



Public Health

# Strategic Plan Update 2019-2020

**Healthy Riverside County  
Healthy People; Healthy Community!**

*January 2019*

# Table of Contents

## Background and Approach

Overview: Strategic Plan Update.....	4
Strategic Planning Workshops.....	4
S.W.O.T. Analysis .....	4
Strategic Plan Evaluation Steering Committee .....	5
Evaluation Tool.....	5

## Strategic Plan 2019 – 2020

### Priority Area #1: Health & Wellness Across the Lifespan

Goal 1.1: Build healthy and resilient communities.....	6
Goal 1.2: Improve the health of vulnerable populations .....	7

### Priority Area #2: Connecting & Investing in the Community

Goal 2.1: Create and strengthen innovative collaborations .....	8
Goal 2.2: Educate the community on public health issues and functions ....	9

### Priority Area #3: Effective & Efficient Public Health Programs and Services

Goal 3.1: Deliver public health services within a responsive and transparent system.....	10
Goal 3.2: Realize the potential of staff through the recruitment, development and retention of a qualified workforce .....	11

Appendix.....	12
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# Riverside University Health System – Public Health Strategic Plan 2019 – 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

# Background and Approach

## Overview: Strategic Plan Update

The 2019-2020 Strategic Plan Update is an addendum to the current 2016-2020 Strategic Plan. Riverside University Health System— Public Health (RUHS— PH) revised priority areas and objectives to align with changing priorities, resources and community assets. RUHS— PH administration, the governing entity and all levels of staff from each branch were involved in the strategic planning process. Strategic planning workshops were conducted to understand priority areas and goals for each branch.

An evaluation steering committee of different levels of staff was created to guide the development and implementation of the strategic plan update. The committee reviewed the feedback from the workshops and created an evaluation tool to track progress on a quarterly basis. At the end of 2020, the committee will review progress over the 2019-2020 time period and begin next steps for the 2021-2025 Strategic Plan.

## Strategic Planning Workshops

Strategic planning workshops were held throughout 2018 to identify priority areas, goals and objectives. The strategic planning evaluation team met with RUHS— PH administration, the governing entity and all levels of staff from 11 branches. During these workshops attendees reviewed the current strategic plan, conducted a S.W.O.T. analysis, and discussed priority areas and populations for their branch and/or community.

Each branch submitted objectives they are currently working on or will begin during the 2019-2020 strategic planning cycle. These objectives form the RUHS— PH action plan. The action plan will be evaluated on a quarterly basis via an online excel sheet.

## S.W.O.T. Analysis

A S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted with RUHS— PH administration, the governing entity and branches to analyze and discuss specific opportunities and challenges. The following S.W.O.T. emerged from these discussions:

Strengths	Weaknesses
•Leadership	•Funding limitations
•Teamwork	•Staff shortage
•Partnerships with internal departments and external organizations	•Staff burn-out
•Evidenced-based programs	•Lack of career advancement opportunities
•Knowledgeable staff	•Staff retention
•Focus and commitment of staff	•Retirement; loss of institutional knowledge
•Innovative practices	•Recruitment of qualified staff

## S.W.O.T. Analysis Cont.

Opportunities	Threats
<ul style="list-style-type: none"><li>•Expanding partnerships</li><li>•New grant opportunities</li><li>•New focus areas (oral health, resilience, etc.)</li><li>•Advances in technology to streamline processes</li></ul>	<ul style="list-style-type: none"><li>•Budget cuts</li><li>•Political barriers</li><li>•Increased need in community vs. shortage of staff/funding</li><li>•Competition of private sector</li></ul>

## Strategic Plan Evaluation Steering Committee

The purpose of the Strategic Planning Evaluation Steering Committee is to provide support and oversight in the development and implementation of RUHS— PH 's Strategic Plan. The committee meets twice a year and includes different levels of staff from 7 branches. The steering committee will monitor the progress of the strategic plan and will make adjustments to evaluation techniques as needed. The following individuals participate on the steering committee:

- Wendy Hetherington, Branch Chief
- Kevin Meconis, Epidemiologist
- Erin Curlee, Research Analyst
- Dianne Leibrandt, Program Coordinator
- Sheena Patel, Epidemiologist
- Errin Ryder, Branch Chief
- Marsie Rosenberg-Gutierrez, Program Coordinator
- Lea Morgan, Branch Chief
- Eddy Jara, Program Coordinator
- Hermia Parks, Branch Chief
- Stephanie Bryant, Nurse Manager
- Yaiselyn Rodriguez, Assistant Nurse Manager
- Richard Lee, Administrative Services Assistant
- Juan Landeros-Tavera, Communicable Disease Specialist

