



# PUBLIC HEALTH DIVISION

Five Year Operational Plan Summary FY18-19 through FY22-23

## REPORT SUMMARY

This report includes a list of Napa County Public Health Division's priorities and goals for the next five years divided by program area. The report also includes Health and Human Services Agency priorities that will be driven by staff at the agency and Division levels. These priorities were developed by staff and intentionally align with one another to continue to improve upon the work we do as stewards of public funds and to improve service delivery for our community. Public Health staff will publish an annual update every fall to share progress to date.

# Public Health Division - Five Year Operational Plan Summary

1. INTRODUCTION TO PUBLIC HEALTH OPERATIONAL PLANNING PROCESS
2. PUBLIC HEALTH DIVISION MISSION AND VISION
3. HEALTH AND HUMAN SERVICES AGENCY PRIORITY AREAS AND GOALS
4. PUBLIC HEALTH DIVISION PRIORITY AREAS AND GOALS BY PROGRAM



# Public Health Division - Five Year Operational Plan Summary

## 1.0

IN ADDITION TO THE BOARD OF SUPERVISORS UNANIMOUS APPROVAL OF THE 2019-2022 COUNTY STRATEGIC PLAN, THE NAPA COUNTY HEALTH AND HUMAN SERVICES AGENCY EMBARKED ON A COLLABORATIVE EFFORT TO CREATE THE 2019-2023 STRATEGIC PLAN. TO WORK IN CONJUNCTION WITH THESE STRATEGIC PLANS, THE PUBLIC HEALTH DIVISION DEVELOPED A FIVE-YEAR OPERATIONAL PLAN THAT WILL ADDRESS THE MOST IMPORTANT ISSUES FACING THE DIVISION, AND OUR COMMUNITY FOR THE NEXT THREE TO FIVE YEARS.

THE WORK ACCOMPLISHED IN PUBLIC HEALTH IS UNIQUE, INVOLVING 17 DISTINCT PROGRAMS, OVER 60 STAFF MEMBERS, AND MULTIPLE FUNDING STREAMS. DESPITE ALL THIS, COMMON ISSUES FACE THE AGENCY AT LARGE.

THE PROCESS TO CREATE THE PUBLIC HEALTH OPERATIONAL PLAN INVOLVED RECEIVING FEEDBACK ON SEVERAL QUESTIONS, WORKING TOGETHER TO CREATE A VISION AND MISSION FOR THE DIVISION, AND CONVERSATIONS AROUND PRIORITIES AND GOALS FOR SPECIFIC PROGRAM AREAS. THE RESULT OF OUR PROCESS IS AN OPERATIONAL PLAN THAT ANSWERS THREE MAIN QUESTIONS:

*Public Health Division staff provided ongoing feedback through:*

TEAM MEETINGS

STICKY NOTE COMMENTS

POP-UP WHITE BOARD COMMENTS

STRATEGIC OPERATING PLAN (SOP) MEETINGS

Where are we now?

Where do we want to be?

How are we going to get there?

# Public Health Division - Five Year Operational Plan Summary

## 2.0

### Mission

We work in partnership with our community to promote well-being for all by preventing and addressing the conditions that challenge health and by providing respectful, equitable, and inclusive services.

### Vision

Napa County is an informed and engaged community where everyone has the opportunity to lead a healthy, safe, and fulfilling life.



Napa County Public Health takes PRIDE in our service to the community. The following values guide the design and delivery of our work:

#### People-focused

We collaborate with our community to design inclusive services that are responsive to their needs and lived experience. We approach this partnership with humility and compassion, acknowledging diverse expertise.

#### Respect

We value the diverse beliefs, cultures and abilities of our community and colleagues. Our services and spaces are welcoming to all.

#### Integrity

We are committed to executing our programs with accountability, transparency and data-driven decision making. We steward public resources ethically and fairly.

#### Dedication

We take pride in our commitment to improving individual and population-level health outcomes and are passionate about delivering high quality services to our community.

