

2014

# Strategic Plan 2014-2019 Progress Report



City of Long Beach

Department of

Health and Human

Services



March 4, 2015 (FINAL)



## Long Beach Department of Health & Human Services Strategic Plan 2014 - 2019 Annual Progress Report (2014)

### **Strategic Plan Year 1 of Implementation:**

The Long Beach Department of Health and Human Services (LBDHHS) is proud to announce a successful year 1 of implementation for the Department's 5 year Strategic Plan. 2014 has been a year of learning, growth and achievements as the Department worked to establish a solid foundation for implementation. The Health Department's approach is rooted in meaningful staff engagement, recognition and celebration of staff contributions towards the fulfillment of goals and objectives, regular communication of progress, continuous improvement and senior and management level accountability. The implementation of the Strategic Plan has facilitated increased internal communication and collaboration among staff across all Health Department programs.

The regular reporting of the Health Department's performance in implementing the Strategic Plan is a critical part of communicating successes and challenges to staff and the community at large. This first annual progress report will be disseminated to staff, health partners and the community via methods such as email correspondence, the Department newsletter and publications, bureau level or program staff meetings, and posted on the Department's website and social media outlets.

The Health Department held its quarterly Strategic Planning retreat on December 15, 2014 to recognize the achievements and challenges of 2014, while also beginning preparations and planning for a robust year ahead. During this time of review, a status of the Community Health Improvement Plan (CHIP) was provided to inform staff of the progress being made on a community-wide basis towards achieving related goals of the Strategic Plan. Seven objectives contained within the Strategic Plan are also aligned with the community health priorities identified in the CHIP. Whereas, the Strategic Plan focuses on department specific goals and priorities, the CHIP complements its efforts by facilitating broader community collaborations. The 2014 Community Health Improvement Plan Progress Report was simultaneously made available to the public in early 2015.

### **Strategic Plan Building Blocks:**

This Strategic Plan provides a roadmap for the Health Department to align its programs and services to address key health issues for Long Beach and galvanize resources to strengthen its organizational infrastructure from 2014 to 2019. The Strategic Plan was developed using data from the Community Health Assessment (CHA), feedback from staff and community stakeholders, and the Community Health Improvement Plan (CHIP). The Strategic Plan is guided by the Department's Statement of Possibility. The Statement of Possibility describes the LBDHHS' highest aspirations and what success looks like for the Department.



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### **Statement of Possibility:**

The people of Long Beach are healthy, active, feel safe, and experience wellness. The Health and Human Services Department is an innovative, creative organization seeking excellence in all we do. Our employees are engaged, knowledgeable and appreciated. We are viewed by current and future partners at all levels, as THE leader and change agent for achieving the vision of a Healthy Long Beach with a renewed sense of well-being. We have a culture of effective communication and collaboration, sharing knowledge and resources with the whole community.

### **Vision:**

A safe and healthy community for all.

The vision of the Health Department to create a safe and healthy community for all underscores its commitment to health equity, prevention of diseases and illnesses, safe and affordable housing, and promotion of health and quality of life (QOL). Furthermore, the Health Department's vision embodies public health's significant role in advancing the City of Long Beach's Strategic Plan which strives for an economically vibrant and livable city.

### **Mission:**

Improve the quality of life by promoting a safe and healthy community in which to live, work and play.

The Health Department's mission statement reflects public health's commitment to ensuring optimal health for all its community members and embraces the various Department programs that impact the social determinants of health. Quality of life (QOL) is a broadly defined multidimensional concept that includes health status, jobs, housing, built environment, physical and mental health, education, recreation, leisure time, social belonging, and other factors that lead to a person's complete well-being.

### **Implementation Teams:**

To foster and ensure meaningful staff engagement implementation teams were formed around the Strategic Plan's objectives, responsible for monitoring the implementation and to serve as liaisons to their respective bureaus. As stewards of the Plan, the members of the implementation teams have worked diligently and demonstrated a strong commitment to moving the plan forward.



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**Strategic Goal 1:** Establish the Long Beach Department of Health and Human Services as THE Leader and change agent for achieving the vision of a healthy Long Beach.