## Evaluation Tool

An evaluation tool was created to track progress towards priority areas and goals. The tool is accessible via an online excel format. Each branch will document progress for each of their objectives on a quarterly basis. The information collected on each objective includes:

- Overview of objective
- Responsible Branch
- Percentage complete
- Progress update

The objectives selected by each branch are reviewed on an annual basis to adjust for changes in priorities or community assets. The evaluation period will begin in January 2019, with the first quarterly assessment in March 2019. Branch Chiefs will be reminded of tracking during monthly Branch Chief meetings. Branch Chiefs will receive a reminder and link to the online excel sheet three weeks before each quarterly report is due. After each Branch completes the quarterly update, a report will be compiled and distributed to Branch Chiefs one month after. Highlights from the quarterly updates will be reflected in the Public Health newsletter. Annual reports will be sent out to all staff and Board of Supervisors via email.

# Priority Area #1: Health & Wellness Across the Lifespan

## Goal 1.1: Build Healthy & Resilient Communities

### Objectives:

1. Draft a comprehensive Public Health Violence Prevention Plan by December 2019.<sup>5</sup>
2. Convene 12 Riverside Resilience trainings by June 2019.<sup>5</sup>
3. Increase the number of teens and young adults educated on reproductive health issues by 10% by June 2020.<sup>7</sup>
4. Continue to provide weatherization services to low-income households by December 2020.<sup>2</sup>
5. Work with 15 schools to adopt weekly Walk to School Day as a regular practice by December 2020.<sup>8</sup>
6. Increase percentage of CHDP providers (who have received fluoride varnish application training) who are applying fluoride varnish on the teeth of their patients to 30% by December 2019.<sup>1\*\*</sup>
7. Increase the number of fluoride varnish trainings for CHDP providers from 4 trainings per year to a minimum of 6 trainings per year including 2-3 trainings in the desert region by December 2019.<sup>1</sup>
- 8a. Meet with other RUHS-PH branches to determine if there is additional laboratory testing needed to support their programs, and develop a plan by June 2019.<sup>1a</sup>
- 8b. Begin to bring on needed testing by December 2019.<sup>1a</sup>
9. Draft a comprehensive “WIC in the Neighborhood” Plan by December 2019.<sup>9</sup>
10. Implement an integrated NEOP work plan with new Cal Fresh branding with local implementing agencies & sub contractors by October 1, 2019.<sup>9</sup>
11. Provide professional growth education bi-annual for childcare providers to improve healthy eating active living by June 2020.<sup>9</sup>
12. Draft an integrated Tobacco Retail License implementation plan for all cities by 2020.<sup>9</sup>
13. Pass 1 Smoke-Free Multi-Unit Housing ordinance by June 2020.<sup>9</sup>

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## Goal 1.2: Improve the Health of Vulnerable Populations

### Objectives:

1. Provide targeted testing at 20 sites that provide services to vulnerable populations at risk of becoming HIV infected by December 2019. <sup>6</sup>
2. Identify at least 3 strategies to reduce the number of pertussis cases in infants 0-4 months of age by April 2019.<sup>4</sup>
3. Implement use of short course treatment for latent TB infection in at least two Riverside County jails by December 2019. <sup>4</sup>
4. Complete 3 data briefs on Riverside County vulnerable populations by December 2019. <sup>5</sup>
5. Offer more than 50 Cool/Warm Center locations by December 2020.<sup>2</sup>
6. Develop one weekly support group specific to LGBTQ youth addressing social/emotional health by December 2020.<sup>8</sup>
7. Conduct 24 bilingual classes to low income residents on proper use of child passenger safety restraints by December 2020.<sup>8</sup>
8. By December 2019 establish management teams that include a Public Health Nurse and Medical Social Worker for all clients as they reach 20 years of age.<sup>1</sup>
- 9a. Create a Transition Tool Kit for clients and families in collaboration with Medi-Cal Managed Care Plans by December 2019. <sup>1</sup>
  - 9b. Create a survey to measure the effectiveness of the toolkit by December 2020.<sup>1</sup>
- 10a. Establish a protocol of introductory telephone calls to all clients/families newly referred to California Children's Services (CCS) program by December 2019. <sup>1</sup>
  - 10b. Develop a satisfaction survey to monitor the effectiveness of call by July 2020.<sup>1</sup>
11. Complete four Healthier Living Program Peer Leaders Train the Trainer classes by June 2020.<sup>11</sup>
12. Conduct a SWOT analysis to understand factors that affect the health of African American women and infants by June 2019.<sup>11</sup>
13. Enroll 200 pregnant and postpartum CalWORKs recipients by September 2019.<sup>11</sup>
14. Start to address food security & food waste with USDA partners by December 2020.<sup>9</sup>
15. Increase digital footprints in 3 social media platforms by December 2020.<sup>9</sup>

