The County Strategic Plan, adopted in January of 2019, resulted from extensive community engagement and input over an 18-month period. Its five pillars and 16 ambitious goals guide the direction of Napa County through 2022, and HHSA is a lead Department in executing some of the goals for the betterment of our County. Three of the 16 goals in the County Strategic Plan for which HHSA is the lead department are:

- Identify innovative ways to engage and treat individuals experiencing behavioral and mental health challenges who may not engage through existing methods of service delivery.
- Improve access to and engagement with County programs by engaging service recipients and non-recipients to identify how accessibility and use of services might improve.
- Collaborate with community partners, such as non-profits, social organizations, the private sector, and individuals experiencing food insecurity to improve access to healthy food.

The HHSA Strategic Plan was developed in close alignment with the Napa County Strategic Plan through a series of workgroups with all HHSA Divisions and representatives from every area of our work. The 500 recommendations put forward were distilled into a framework to guide our efforts, with a focus on five HHSA priority areas:

- Communications: Telling Our Story to the Community and Our Partners
- Partnerships: Working Together for Our Community
- Diversity, Equity, and Population Engagement
- Integrated Operations, Eliminating Barriers to Access, and Staff Development
- Technology Enhancement to Support Services

These two Strategic Plans have led to the development of a Diversity, Equity, and Inclusion (DEI) Strategic Plan, as well as a series of divisional strategic plans, that guide our efforts and ensure a coordinated, thoughtful approach toward shared objectives and alignment with the Agency’s values.

Napa County Health and Human Services Agency (HHSA) is an integrated “Super Agency” spanning six program and three administrative Divisions who serve the residents of Napa County. Napa County HHSA has held tight to our shared vision where all members of the community have an opportunity to live fulfilling lives, through our values of commitment, collaboration, and compassion.
The 9 Divisions of Napa County HHSA are:

- **Alcohol & Drug Services**: The Alcohol and Drug Services Division provides a continuum of substance use disorder (SUD) treatment services for Napa County Medi-Cal beneficiaries. ADS works in partnership with community-based organizations to ensure that a diverse array of services are available, ranging from prevention to outpatient to intensive residential treatment.

- **Comprehensive Services for Older Adults**: The CSOA Division is a collaborative and innovative team focused on providing specialized and exceptional services to meet the expanding needs of Napa County’s aging and disabled population.

- **Child Welfare Services**: The Child Welfare Services Division works proactively with children and their families in partnership with the communities in which they live, to provide supportive services that are sensitive, fair and equitable to maintain children with their families, promote reunification, and ensure that they have a loving and permanent living environment.

- **Self Sufficiency Services**: The Self-Sufficiency Division works to help eligible families and individuals move from dependency to self-sufficiency by providing benefits and supportive services, including public assistance and employment services.

- **Fiscal**: The Fiscal Division implements, enables, and coordinates vital financial resources and supports to promote the best possible services in our community and safeguard the Agency’s assets to ensure continued operation of essential community services.

- **Mental Health**: The Mental Health Division prides itself on providing equitable, high quality, community and family-centered services geared toward promoting wellness and recovery for our community.

- **Operations**: The Operations Division works to create an exceptional organization in which staff are supported, developed, and thrive in a safe environment with the tools and technology to deliver excellent services to our community.

- **Public Health**: The Public Health Division provides a variety of programs for children and families, including home visiting services, nutritional benefits, breastfeeding support, case management, child development services and connection to community resources. Public Health investigates and prevents transmission of communicable diseases and work with stakeholders to promote health, prevent chronic disease, reduce health disparities, prepare and respond to emergencies and provide systems of care for emergency medical services.

- **Quality Management**: The Quality Management Division is on a mission to promote an organizational culture of ethical conduct, commitment to continuous quality improvement and adherence to laws and regulations by applying a systematic approach through a comprehensive and robust compliance program.
Throughout the second year of unprecedented challenges stemming from the COVID-19 pandemic, HHSA maintained the focus on our commitment to the Napa County Strategic Plan, moving forward with resolve and resiliency to execute on these important strategic goals for the betterment of our community.

