

2015 Progress Report

LBDHHS Strategic Plan 2014-2019



City of Long Beach
Department of Health
and Human Services



April 2016 (Final)



Background

The LBDHHS 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.

In April of 2013, the Long Beach Department of Health and Human Services (LBDHHS) came together for a strategic planning retreat with staff to develop core values and a vision statement; review and revise the Department's mission statement; define strategic priorities for the Department; and develop goals and objectives to support implementation of strategic priorities. Out of these efforts and in combination with the information derived from the Community Health Assessment (CHA), and Community Health Improvement Plan (CHIP), the LBDHHS Strategic Plan (2014-2019) was developed, and implementation commenced in May of 2014.

About This Document

The 2015 Annual Progress Reports covers calendar year two of implementation for the Department's five year Strategic Plan. The purpose of the Annual Report is to summarize the status of Strategic Plan implementation by describing key accomplishments for each identified priority as well as next steps. 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. The annual progress report will be made available to the public through the LBDHHS website.

Implementation

The Department's approach to implementation is rooted in meaningful staff engagement, recognition of staff contributions towards the fulfillment of goals and objectives, regular communication of progress, and continuous improvement. The implementation of the Strategic Plan has effectively served to increase internal communications and collaborations among staff and across Health Department programs. Implementation teams were formed around each of the Strategic Plan's objectives responsible for monitoring implementation efforts and to serve as liaisons for their respective bureaus. As stewards of the plan, implementation team members have worked diligently, demonstrating a strong commitment towards moving the plan forward.



Strategic Plan Building Blocks

The Strategic Plan is guided by the Department’s Statement of Possibility. The Statement of Possibility describes LBDHHS’ highest aspirations and what success looks like for the Department.

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. 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 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.

Goal 1: Establish LBDHHS as THE leader and change agent for achieving the vision of a healthy Long Beach.

Objective 1a: By 3/31/14, submit application for public health accreditation.

Objective 1b: By 12/31/19, 90% of LBDHHS employees will “strongly agree” that the Department has a strong communication culture.

Objective 1c: 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.

Team Leaders: Cheryl Barrit, Angie Benton

Team Members: Diane Brown, Tom Papademetriou, Moria Khou, Dennis Keith, Melanie Gabriel, Veronica Ornelas, Sandy Wedgeworth

Overall 2015 Status Rating

Overall status ratings



Green – on track and should be completed by the target date

Amber – a possibility of some delays but the issues are being dealt with

Red – considerable delays and risk that the completion date will not be met

G Green = Objectives are completed or on track to be completed by the target dates.

Top Accomplishments in 2015

1. Completed all requirements for applying for public health accreditation including submitting all required documentation on April 20, 2015, and completing the Public Health Accreditation Board (PHAB) Site Visit in November of 2015.
2. Formed the LBDHHS Internal Communications Team (ICT) consisting of at least two representatives from each of the bureaus, to help develop and implement an internal communications plan for the Department.
3. Conducted professional development workshops (also known as LEARN Series), covering topics on leadership and management, public health sciences, financial management, customer service, and effective communication.
4. The Quality Improvement Learning Team (QILT) conducted a competency gap assessment, to estimate organization-wide competencies in the public health disciplines.

Planned Activities for 2016

- Develop an annual plan for the Department to address opportunities for improvement identified in the PHAB Site Visit Report. This plan will also serve as the Annual Report to PHAB as a criterion for maintaining the Department's accredited status.
- The newly formed Internal Communications Team (ICT), to develop and implement an internal communications plan for the Department.
- Revise, update and implement a new Learn Series calendar of course offerings based on current workforce development needs within the Department.
- Update the Workforce Development Plan based on the competency gap assessment performed by the Quality Improvement Learning Team (QILT).

Opportunities for Improvement

1. Work more collaboratively with Accreditation Domain Champions, QILT, staff and management to implement a more robust approach to quality improvement activities, especially pertaining to the opportunities for improvement identified in the PHAB Site Visit Report.
2. Better engage staff in conversations, activities and systems around improving internal communications that flow multidirectional amongst all levels of staffing.
3. Build a stronger and more consistent branding presence for the Department within the community, amongst constituents and community partners.
4. Increase staff participation in professional development opportunities and trainings, while tailoring courses to fit current needs and demands.