## Priority Area #2: Connecting & Investing in the Community

### Goal 2.1: Create and strengthen innovative collaborations

#### Objectives:

1. Convene a Community Provider Education meeting to educate community providers about best practices for HIV/STD testing and treatment by June 2019. <sup>6</sup>
2. Collaborate with community partners to develop an educational campaign by September 2019. <sup>6</sup>
3. Establish 10 new student affiliation contracts with colleges and universities to increase placement of interns in Public Health programs by December 2020. <sup>3</sup>
4. Continue to participate and coordinate the Riverside Research Exchange 2x a year by December 2020. <sup>5</sup>
5. Continue to participate and coordinate the Riverside County Health Coalition 4x a year by December 2020. <sup>5</sup>
6. Increase cross-county participation in Immunization Coalition collaboration meetings by June 2019. <sup>7</sup>
7. Increase collaborative efforts of the Riverside County Interagency Symposium by December 2019. <sup>7</sup>
8. Continue to participate in the Riverside County Mentor Collaborative 4x annually. <sup>2</sup>
9. Establish partnership with Child Support Services to provide mediation referrals to families with disputes by June 2019. <sup>2</sup>
10. Continue to coordinate the Healthy Cities Network 2x/year to implement Environmental Justice element in their general plan by December 2020. <sup>8</sup>
11. Establish a workgroup to enhance collaboration between DPSS, Children's Service Division to improve the communication/initiation of services for children in foster care who are eligible for the California Children's Services program by June 2019. <sup>1\*\*</sup>
12. Continue to collaborate with Medi-Cal Managed Care (IEHP, Molina), Inland Regional Center, and Child Health and Disability Prevention in quarterly Joint Operations Meetings (JOM) through December 2020. <sup>1</sup>
- 13a. Meet with Laboratory Directors from hospital laboratories in Riverside County to determine if there is additional laboratory testing needed to support their labs by December 2019. <sup>1a</sup>
- 13b. Begin to bring on needed testing by June 2020. <sup>1a</sup>
14. Continue to coordinate the Riverside County CNAP 4x a year by December 2020. <sup>9</sup>
15. Continue to provide and coordinate West & East annual Lactation Rotation for Family Medicine Residents by December 2020. <sup>9</sup>
16. Continue to provide and coordinate the East & West Tobacco Prevention coalition 4x a year by June 2020. <sup>9</sup>
17. Continue to participate with the Riverside Food System Alliance monthly by December 2020. <sup>9</sup>
18. Continue to participate and coordinate with the Quality Start Riverside County by December 2020. <sup>9</sup>

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## Goal 2.2: Educate the community on public health issues and functions

### Objectives:

1. Develop and distribute one (1) Health Alert per quarter to address relevant health topics beginning April 2019. <sup>6</sup>
2. Develop and conduct an educational campaign on rabies prevention by September 2020.<sup>4</sup>
3. Develop a “What is Public Health in Riverside County?” slide deck by December 2020.<sup>5</sup>
4. Develop and implement 3 SHAPE trainings by December 2020.<sup>5</sup>
5. Educate the community and providers on current immunization issues and practices by March 2019. <sup>7</sup>
6. Update and inform community partners 12x/year on drowning incidences in an effort to increase awareness and prevention by December 2019.<sup>8</sup>
7. Create Local Oral Health Program webpage to educate the community on improving the importance of oral health across the lifespan by December 2020. <sup>1</sup>
8. Create a Monthly or Quarterly Public Health Laboratory Newsletter by December 2019.<sup>10</sup>
9. Develop a “What is Healthy Eating Active Living in Riverside County?” digital storytelling platform by June 2020.<sup>9</sup>
10. Continue to participate in 15+ communities with private-public partnerships working together to build healthier communities.<sup>9</sup>