The three goals which were assigned to the HHSA Department of Napa County included multiple goals which were pursued with urgency, flexibility and determination, and largely completed despite the environment of rapidly changing requirements and new obligations.

As a result of HHSA’s commitment, significant achievements were possible through this shared vision and direction. The three Goals we pursued in Fiscal Year 2021-2022 were:

- **Goal:** Identify innovative ways to engage and treat individuals experiencing behavioral and mental health challenges who may not engage through existing methods of service delivery.

- **Goal:** Improve access to and engagement with County programs by engaging service recipients and non-recipients to identify how accessibility and use of services might improve.

- **Goal:** Collaborate with community partners, such as non-profits, social organizations, the private sector, and individuals experiencing food insecurity to improve access to healthy food.
Our focus on improving and innovating service delivery and engagement of individuals experiencing behavioral and mental health challenges has not wavered during this challenging period. We have successfully achieved all assigned areas of improvement and, as noted in our Agency Strategic Plan, have provided new and robust ways to engage the needs of this critically important population.

We completed our comprehensive listing of staff who are co-located with other County Departments or community partner organizations, and have centrally stored this for review by HHSA Agency Division and Administrative Leadership, updating this listing semi-annually.

This promotes a more organized approach to our outreach, engagement, and service availability that can be effectively monitored and adjusted as community needs evolve.

Additionally, during FY2021-2022 HHSA has implemented the long desired goal of a Mobile Response Team comprised of behavioral health professionals, partnering with the Napa County Sheriff and City of Napa Police Department to implement protocols, prioritize community needs, and work on joint responses. The mobile, community focused services of this highly committed team of individuals respond anywhere in Napa County during business hours, with a goal of expansion into evenings and weekends during the coming year as staffing permits.

**CALLS TO MRT LINE**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Partners</td>
<td>65</td>
</tr>
<tr>
<td>Family Members/Friends</td>
<td>30</td>
</tr>
<tr>
<td>Schools</td>
<td>18</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>7</td>
</tr>
<tr>
<td>Shelter</td>
<td>4</td>
</tr>
</tbody>
</table>

Funding for this service was made available through HHSA exploring multiple sources, including the County Medical Services Program (CMSP) Community Emergency Response Grant (CERG), the State of California’s Community Crisis Mobile Units (CCMU) Grant, and leveraging of other State and Federal funding.
COUNTY STRATEGIC PLAN GOALS

Goal: Improve access to and engagement with County programs by engaging service recipients and non-recipients to identify how accessibility and use of services might improve.

In addition to our focus on Behavioral Health populations, Napa County HHSA has retained our focus and commitment to improvement and access for other County programs through community engagement, despite particular challenges in this area due to evolving community safety standards during the COVID-19 pandemic.

During FY2021-2022 the HHSA the Chronic Disease and Health Equity Team engaged with cross sector partners to analyze and improve health outcomes with a focus on respect and social inclusion through the use of data and human-centered design principles.

This underscores our organizational commitment to community engagement and close partnership with stakeholders in program design, which remains a cornerstone of our approach to service delivery.

Unfortunately, technical challenges and competing resource obligations prevented the completion of HHSA implementing a “single member identifier” and “member model” across all Divisions, as well as the restriction on face to face contacts partially preventing our goal of increasing number of individuals served at collaborative “one stop” locations.

The use of technology helped to mitigate the impact of our reduced face to face contacts, as noted in the Agency Strategic Plan outcomes. Additionally, HHSA improved accessibility through expanding the scope of Language Line interpretation services, development of translation and interpretation SharePoint resources, and identifying resources for responding to requests for documents in alternative formats such as braille, large font, and audio.

