal 1.2: Ensure access to clean air and water, healthy food and housing</p>	<p>Goal 1.3: Improve neighborhood planning efforts that promote health</p>	<p>Goal 2.1: Reduce obesity-related chronic disease</p>
<p>Goal 2.2: Reduce the use of tobacco, alcohol and drugs</p>	<p>Goal 2.3: Reduce preventable illness</p>	<p>Goal 3.1: Increase access to education and employment opportunities</p>	<p>Goal 3.2: Improve health outcomes and health equity, and create commitment to addressing social determinants of health</p>
<p>Goal 3.3: Leverage and strengthen innovative collaborations</p>	<p>Goal 3.4: Realize the potential of staff through the recruitment, development and retention of a qualified workforce</p>	<p>Goal 3.5: Deliver public health services within a responsive and effective system</p>	<p>Goal 3.6: Improve access to timely and understandable health information</p>

Thank You and Acknowledgments

Our appreciation goes to the County of Riverside Board of Supervisors, County Executive Office, DOPH Staff, members of the Riverside County SHAPE Initiative and our community partners who participated in our community health assessment, community health improvement and strategic planning process for their commitment to a healthy Riverside County.

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