**Team Leaders:**

- Cheryl Barrit (Policy, Planning & Prevention)
- Diane Brown (Policy, Planning & Prevention)
- Tom Papademetriou (Administration & Finance)

**Team Members:**

- Moria Khou (Administration & Finance)
- Kristina Ratthanak (Policy, Planning & Prevention)
- Dennis Keith (Executive Office)
- Melanie Gabriel (Environmental Health)
- Veronica Ornelas (Policy, Planning & Prevention)
- Angie Benton (Policy, Planning & Prevention)
- Sandy Wedgeworth (Policy, Planning & Prevention)
- Ana Lopez (Administration & Finance)

**Strategic Goal 2:** Ensure that the people of Long Beach are healthy, active, feel safe, and experience wellness.

**Team Leaders:**

- Anthony Ly (Policy, Planning & Prevention)
- Alyssa Hartlaub (Policy, Planning & Prevention)
- Morgan Venter (Policy, Planning & Prevention)
- Lara Turnbull (Community Health)
- Judeth Luong (Environmental Health)

**Team Members:**

- Pam Shaw (Policy, Planning & Prevention)
- YuHorng Nguyen (Community Health)
- Diane Brown (Policy, Planning & Prevention)
- Porche Jones (Community Health)
- Marie VanderLaan (Policy, Planning & Prevention)
- Kathy Estrada (Environmental Health)
- Viki Ornelas (Community Health)
- Deborah Collins (Physician Services)
- Teresa Castillo (Physician Services)
- Alison King (Housing Authority)
- Jennifer Backer (Physician Services)
- Elsa Ramos (Community Health)
- Mike Netter (Environmental Health)
- Carol Blackmon (Policy, Planning & Prevention)
- Louisa Franco (Community Health)
- JaNai Fatticci (Policy, Planning & Prevention)
- Alex Ucelo (Policy, Planning and Prevention)
- Yesica Bravo (Policy, Planning & Prevention)



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**Strategic Goal 3:** Promote and integrate mental health with physical and community wellness.

**Team Leader:**

- Patti LaPlace (Community Health)

**Team Members:**

- Rosa Velasquez-Gutierrez (Community Health)
- Julio Rodriguez (Physician Services)
- Eileen Margolis (Policy, Planning & Prevention)
- Cynthia Brayboy (Policy, Planning & Prevention)
- Angela Dixon-Hamlett (Physician Services/ Policy, Planning & Prevention)
- Roberto Jimenez (Physician Services)
- Stephanie Lind (Community Health)

**Strategic Goal 4:** Improve the health, function, and quality of life of older adults, especially the frail and home-bound elderly.

**Team Leader:**

- Janine O'Hara (Policy, Planning & Prevention)

**Team Members:**

- Kathy Estrada (Environmental Health)
- Judeth Luong (Environmental Health)
- Lamar Rush (Environmental Health)
- Denise Tong (Policy, Planning & Prevention)



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<b>Strategic Goal 1:</b> Establish the Long Beach Department of Health and Human Services as THE Leader and change agent for achieving the vision of a healthy Long Beach.		
<b>Objective</b>	<b>Accomplishments in 2014</b>	<b>Implementation Goals for 2015</b>
<p><b>1a:</b> By 3/31/14, submit application for public health accreditation.</p>	<ul style="list-style-type: none"> <li>✓ Submitted letter of intent on 1/7/14.</li> <li>✓ Submitted application and prerequisites on 3/18/14.</li> <li>✓ Formed Executive Review Board to rate documentation based on PHAB’s scoring systems prior to formal submissions.</li> <li>✓ Compiled and submitted documents to Executive Review Board.</li> </ul>	<ul style="list-style-type: none"> <li>✓ All documents are targeted to be uploaded into the E-PHAB accreditation system by the end of April 2015.</li> <li>✓ Prepare for accreditation site-review in the 3rd quarter of 2015.</li> <li>✓ Achieve public health accreditation.</li> </ul>
<p><b>1b:</b> By 12/31/19, 90% of LBDHHS employees will “strongly agree” that the Department has a strong communication culture.</p>	<ul style="list-style-type: none"> <li>✓ Significantly increased Health Department messages sent through e-notify, Facebook, Twitter and other social media.</li> <li>✓ LBDHHS received a national award for using social media to engage its community partners. Staff was selected to present its social media strategies during the American Public Health Association (APHA) National Meeting &amp; Expo in New Orleans.</li> <li>✓ Developed a bi-weekly departmental staff newsletter.</li> <li>✓ Started "Koffee with Kelly" series, where all staff members are invited receive Department updates directly from the Director in an informal setting.</li> <li>✓ Engaged staff at the fall and winter All-Staff meetings in Strategic Planning activities and awareness building.</li> <li>✓ Conducted a Customer Service Survey showing a 97% positive response from customers served by LBDHHS.</li> <li>✓ Developed a flu shot finder website with Code for</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conduct employee satisfaction survey again in September 2015.</li> <li>✓ Continue to communicate events, services, accomplishments, news and highlights to the public using innovative methods.</li> <li>✓ Seek out new opportunities to engage staff members in department-wide news and events, breaking down program silos.</li> <li>✓ Start creating an effective organizational communication structure that would facilitate open and transparent communication at all staff levels.</li> </ul>