#### Equity

We recognize the social, structural and individual barriers that create inequities in our community and work to reduce disparate outcomes through authentic community engagement and collaboration.

# Public Health Division - Five Year Operational Plan Summary

## 3.0 Health and Human Services Agency Priority Areas and Goals:

### COMMUNICATIONS: TELLING OUR STORY TO THE COMMUNITY AND OUR PARTNERS

- Goal 1: Increase presence and engagement, and promote communication of our services and mission to improve awareness and comfort with accessing services.

### PARTNERSHIPS: WORKING TOGETHER FOR OUR COMMUNITY

- Goal 2: Enhance partnerships with contractors, local leaders, and key institutions to create sustainable solutions that effectively serve our community.
- Goal 3: Develop a coordinated system of care that includes private and public partnerships for the well-being of our community.

### DIVERSITY, EQUITY AND POPULATION ENGAGEMENT

- Goal 4: Continue to reinforce an inclusive person-centered approach to service delivery with a focus on equity.
- Goal 5: Reinforce a culturally responsive approach to service delivery ensuring an accessible, welcoming and supportive environment for the diverse community we serve.

### INTEGRATED OPERATIONS, ELIMINATING BARRIERS TO ACCESS, AND STAFF DEVELOPMENT

- Goal 6: Improve coordination and delivery of HHSA and Community resources to enhance the full range of services from prevention to crisis response and emergency services for all residents of Napa County.
- Goal 7: Promote integration of HHSA services to put the needs of clients at the forefront of service design.
- Goal 8: Increase awareness and access to services provided by HHSA and our network of providers.
- Goal 9: Continue to be an agency that attracts, retains, supports and develops staff who believe in the mission, vision, and values of HHSA.

### TECHNOLOGY ENHANCEMENT TO SUPPORT SERVICES

- Goal 10: Optimize HHSA technology resources to promote a more efficient and accessible set of supports for staff and clients.

# Public Health Division - Five Year Operational Plan Summary

## 4.0

### Public Health Programs

### Administration

#### **Align Public Health efforts with County and Agency Strategic Plan objectives**

Be a Division that is responsive to community needs in a collaborative and effective manner.

- Goal 1: Actively participate in the Agency's Strategic Planning implementation team and collaborate in the completion of County and Agency strategic goals and objectives.
- Goal 2: Align with County efforts to ensure continuity of services and programs.

#### **Continuous Quality Improvement**

Maintain a culture of improvement and offer high quality services and support to members of our community.

- Goal 3: Operationalize quality improvement in Public Health through systematic data collection and review and other process improvement efforts.
- Goal 4: Support Agency Diversity, Equity and Inclusion (DEI) efforts through Division-specific DEI Committee.
- Goal 5: Continue to be a Division that attracts, retains, supports, and develops staff who believe in the mission, vision, and values of HHSA and PHD.

# Public Health Division - Five Year Operational Plan Summary

## Chronic Disease and Health Equity (CDHE)

### Prevention as an Essential Service

Prevention is viewed as a critical component in the spectrum of services. "Treatment without prevention is simply unsustainable." - Bill Gates

- Goal 1: Identify grant funds and other resources for chronic disease and health equity.
- Goal 2: Raise awareness about what CDHE programs do and opportunities for partnership on prevention efforts to improve health equity.
- Goal 3: Increase frequency and quality of exposure to tobacco prevention services by coordinating entities currently working in tobacco prevention (for the purpose of preventing duplication and increasing the quality of prevention services provided to schools).

### Access, Engagement and Education

Programs, service-delivery and access to services are co-designed with community.

- Goal 4: Increase respect and social inclusion in Napa County through expanding the use of human-centered design as a tool for authentic community engagement.
- Goal 5: Maintain community relationships established during feedback cycle.

### System and Policy Change

Promote systems and policy change to obtain equitable outcomes for everyone in our community.

- Goal 6: Outreach to Non-Traditional Partners to inform and involve broader community in tobacco control activities.

