

County of Riverside  
Department of Public Health

# Strategic Plan 2012-16



# DOPH 2012-2016 Strategic Plan

April 30, 2013

## INTRODUCTION

The County of Riverside Department of Public Health (DOPH) 2012-2016 Strategic Plan continues the innovative work started with the 2006-2011 Strategic Plan and other previous efforts. In the time since, several major and broad-reaching departmental shifts have occurred.

- The Family Care Centers (FCC), primary medical care clinics located throughout the County, are no longer DOPH administered. The FCCs, together with Riverside County Regional Medical Center, have formed a new Riverside County Health System in preparation for the implementation of the Affordable Care Act.
- The Community Health Agency, an umbrella agency under which the Departments of Public Health, Animal Services, and Environmental Health sat and the Agency Director also served as the Public Health Officer, was disbanded. Each department now reports directly to the County Executive Officer. The County Public Health Officer now reports to the Director of Public Health.
- Due to the national, state, and county economic downturn the DOPH operational budget has been significantly reduced causing internal reorganization, staff reductions, and shifting or reduction of services.

Although these challenges have impacted the way DOPH is organized and conducts business, the department's pioneering spirit has not been affected. Several long-term initiatives and projects were conceptualized and started since the 2006-2011 Strategic Plan.

- DOPH is embarking on the road to achieve national public health accreditation by the Public Health Accreditation Board. This process will measure DOPH performance against nationally recognized standards and identify performance improvement opportunities, improve management, develop leadership, and improve relationships with the community.
- Achieving health equity for all Riverside County residents has become a DOPH priority and is the overarching theme for the 2012-2016 Strategic Plan. The DOPH Health Equity Committee was formed and has already achieved several goals, the development of a DOPH Health Equity policy, launching an innovative and well-received training series, and creating a committee strategic plan.
- The Healthy Riverside County Initiative was launched with four key priorities: improving eating habits, increasing daily physical activity, reducing tobacco usage rates, and building healthy environments that support walking, biking, and exercise. The Initiative marks a new era of community involvement and community driven change for population health improvement.
- The County Executive Officer has created a vision to make Riverside County "the safest, most business-friendly, and best place to live in America". DOPH is the lead and provides the momentum for achieving the third goal: "Improve health and promote livable communities through partnerships, policies, service delivery systems and initiatives".

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The DOPH 2012-2016 Strategic Plan was developed by goal-specific leadership teams with subject matter experts from various disciplines in conjunction with DOPH Administration, through SWOT analysis, and strategic planning retreats.

## **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

## **Progress made since DOPH 2007-2011 Strategic Plan**

In order to assess progress toward meeting the objectives and document the work in coordination with the 2007-2011 Strategic Plan, each branch within the department was surveyed in June 2010. For each objective, branches described efforts taken to help DOPH meet the objective and to identify the branch's SWOT towards meeting the objective. The analysis indicated that most of the work for each objective was initiated by the branches and was continuing.

The goals and objectives for the DOPH 2012-2016 Strategic Plan were built upon and around the goals and objectives of the department's previous strategic planning efforts. Most of the efforts are ongoing and will continue in this next planning period.

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## Goal 1

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

**Objective 1.1:** By December 2015, all health reports published for public use will address relevant health equity issues.

**Objective 1.2:** By May 2013, a Quality Improvement (QI) workgroup will be created to ensure the department is utilizing evidence based practices in its operations.

**Activity 1.2.1:** By December 2013, all branches will provide the QI workgroup with documentation of the evidence based standards and practices used by their programs and services.

**Activity 1.2.2:** By June 2014, the QI workgroup will evaluate evidence based practice documentation across the department and provide an assessment to the management team.

**Activity 1.2.3:** By December 2014, each Branch will be responsible for making a presentation once a year to the QI workgroup and management team detailing their program's progress and achievements, highlighting evidence-based practices.

**Objective 1.3:** By December 2013, DOPH will develop and implement an evaluation plan to track progress and outcomes of the 2012 – 2016 strategic plan.

**Objective 1.4:** By December 2013, DOPH will conduct a comprehensive community health assessment that incorporates community input.

**Objective 1.5:** By June 2014 DOPH, will use the results of the community health assessment to produce a community health improvement plan to improve outcomes on key indicators.