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

Objective 2a: By 12/31/19, reduce adult and childhood obesity by 5%.

Objective 2b: By 12/31/19, 85% of adults in Long Beach will report easy access to fresh produce.

Objective 2c: 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.

Team Leaders: Morgan Venter, Louisa Franco

Team Members: Pam Shaw, Lara Turnbull, Yuhong Nguyen, Porche Jones, Marie VanderLaan, Diane Brown, Viki Ornelas

Overall 2015 Status Rating

Overall status ratings



Green – on track and should be completed by the target date

Amber – a possibility of some delays but the issues are being dealt with

Red – considerable delays and risk that the completion date will not be met

A Amber = Data is not readily available on a consistent basis to properly gauge progress on the objectives. Many activities are a continuation from previous years, and programs are working intensely towards achieving the objectives. However, there is a need to work more collaboratively between Department programs to better ensure that goals are accomplished.

Top Accomplishments in 2015

1. More than 26,000 children and adults participated in series based nutrition education classes in schools, afterschool programs, and in community settings; and over 500 youth participated in the Healthy Active Long Beach Power Up Your Summer Campaign which combined physical activity lessons, activities, and nutrition education to encourage youth to get at least 60 minutes of physical activity each day over the summer months.
2. Increased access to fresh fruits and vegetables for residents around Martin Luther King Jr. Park through the Harvest Stand taking place at the Long Beach Peace Garden. Staff from Healthy Active Long Beach harvested and prepared free samples of fresh fruits, vegetables and herbs to local residents. Along with produce bags, community members received free recipe cards, produce tip sheets, and nutrition educational materials.
3. Increased access to healthy eating and physical activity opportunities in North

Long Beach by installing outdoor fitness equipment at Houghton Park, launching the Go Uptown phone app that identifies healthy local resources, and by offering over 100 hours of free fitness, nutrition and gardening classes to community members.

4. Implemented obesity prevention strategies targeting WIC participants by:
 - a. Distributing approximately \$4,000 worth of farmer's market vouchers to WIC participants to purchase fresh fruits and vegetables.
 - b. Promoting breastfeeding to pregnant women increasing the breastfeeding rate of WIC participants to 19.1%.
5. Regularly updated and distributed the Child Health and Disability Prevention Program (CHDP) "Nutrition and Physical Activity Resource Guide" to Long Beach residents and community partners. Continued to track the number of overweight and obese CHDP patients and referred highest-risk individuals to nutrition case management.

Planned Activities for 2016

- Focus on coordinating implementation efforts around healthy eating and physical activity programs. Key programs involved in this objective include: Healthy Active Long Beach, Healthy Eating Active Living (HEAL) Zone, Child Health and Disability Prevention Program, Nursing Services, and WIC.
- Provide free physical activity and nutrition education opportunities through existing Health Department programming.
- Facilitate and promote active transportation programs, plans, and projects.
- Enhance existing and establish new community gardens.
- Support the growing and exchanging of home grown fruits and vegetables.
- Collaborate with local vendors and retail outlets to sell healthy foods.
- Promote the utilization of federal food programs.
- Educate community members about the expansion of WIC approved foods including low-fat yogurt, whole wheat pasta, and the increased monetary value of vouchers for fruits and vegetables.
- Increase breastfeeding rates of WIC participants to 20%.
- Continue to update the CHDP "Nutrition and Physical Activity Resource Guide" and distribute to residents and health partners.
- Continue tracking overweight and obese CHDP patients and connecting them to case management and nutritionist resources.
- Promote other agencies' obesity prevention programs.

Opportunities for Improvement

1. Improve communication between LBDHHS programs working on obesity prevention, by meeting on a regular basis to share current projects and discuss potential areas of collaboration.
2. Incorporate current evidence-based research into group discussions; consider implementing some of these strategies into workgroup activities.




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

Objective 2d: By 12/31/19, reduce the percentage of uninsured by 10%.

Team Leader: Anthony Ly

Team Members: Debbi Collins, Teresa Ayala-Castillo, Yesica Bravo, Jennifer Backer, Carmon Linares, Jennifer Backer

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G Green = The team is on target for a completion date of 12/31/19. However, there is a warranted concern over the strong political push by current presidential candidates to repeal the Affordable Care Act (ACA). Successfully carried through, this policy redirection would adversely affect the number of uninsured people.