# Public Health Division - Five Year Operational Plan Summary

## Children's Medical Services (CMS)

### Data and Results

Ensuring family-centered care is at the core of what we do. Ensuring family satisfaction in the provision of services

- Goal 1: Develop client satisfaction survey for Medical Therapy Program accessible for different populations.
- Goal 2: Explore opportunities to obtain client feedback for other CMS programs accessible for different populations.
- Goal 3: Continue to collaborate with IT to ensure that MTU-Online remains on track to be fully functional.
- Goal 4: Improve compliance with medical and dental exams in the Health Care Program for Children in Foster Care (HCPCFC).
- Goal 5: Increase timely receipt of medical records for input into the Health Education Passport.

### Cross Collaboration

Improving communication across Divisions and Programs to improve services and outcomes for children and families.

- Goal 6: HCPCFC holds regular meetings with Child Welfare Division.
- Goal 7: Develop mechanisms to establish regular communications across Public Health programs.
- Goal 8: Cross-train Public Health nurses for consistent service delivery and professional development/succession planning.

# Public Health Division - Five Year Operational Plan Summary

## Communicable Disease (CD)

### Partnerships

Improve services and outcomes through communication and collaboration

- Goal 1: Enhance collaboration with environmental health, animal services, mosquito abatement and public health lab to improve CD prevention and control.

### Outreach and Education

Better health outcomes through increased education, prevention and promotion of services

- Goal 2: Create an outreach and engagement plan for healthcare providers, congregate facilities and community to educate and build partnerships.
- Goal 3: Create consistent messaging and CD educational materials for healthcare providers and the public.

### Process Improvement

Improve quality of services through continuous process improvement

- Goal 4: Use data to drive continuous quality improvement.
- Goal 5: Research, identify and implement best practices in communicable disease control and prevention.

# Public Health Division - Five Year Operational Plan Summary

## Emergency Medical Services (EMS)

### Support EMS System Improvement and Effectiveness

- 1.1: Angwin Surge Ambulance
- 1.2: American Canyon Advanced Life Support (ALS) Agreement
- 1.3: Improved Provider Communications
- 1.4: External Hospital Engagement
- 1.5: Basic Life Support (BLS) Provider Engagement / Electronic Patient Care Reporting (ePCR) Data
- 1.6: EMS Educational Program Oversight
- 1.7: EMS System Assessment
- 1.8: Culturally Competent Policies and Field Treatment Guidelines (FTGs)
- 1.9: Successful Competitive Bid for Exclusive Operating Area (EOA)

### Strengthen EMS System Clinical Performance

- 2.1: Innovative Delivery of EMS Training
- 2.2: EMD Data Inclusion for Continuous Quality Improvement (CQI) Committee
- 2.3: Begin Development of EMS for Children
- 2.4: Improve Provider Clinical Oversight
- 2.5: Require Use of Medical Priority Dispatch System (MPDS) at All Comm. Ctrs
- 2.6: EMS Agency Sponsored Education Symposium

### Enhance EMS System Technology and Data Collection

- 3.1: ReddiNet Implementation (SV)
- 3.2: Reporting Software Use with Data Repository
- 3.3: Establish Local Data Repository
- 3.4: Implement Use of Get With The Guidelines (Stroke)
- 3.5: Online EMS Event Reporting
- 3.6: Establish License Management Software
- 3.7: Implement CQI Tools including Real-Time Dashboard
- 3.8: Establish Permit Software for use with Amb. Ordinance
- 3.9: Begin Implementation of Health Information Exchange

### Improve Medical & Health Disaster Preparedness and Response Activities

- 4.1: Increase Engagement with Healthcare Coalition
- 4.2: Complete Medical Health Operational Area Coordinator (MHOAC) Manual
- 4.3: Increase Multi Casualty Incident (MCI) Plan Readiness through Training & Exercise
- 4.4: Improve Training and Preparedness for M/H Branch Staff in Coordination with EP
- 4.5: Establish a Fully Developed Napa Medical Reserve Corps
- 4.6: Partner with Office of Emergency Services (OES) to Update County Emergency Operations Plan (EOP), including Emergency Support Function #8 (ESF8) Plan Updates