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## Goal 2

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

**Objective 2.1:** By December 2014, DOPH will establish and implement a dynamic process to continue to recruit a qualified workforce.

**Activity 2.1.1:** By June 2014, review and identify core competencies for difficult to recruit job descriptions. These core competencies will be linked to the recruitment process and performance evaluations.

**Activity 2.1.2:** By September 2014, evaluate and prioritize available resources to assist in matching prospective employee skills and talents to recruitments.

**Activity 2.1.3:** By December 2014, work with Human Resources to market Riverside County DOPH as an exciting and dynamic place to work.

**Objective 2.2:** By June 2016, 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 2013, assess DOPH career development needs by surveying administration, management and supervisory staff.

**Activity 2.2.2:** By June 2014, develop a training plan to address the needs identified by the assessment and submit the plan to administration for approval.

**Activity 2.2.3:** By June 2016, develop and make training available for all modules of the Public Health: Improving Health for All series.

**Objective 2.3:** By December 2016, DOPH will establish and implement a program to increase staff retention.

**Activity 2.3.1:** By December 2016, the DOPH will identify ways to increase flexibility in staff schedules and work locations.

**Activity 2.3.2:** By December 2016, the DOPH will explore ways to incentivize continued education through activities such as tuition reimbursement.

**Activity 2.3.3:** By December 2016, the DOPH will have implemented a plan that retains the expertise for recent retirees who want to work on a part-time project based capacity.

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## Goal 3

### **Deliver public health services within a responsive and effective system.**

**Objective 3.1:** By June 30 2016, DOPH will ensure that a greater number of County residents and visitors are aware of and make use of appropriate services.

**Activity 3.1.1:**

By December 2013, all DOPH branches will have updated and maintained web sites.

**Activity 3.1.2:**

By December 2013, DOPH will make use of existing social media programs to promote public health services.

**Activity 3.1.3:**

By December 2013, DOPH will produce and disseminate traditional printed media to promote public health services.

**Objective 3.2:** By June 2016, the DOPH will have effective collaborations with regional health resources, both public and private.

**Activity 3.2.1:**

By June 2013, DOPH will develop a memorandum of understanding (MOU) with the county health care system for continuity of core public health services, training on current public health treatment guidelines and surge capacity.

**Activity 3.2.2:**

By January 1, 2014 DOPH will evaluate the need for MOU's that offer public health services with appropriate fee rates to community health care providers.

**Activity 3.2.3:**

By July 2013, DOPH will offer printed and online materials to increase community provider awareness of available DOPH subject matter experts and consultation services.

**Objective 3.3:** By June 2016, DOPH services will meet established quality standards and will be delivered in a cost effective manner.

**Activity 3.3.1:**

By December 2013, DOPH will establish a comprehensive Quality Assurance and Improvement plan.

**Activity 3.3.2:**

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By June 2016, DOPH will improve its statewide rankings to better than the state average on at least 50% of tracked indicators.

**Activity 3.3.4:**

By July 2014, DOPH will review and update policies and procedures.

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## Goal 4

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

**Objective 4.1:** By January 2016, County of Riverside DOPH will achieve 95% compliance in the Public Health Preparedness & Response Competencies Program.

**Activity 4.1.1:** By August 2013, complete an initial report to assess current staff compliance levels.

**Activity 4.1.2:** By November 2013, notify individual staff members of their progress towards compliance.

**Activity 4.1.3:** By January 2014, develop training plan.

**Activity 4.1.3:** By March 2014, implement training plan.

a) Provide Branch Chief's with quarterly reports of staff training deficiencies.

**Activity 4.1.5:** By September 2013, draft departmental policy for addressing training competencies for newly hired employees.

**Objective 4.2:** By December 2015, DOPH will implement and test a plan for staff preparedness and response during an emergency event.

**Activity 4.2.1:** By January 2014, develop a plan for enhancing staff preparedness and response roles.

**Activity 4.2.2:** By March 2014, implement staff preparedness plan.

**Activity 4.2.3:** By July 2014, develop mechanism for verifying the accuracy of employee contact lists for call-down during emergencies.

**Activity 4.2.4:** By September 2014, test call-down list at least twice a year with at least one test after normal business hours.