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	<p>America that is available on the Health Department website.</p> <ul style="list-style-type: none"> <li>✓ Implemented a Department communications team.</li> </ul>	
<p><b>1c:</b> By 12/31/19, 90% of LBDHHS employees will indicate they are “knowledgeable” in all public health core competencies as measured by a self-assessment tool.</p>	<ul style="list-style-type: none"> <li>✓ Eight workshop topics were offered in 2014 with a total of 27 sessions and over 150 participants.</li> <li>✓ Started a series of leadership &amp; skill building webinar trainings for all staff members to attend in the last quarter of 2014.</li> <li>✓ Developed an employee orientation packet and materials for the New Employee Orientation Program.</li> <li>✓ Completed first aid mental health training for first responders.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conduct staff development survey again in September 2015.</li> <li>✓ Increase staff participation in trainings and workshops.</li> <li>✓ The 2015 Learn Workshop Schedule will continue to address training needs identified in the Workforce Development Plan.</li> <li>✓ Implement the New Employee Orientation Program.</li> <li>✓ Continue to offer webinar trainings to staff.</li> <li>✓ Continue implementation of the public health emergency multiyear training plan.</li> </ul>

**Strategic Goal 2:** Ensure that the people of Long Beach are healthy, active, feel safe, and experience wellness.

Objective	Accomplishments in 2014	Implementation Goals for 2015
<p><b>2a:</b> By 12/31/19, reduce adult and childhood obesity by 5%.</p>	<ul style="list-style-type: none"> <li>✓ Implementation Team members decided to focus on objectives 2b and 2c in order to most effectively impact objective 2a.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Achieve objective through focusing implementation efforts on healthy eating and physical activity programs. Key programs involved in this objective include Healthy Active Long Beach, HEAL Zone, Tobacco Education &amp; Prevention, Diabetes Education &amp; Management, and WIC.</li> </ul>



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<p><b>2b:</b> By 12/31/19, 85% of adults in Long Beach will report easy access to fresh produce.</p>	<ul style="list-style-type: none"> <li>✓ Developed and distributed a resource directory for physicians to provide resources to families dealing with childhood obesity.</li> <li>✓ Began work towards creating a coordinated system for obesity prevention to build and support collaborations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop a unified, consistent, and user-friendly health messaging approach.</li> </ul>
<p><b>2c:</b> By 12/31/19, 55% of adults in Long Beach will report using walking paths, parks, sports fields, fitness zones, and playgrounds in their neighborhoods.</p>	<ul style="list-style-type: none"> <li>✓ Healthy Active Long Beach used their Communities of Excellence data ( looks at community assets such as parks and farmer's markets and issues affecting health such as food deserts and walkability) to expand the City's pedestrian/walkability conversations.</li> <li>✓ Passed the Healthy Communities Policy (known in Public Health circles as Health in All Policies).</li> <li>✓ DHHS and the Long Beach Parks, Recreation and Marine Department installed outdoor fitness equipment at Coolidge Park and a Fitness Loop at Houghton Park.</li> <li>✓ The LBDHHS' Healthy Active Long Beach Program, in partnership with City Fabrick, and the City's Planning and Public Works Departments, are developing pedestrian guidelines for 10 low-income neighborhoods to expand upon the City's current pedestrian plans. The guidelines, when adopted, will help to promote walking and the development of safe routes to schools, parks and community gardens, and food stores within each of the neighborhoods.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continue to create and facilitate access to nutritious food and physical activity through the promotion of walking clubs and paths, bike paths, community gardens, farmers market, and free or low cost exercise programs.</li> <li>✓ Educate the community about healthy food choices in neighborhood retail stores.</li> <li>✓ Collaborate with local vendors and retail outlets to sell healthy foods and place those items in easily accessible spots to the healthy choice the easy choice for consumers. These efforts are facilitated through programs like Healthy Active Long Beach, HEAL Zone, Tobacco Education and Prevention, Diabetes Education and Management, and WIC.</li> <li>✓ Facilitate access to healthy foods through innovative programs like donation partnerships between local restaurants and Food Finders.</li> <li>✓ Continue training of CHDP providers on the importance of promoting community resources that promote good health to their patients.</li> <li>✓ Continue community collaborations with organizations like the Long Beach Alliance for Food and Fitness. Details about</li> </ul>