### Develop EMS Agency Awareness and Support

- 5.1: Improve Team Access to Education and Training Opportunities
- 5.2: Increase Engagement with Napa County EMS Society and Survivor's Reunion Committee
- 5.3: EMS Agency Story through use of Video and Web Publishing
- 5.4: Publish an Annual EMS Agency Report
- 5.5: Publish Research Related to Innovative Clinical or Operational Practices in Napa County

# Public Health Division - Five Year Operational Plan Summary

## Emergency Preparedness (EP)

Deliverables are completed annually

### Prepare

- Goal 1: Enhance Health Care Collaborative (HCC) Preparedness Plan.
- Goal 2: Develop medical/health functional and operational matrix and train/exercise with whole branch.
- Goal 3: Test and drill redundant communication systems (CAHAN, REDDI NET, Satellite Phones, JIC/JIS).
- Goal 4: Write, translate and file health advisories.
- Goal 5: Design exercises and drill to test plans and discover gaps.

### Respond

- Goal 6: Enhance Health Care Collaborative (HCC) Response Plan.
- Goal 7: Utilize medical/health matrix during exercises and emergencies to inform response.
- Goal 8: Utilize redundant communication during exercises and emergencies including HCC conference calls.
- Goal 9: Utilize health advisories and create new ones during emergencies.
- Goal 10: Conduct exercises and drills to test and discover gaps.

### Recover

- Goal 11: Encourage Healthcare Facilities to develop Continuity of Operations Plans during HCC meeting.
- Goal 12: Enhance medical/health matrix post emergencies utilizing lessons learned.
- Goal 13: Enhance redundant communication systems post emergencies utilizing lessons learned.
- Goal 14: Update and file new and revised health advisories by emergency type.
- Goal 15: Conduct After-Action Reviews post exercise and drills and revise plans and operations based on input.

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## Immunization Clinic (IZ)

### Partnerships

- Goal 1: Partner with other Public Health Programs to ensure clients are receiving immunizations needed.
- Goal 2: Continue to partner with Pacific Union College to maximize capacity to offer community flu clinics.

### Outreach and Education

- Goal 3: Create educational area that contains information about community resources in the Immunization Clinic lobby to ensure clients have access to information about social services, food access, etc.
- Goal 4: Engage hard to reach populations through immunization services.
- Goal 5: Provide health education for the adult schools and other community organizations.
- Goal 6: Engage clients and community to offer services that are in alignment with their needs.

### Process Improvement

- Goal 7: Continue to improve Immunization Clinic program outcomes through continuous quality improvement and data-driven processes.
- Goal 8: Develop a Perinatal Hepatitis B case management protocol in collaboration with CD and hospitals.

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## Maternal Child and Adolescent Health (MCAH)

### Breastfeeding

100% of women meet their breastfeeding goals

- Goal 1: Improve breastfeeding rates by finishing the human-centered design process to create breastfeeding intervention prototypes.
- Goal 2: Use synthesis and evaluation of prototypes to create set of breastfeeding interventions.
- Goal 3: Implement client-centered interventions, to increase breastfeeding rates.

### Perinatal Mood Disorder

Develop protocols to effectively address PMD care needs.

- Goal 4: Develop and implement a care delivery protocol for women deemed at-risk for perinatal mood disorders between WIC and MCAH clients.

### Improving Service Delivery

We listen to our clients needs to promote meaningful participation in services.

- Goal 5: Use human-centered design or other framework to find out what would make clients stay in WIC services.
- Goal 6: Use human-centered design or other framework to find out what would make clients stay in Home Visiting services.

### Trauma and Resilience

We focus on identifying and eliminating the intergenerational cycles of trauma.

- Goal 7: Develop and implement a process whereby all Home Visiting Program clients are educated and screened for ACE's and Resilience.
- Goal 8: Increase parent understanding and knowledge of baby and child development through screening and education.