**Activity 4.2.5:** By June 2015, develop reporting plan for staff to respond for duty in an emergency when communications systems are unavailable.

**Objective 4.3:** By June 2014, DOPH will develop a communication plan that addresses the type of information to be shared, and how it will be shared among internal and external stakeholders.

**Activity 4.3.1:** By May 2013, create an inventory of the types of emergency communications and who is responsible for producing and distributing them to stakeholders.

**Activity 4.3.2:** By October 2013, create an inventory of all internal and external stakeholders by the type of emergency communication they need to receive, the priority at which they need to receive it, and how often they need it.



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**Activity 4.3.3:** By February 2014, distribute communication plan to stakeholders for review and comment.

**Objective 4.4:** By December 2015, DOPH will review, update, and test the department's Continuity of Operations Plan (COOP).

**Activity 4.4.1:** By April 2014, review COOP plan and identify gaps.

**Activity 4.4.2:** By February 2015, update COOP plan to reflect changes and resolve gaps.

**Activity 4.4.3:** By September 2015, conduct a table top exercise involving all branches in order to test the plan.

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## Goal 5

### **Support healthy sustainable communities through policy and environmental strategies. (HC)**

**Objective 5.1:** By July 2016, DOPH will be an integral partner in the land use and transportation planning process within the County.

**Activity 5.1.1:** By July 2016, DOPH will offer training to all county and city planning departments on the benefits of Health Impact Assessments.

**Activity 5.1.2:** By July 2014, DOPH will work with partners to develop a policy to promote certified farmers markets and community gardens.

**Activity 5.1.3:** By July 2016, DOPH will actively work with cities to promote the inclusion of a Healthy Community Element in developing their general plans and updates.

**Activity 5.1.4:** By July 2016, DOPH will engage city and county agencies in the implementation of health in all policies that reduce obesity and its consequences.

**Objective 5.2:** By July 2016, DOPH will focus on safer routes to school and communities including education and encouragement.

**Activity 5.2.1:** By October 2016, DOPH will implement Safe Routes to School program in all four regions of Riverside County. (South, East, West and Mid-County)

**Activity 5.2.2:** By October 2016, DOPH will expand the Safe Routes to School program in the desert and city districts and include new school in the southwest region.

**Activity 5.2.3:** DOPH will continue to support the county wide collaborative for Safe Routes to School.

**Objective 5.3:** By June 2016, DOPH will provide technical assistance within Riverside County in an effort to provide support and implement *Healthy Riverside County Initiative* and other healthy community initiatives.

**Activity 5.3.1:** By December 2013, DOPH will increase support of lactation accommodation in hospitals and workplaces.

**Activity 5.3.2:** By June 2014, DOPH will increase support of Tobacco free living.

**Activity 5.3.3:** By June 2014, DOPH will work with cities and school districts to create shared use agreements.

**Activity 5.3.4:** By October 2016, DOPH will increase support of physical activity opportunities throughout the day.

**Objective 5.4:** By June 2016, DOPH will have effective and active obesity prevention collaborative.

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**Activity 5.4.1:** DOPH will continue to coordinate the Riverside County Health Coalition.

**Activity 5.4.2:** DOPH will continue to promote environmental and policy change for active living and/or healthy eating.

**Activity 5.4.3:** DOPH will partner with other health collaboratives.

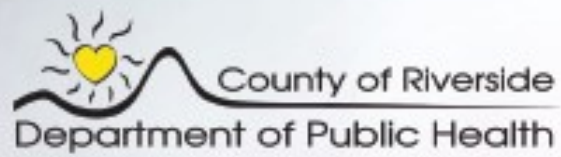
**Objective 5.5:** By June 2016, DOPH will work to improve the access and availability of affordable healthy foods and beverages to residents, worksites and their communities.

**Activity 5.5.1:** By October 2015, DOPH will expand messaging of decreasing consumption of unhealthy food and beverages and increase consumption of water.

**Activity 5.5.2:** By October 2016, DOPH will help promote access and affordability of healthier foods.

**Activity 5.5.3:** By October 2016, DOPH will increase coordination and utilization of USDA Food & Nutrition (FNS) programs which address food security.

**Activity 5.5.4:** By October 2016, DOPH will improve availability of mechanisms for purchasing foods from farms such as Farmers Markets, Farm to Institutions etc.



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