## Priority Area #3: Effective & Efficient Public Health Programs and Services

### Goal 3.1: Deliver public health services within a responsive and transparent system

#### Objectives:

1. Develop QI processes for Ryan White Services and establish Transitional Grant Area-wide quality initiatives and performance indicators and goals by December 2020. <sup>6</sup>
2. Conduct at least three webinars for health care providers on electronic disease reporting by December 2019.<sup>4</sup>
3. Conduct a quality assurance review of the completeness of disease reporting by health care providers by December 2020. <sup>4</sup>
4. Conduct two Disease Control employee satisfaction surveys and utilize staff input on how to enhance a positive work environment by December 2020.<sup>4</sup>
5. Develop a QA process for EPE publications by December 2019. <sup>5</sup>
6. Develop a customer service survey for EPE data requests and services by November 2020. <sup>5</sup>
7. Train all Public Health staff on the Department Operations Center (DOC) disaster trainings by December 2020. <sup>7</sup>
8. Create additional online courses via the Learning Management System (LMS) by December 2019.<sup>7</sup>
9. Develop, implement, and evaluate a customer satisfaction survey by December 2019. <sup>2</sup>
10. Develop a procedure for onboarding volunteers by June 2019.<sup>2</sup>
11. Continue to determine and report Medical Therapy Program Medical Eligibility within 7 days through December 2020.<sup>1</sup>
12. Create program logic model for Local Oral Health Program that depicts program outcomes and creates a transparent reference point for staff, stakeholders and constituents by December 2019.<sup>1</sup>
13. Develop a comprehensive quality management system (QMS) within the laboratory by December 2019.<sup>1a</sup>
14. Develop a process for customer complaints and feedback to be available via the laboratory website by December 2019. <sup>1a</sup>
15. Go live with eWIC by June 2020 for a more efficient delivery system. <sup>9</sup>
16. Develop a feasibility study for Telehealth in nutrition and health promotion by June 2020.<sup>9</sup>
17. Document annual Healthy Eating Active Living PSE's throughout the County.<sup>9</sup>
18. Start to address housing issues in all Nutrition & Health Promotion programs by June 2020.<sup>9</sup>

## **Goal 3.2: Realize the potential of staff through the recruitment, development and retention of a qualified workforce**

### Objectives:

1. Develop intern/volunteer internet based communication /database system to assist with recruitment/ retention/ placement of interns and volunteers by December 2020.<sup>3</sup>
2. Rebuild the Disease Control infrastructure by capturing revenue through Targeted Case Management and Medical Administration claiming to fund additional positions by December 2019. <sup>4</sup>
3. Expand the use of resident physicians, nursing and MPH students to assist with surveillance activities by December 2020.<sup>4</sup>
4. Develop a procedure for on-boarding interns by June 2019. <sup>5</sup>
5. Continue to host student interns (2-5/year) from local universities to develop and implement student training/mentorship by December 2020. <sup>1</sup>
6. Continue monitoring the advancement and onboarding process of all California Children's Services PHN's at 2 month intervals for one year to ensure a qualified work force through December 2020. <sup>1</sup>
7. Continue to allow and encourage staff to attend trainings, webinars, conferences, etc. to continue to develop their skills, ongoing through December 2020.<sup>10</sup>
8. Develop an internal program for Public Health Microbiologist training through the Riverside Public Health Laboratory by December 2020.<sup>10</sup>
9. Explore one flexible work schedule and telecommuting option with staff by June 2019.<sup>11</sup>
10. Update current telecommuting procedure by June 2019.<sup>11</sup>
11. Pilot a flexible work schedule with one staff in two programs for six months by September 2019.<sup>11</sup>
12. Pilot telecommuting with one staff in two programs by September 2019.<sup>11</sup>
13. Continue to integrate and collaborate with 10+ colleges & universities to provide PH internships. <sup>9</sup>
14. Develop and implement a process for staff training utilizing technology by December 2020. <sup>9</sup>
15. Continue to support and encourage 1-2 WIC staff /candidates for the SDSU WIC RD internship by December 2020.<sup>9</sup>

## Appendix

### Branch Reference

<b>Children Medical Services</b>	1
<b>Community Action</b>	2
<b>Community Outreach</b>	3
<b>Disease Control</b>	4
<b>Epidemiology</b>	5
<b>HIV/STD</b>	6
<b>Immunization &amp; Staff Development</b>	7
<b>Injury Prevention Services</b>	8
<b>Nutrition &amp; Health Promotion</b>	9
<b>Public Health Laboratory</b>	10
<b>Public Health Nursing/MCAH</b>	11