Accomplishments in 2015

1. Developed and sustained a direct referral system to identify uninsured populations through Clinical Services
2. Developed a partnership with Immunizations Program to help identify uninsured populations
3. Promoted health coverage through city wide FLU PODs and FLU Clinic
4. Secured Covered CA funding to continue and sustain outreach and enrollment activities
5. Mailed educational materials through Environment Health business permits and Live Birth records

Planned Activities for 2016

- The team will continue to carryout existing activities towards reducing the number of uninsured. However, additional strategies will be developed in early 2016 with input from the 2016 Strategic Planning Retreat, at which point the team will meet to regroup and outline a new approach.

Opportunities for Improvement

1. More frequent team meetings to ensure the team is on track for meeting objectives.
2. Employ creative solutions to get the team together. Group meetings are difficult especially during the open enrollment period due to time constraints, and given that the majority of team members are in service-based programs allowing for limited flexibility in schedules.




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

Objective 2e: By 6/30/14, develop and implement a safe and healthy housing education, awareness, and communications plan targeting other City Departments and community partners.

Team Leader: Alyssa Hartlaub

Team Members: Mike Netter, Carol Blackmon, Kathy Estrada, Alex Ucelo, Mary Jo Foresta, Christine Petit

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 **Green** = Objective is on track to be completed by target date.

Top Accomplishments in 2015

1. Recruited four new team members representing key areas within the Department.
2. Team members participated in 15 community events in 2015, providing education and resources on topics such as lead poisoning prevention, asthma, and tenant's rights.
3. Developed a master list of City Council agenda items and discussions pertaining to housing that will be continuously updated.
4. The Childhood Lead Poisoning Prevention Program (CLPPP) outreach events during the National Childhood Lead Poisoning Prevention Month, included education on topics related to safe and healthy housing including as asthma, code enforcement laws, homeless services, and lead poisoning.
5. Hosted the first annual Safe and Healthy Housing Forum.

Planned Activities for 2016

- Increase awareness of community events on safe and healthy housing by publicizing them on the City website's centralized event calendar and the Health Department's Facebook page.
- Host the second annual Safe and Healthy Housing Forum with a dynamic guest speaker and group activities.
- Meet with the new Director of Code Enforcement to share the team's work and discuss possible future collaboration opportunities.

Opportunities for Improvement

1. Overcome stalled progress due to time constraints of balancing strategic planning activities with regular work responsibilities.
2. Take steps to prevent member disengagement by keeping team members energized and actively involved.
3. More creativity and innovation in seeking out new ways to achieve objectives.

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

Objective 3a: By 1/31/16, complete a community and organizational capacity assessment to determine demand and service gaps for mental health services in Long Beach.

Objective 3b: By 1/31/16, 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.

Objective 3c: Mental health services are integrated into with LBDHHS services.

Team Leaders: Angie Dixon-Hamlett, Stephanie Chmelik

Team Members: Julio Rodriguez, Eileen Margolis, Cynthia Brayboy, Sonia Vasquez, Danielle Sees, Nate Khem

Overall 2015 Status Rating


Overall status ratings



Green – on track and should be completed by the target date

Amber – a possibility of some delays but the issues are being dealt with

Red – considerable delays and risk that the completion date will not be met

 **Amber** = Steady progress is being made towards meeting the objectives.

Top Accomplishments in 2015

1. Surveyed staff and community members at the LBDHHS 2015 Public Health Week Conference, in regards to mental health services gaps and needs in Long Beach.
2. Developed a campaign slogan that was approved/voted on by Health Department staff at the LBDHHS 2015 Public Health Week Conference.
3. Completed and currently in the process of updating a LBDHHS Mental Health Resource Guide.
4. Provided monthly themed events, speakers, activities, or informational newsletters to Health Department staff and community members, concerning mental health.
5. Committee members responded to two city-wide emergencies in relation to the power outage, allowing members to assess the mental health needs of impacted residents during shelter operations as well as staff.