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		<p>community-wide efforts are found in the Community Health Improvement Plan 2014 Progress Report.</p> <ul style="list-style-type: none"> <li>✓ Create a community-wide system or process for integrated referrals and services for preventive health services and social support. This strategy is aligned with the Community Health Improvement Plan.</li> </ul>
<p><b>2d:</b> By 12/31/19, reduce the percentage of uninsured by 10%.</p>	<ul style="list-style-type: none"> <li>✓ Secured grant funding from Covered California to support health insurance education and enrollment activities.</li> <li>✓ Developed promotional mailer to include in vital record mailings (October 2014-January 2015).</li> <li>✓ Provided health insurance enrollment and education during the flu clinic (October 23, 2014).</li> <li>✓ Participated in the city-wide WEConnect event to promote health insurance education and enrollment reaching over 700 individuals (November 15, 2014).</li> <li>✓ Promoted education and enrollment services through local newspapers during open enrollment (Press-Telegram, Grunion Gazette, Signal Hill Tribune, Downtown Gazette and Parks and Recreation Mailer).</li> <li>✓ Co-sponsored a health insurance enrollment event with the Gay and Lesbian Center (December 6, 2014).</li> <li>✓ Promoted education and enrollment services through Library Tent Cards at Long Beach branch libraries.</li> <li>✓ Provided targeted outreach to HIV/AIDS patients.</li> <li>✓ Presented at City Hall to encourage health insurance enrollment for City employees eligible for Medi-Cal and Covered California.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Achieve integration into all programs department-wide to assess participants and clients for insurance coverage.</li> <li>✓ Set-up referral system from large city institutions such as the school district and the city college.</li> <li>✓ Effectively promote the "Did you know?" campaign.</li> </ul>



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<p><b>2e:</b> By 6/30/14, develop and implement a safe and healthy housing education, awareness, and communications plan targeting other City Departments and community partners.</p>	<ul style="list-style-type: none"> <li>✓ Established new collaborations with other City Departments, i.e. Code Enforcement.</li> <li>✓ Mayor signed onto the Mayor’s Challenge to end homelessness for Veterans (Housing Authority received 130 new vouchers for Veterans in addition to the existing 485).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Engage appropriate managerial and staff support to assist in technical aspects of adding healthy and safe housing resources to the HD website.</li> <li>✓ Track City Council items and discussions on housing.</li> <li>✓ Research existing national, state, and local resources on safe and healthy housing and use the Health Department website to inform the community-at-large of those resources.</li> <li>✓ Increase awareness of community events on healthy and safe housing by publicizing them on the Health Department website on a centralized event calendar.</li> </ul>
<p><b>2f:</b> By 12/31/19, reduce missed work and school days due to asthma symptoms in West Long Beach residents by 10%.</p>	<ul style="list-style-type: none"> <li>✓ Combined efforts with objective 4c to help control asthma triggers amongst seniors.</li> <li>✓ The innovative Community Asthma and Air Quality Resource Education (CAARE) Program, was showcased in a national case study video production by the American Lung Association National Office.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Seek out additional funding and resource building opportunities to sustain and expand existing programming.</li> <li>✓ Continue to build collaborations with internal and external health partners.</li> </ul>