Planned Activities for 2016

- Complete an annual update of the LBDHHS Mental Health Resource Guide.
- Complete development for the launching of the community educational campaign, designed to reduce the stigma of mental health and increase community awareness.
- Assess and identify areas of opportunity for further development of mental health services within the Health Department.

Opportunities for Improvement

1. Increased involvement and participation of Health Department staff in events and activities, by providing educational reinforcements and incentives.
2. Recruitment of additional staff members to aid in tasks and responsibilities, thus alleviating considerable time demands placed on existing members.
3. Due to the lack of solid infrastructure for mental health services within the Department, the team will advocate for the hiring of more staff with mental health expertise, while seeking to increase mental health related grants and funding sources for the Department.
4. Develop a budget to carryout implementation activities by gaining clarification with administration on available funding, as well as actively seeking out alternative funding sources and donations.

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

Objective 4a: By 7/31/14, develop and implement a fall prevention education program for seniors.

Objective 4b: By 1/31/15, build a community support and referral system for seniors.




Objective 4c: By 12/31/19, 90% of program participants will have an increased awareness of how to control or avoid asthma triggers.





Objective 4d: By 12/31/19, reduce the number of older adults exposed to vector-borne diseases by 5%.

Team Leaders: Janine O'Hara, Judeth Luong

Team Members: Lamar Rush, Pam Shaw, Kathy Estrada, Cynthia Brayboy

Overall 2015 Status Rating

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- 4a  **Green** = Objective is on track to be completed by target date.
- 4b  **Green** = Objective on track to be completed by target date.
- 4c  **Amber** = Continuation of this objective depends on working with funding agencies to reinstate asthma programs for seniors.
- 4d  **Amber** = Need to establish more reliable baseline data to track the number of older adults exposed to vector-borne diseases.

Top Accomplishments in 2015

1. Conducted a case management summit on "Linkages to Services for Older Adults in Long Beach".
2. Hosted a "Kick off Seniors Roundtable" with Department staff to exchange information and resources.
3. Planned the "Step Up to Safety Symposium on Fall Prevention".
4. Arranged for two LBDHHS staff members to attend the seven-week "Stepping On Community-Based Workshop on Fall Prevention". Also, partnered with the Molina Senior Center to implement this program within the community.
5. At the request of the City Council, updating the Long Beach Strategic Plan for Older Adults, while also creating an action plan to address priority areas

including the feasibility of creating a City of Long Beach Office of Aging. Due to report back to City Council on April 6, 2016.

6. Asthma Program Accomplishments:
 - a. Completed the CAARE and ALSAA Programs (asthma case management programs for adults and seniors) with the following outcomes:
 - Reduced hospitalization by 63%, saving \$6.5 million.
 - Reduced emergency room visits by 56%, saving \$885,000.
 - Reduced the number of unscheduled office/clinic visits by 40%, saving \$530,000.
 - b. Presented at the Port of Long Beach Harbor Commission meeting on September 28, 2015, on the Community Grant Program's accomplishments and future needs. The members approved moving forward with research and continuing to find ways to sustain the Community Grant Programs.
 - c. Co-hosted the South Coast Air Quality Management District's Community Partnership Forum to discuss "The Impacts of Air Pollution on Human Health" on November 10, 2015.
7. Vector Control Program Accomplishments:
 - a. Conducted a proactive surveillance and treatment of mosquitoes and other vectors near and around the areas where older adults reside.
 - b. Utilized Community Health Workers for outreach efforts for seniors to provide health education on vector control programs.

Planned Activities for 2016

- Following the success of the "Kick off Seniors Roundtable", reconnect with Health Department Staff providing services for older adults.
- Invite outside community members to join in the strategic planning efforts to build a community support and referral system for older adults.
- Implement three community "Stepping On" classes by June 2017.
- Re-evaluate asthma related objectives for seniors and look for others ways to finance/sustain the asthma programs.
- Collaborate with Vector Control to develop an educational campaign targeted for older adults, on vector-borne diseases.

Opportunities for Improvement

1. Overcome barriers in getting leadership and staff to invest time and understand the benefits of building an internal coordinated response service for seniors.
2. Collaborate with more community stakeholders in advancing the goals.
3. Learn more about the Collective Impact Approach, while also overcoming barriers to leadership and staff embracing new ideas and taking the time to implement such an approach.