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<b>Strategic Goal 3: Promote and integrate mental health with physical and community wellness.</b>		
<b>Objective</b>	<b>Accomplishments in 2014</b>	<b>Implementation Goals for 2015</b>
<b>3a:</b> By 9/30/14, complete a community and organizational capacity assessment to determine demand and service gaps for mental health.	<ul style="list-style-type: none"> <li>✓ Collaborated across programs to assess gaps in service and to increase resource sharing which led to the development of an internal mental health resource directory for Health Department staff.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop a referral system/guide for community members and clients to receive mental health services.</li> <li>✓ Collaborate with community stakeholders and seek out opportunities to build on existing community efforts through resource sharing.</li> </ul>
<b>3b:</b> By 1/31/15, develop and implement a community educational campaign to reduce the stigma of mental health issues and increase community awareness of mental health resources in Long Beach.	<ul style="list-style-type: none"> <li>✓ Began work on crafting an educational campaign to help de-stigmatize mental health perceptions and bring awareness to resources.</li> <li>✓ Held Gay Men's Health Summit on October 9, 2014 covering such topics as stigma and homophobia, addiction and recovery, substance abuse, relationships, mental health, and faith and spirituality.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Complete development and begin actual implementation of the mental health messaging campaign.</li> </ul>
<b>3c:</b> Mental health services are integrated with LBDHHS services.	<ul style="list-style-type: none"> <li>✓ LBDHHS has begun to integrate mental health and physical health by providing primary care medical services at Mental Health America.</li> <li>✓ A new staff member was hired to the Department to provide mental health counseling in the clinics and with the Black Infant Health program.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Complete internal resource directory and continue to update as a living document.</li> <li>✓ Develop a mental health needs assessment/referral system for department staff working directly with clients.</li> <li>✓ Train Health Department staff on a mental health needs assessment/referral system for department staff working with clients.</li> </ul>



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<b>Strategic Goal 4: Improve the health, function, and quality of life of older adults, especially the frail and home-bound elderly.</b>		
<b>Objective</b>	<b>Accomplishments in 2014</b>	<b>Implementation Goals for 2015</b>
<b>4a:</b> By 8/31/14, develop and implement a fall prevention education program for seniors.	<ul style="list-style-type: none"> <li>✓ Organized the 2014 Fall Prevention Awareness Week, in partnership with Heart of Ida.</li> <li>✓ Awarded the Older Adult Falls Prevention Grant from the California Department of Public Health.</li> <li>✓ Developed fall risk assessment screener and curriculum for launch in 2015.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Build a strong partnership with the CSULB Nursing Program and Gerontology Department to improve case management and support fall risk clinics.</li> <li>✓ Secure additional grant funding through the development of a concept paper for the 2015 Fall Prevention Workshop leaders.</li> </ul>
<b>4b:</b> By 1/31/15, build community support system for seniors.	<ul style="list-style-type: none"> <li>✓ Developing new relationships and establishing collaborations concerning the health of seniors across the Health Department, including Environmental Health, Community Health, Policy, Planning &amp; Prevention and the Housing Authority.</li> <li>✓ Addressing system issues to better connect callers to resources via the Senior Links hotline.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Hosting a department-wide workshop on 3/4/15, to increase knowledge on Health Department services for older adults and to encourage internal resource sharing.</li> <li>✓ Work with SCAN Health Plan to better identify homebound frail elderly through their "Health and Wellness Program."</li> <li>✓ Collaborate with the Campaign for Senior Health.</li> </ul>
<b>4c:</b> By 12/31/19, 90% of program participants will increase their knowledge of how to control or avoid asthma triggers.	<ul style="list-style-type: none"> <li>✓ Coordinated efforts with Community Asthma and Air Quality Resource Education (CAARE) and Asthma Life Skills Academy for Adults (ALSAA) programs.</li> <li>✓ Held an asthma community resource fair on May 17, 2014 and reached over 350 people.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Apply for more grant opportunities.</li> <li>✓ Explore partnering with Parks &amp; Recreation to provide staff trainings on senior referrals and community services.</li> </ul>



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<p><b>4d:</b> By 12/31/2019, reduce the number of older adults exposed to vector-borne diseases by 5%.</p>	<ul style="list-style-type: none"><li>✓ LBDHHS reached over 150 individuals, targeting senior centers and assisted living facilities with outreach and education around West Nile Virus (WNV) protection and prevention.</li><li>✓ Conducted educational sessions in East Long Beach with the Greater Los Angeles County Vector Control District.</li><li>✓ Collaborated with nursing students from California State University Long Beach for West Nile Virus senior education.</li><li>✓ Conducted 69 vector control abatement services throughout the City.</li></ul>	<ul style="list-style-type: none"><li>✓ Continue building a solid team within the Health Department through the integration of asthma prevention and vector control to improve the health and quality of life for older adults.</li></ul>
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