6 1 3
CALLS MADE TO LANGUAGE LINE

10/2021-3/2022
During the past Fiscal Year, Napa County HHSA has engaged in multiple collaborative projects with our community partners, including emergency CalFresh community resources, Feeding it Forward through the Napa County Master Settlement Agreement (MSA) Grant, and the CANV food bank.

These resources were also made available through a free produce market and active engagement of the community through the Women Infants and Children (WIC) program operated by our Public Health Division. This has greatly increased community access and coordination/distribution of food to vulnerable groups, meeting the core requirements of this goal.

Goal: Collaborate with community partners, such as non-profits, social organizations, the private sector, and individuals experiencing food insecurity to improve access to healthy food.

5,648 INDIVIDUALS SERVED

FEEDING IT FORWARD

500% increase in food recovery and distribution since the beginning of the pandemic
HHSA STRATEGIC PLAN GOALS

The Agency Strategic Plan has strengthened our response to these new challenges, by helping to retain focus on our key areas of:

1. Communications
2. Community Partnerships
3. Diversity, Equity and Population Engagement
4. Integrated Organizational Operations
5. Innovative Use of Technology to meet community needs
HHSA has provided outreach and communication to support the Resource Families who we depend on for youth in our care through quarterly newsletters, radio and newspaper interviews/articles, 8 community events, and hosting advanced trainings to engage and recruit Resource Parents for youth adding 13 families to the RFA Family Team.

This outreach is essential on many levels from recruitment to retention as we maintain our support for Resource Parents, who open their homes to children regardless of time of day, COVID-19 exposures or any number of unknown variables that occur as we seek placement for youth in our care.

Throughout the pandemic, our doors were never closed to the public, and we continued with efforts of engagement to ensure full access to our essential services remained available and communicated this in multiple venues and mediums.

On our South Campus location, we replaced our “Wayfinding” signs to facilitate improved navigation of our site and services.

In addition to shifting to virtual outreach and community engagement when necessary, we have expanded our online presence, including adding referral features to our In Home Support Services (IHSS) program to facilitate more rapid linkage and connection of elderly, blind or disabled residents to in home caregiver support to allow them to live independently.

During the past Fiscal Year, HHSA has reimagined our ways to maintain connection with vulnerable clients and ensure overall health and well-being, assess unmet needs, and ensure access to essential services including food, safety, and access to care.
Significant community outreach was conducted to promote awareness and access to HHSA services, including multiple community engagement events such as the Public Health Fair, Recovery Resource Fair, Earth Day Napa, the Emergency Preparedness Open House, and the Napa Valley College Career Fair. Targeted provider outreach was engaged in by Agency Divisions designed to promote to the community in a wide array of venues, from other organizational institutions to boards and commissions. Video training and community engagement with our network of providers were provided by many of the HHSA divisions to ensure a shared approach to service delivery and optimal engagement with these community stakeholders.

HHSA hosted the annual Recovery Fair during National Recovery Month at the South Campus location. This event, hosted in the courtyard at South Campus, brought together more than 30 community organizations across various sectors including health care, financial services, education, mental health, housing, legal services, and career planning.

HHSA partnered with Napa County Office of Education and the Napa Opioid Coalition to host a Virtual Fentanyl Town Hall to address opioid use in our community.

The Agency mobilized staff to participate in county-wide outreach efforts, including a Breakfast At The Park event for individuals experiencing homelessness, participation in the Binational Health Fair, Dia De La Familia, and other partner events and targeted outreach.

HHSA provided 64 COVID-19 outreach events, reaching 5096 unduplicated individuals during the year, and organized an Emergency Medical Services (EMS) Symposium with over 200 participants and areas of focus including stroke, human trafficking, neonatal patients, and EMS in the media.

Napa County HHSA embedded bilingual clinical staff with our partner at Ole Health in order to provide clinical assessments and reduce barriers to client access, creating a more seamless service delivery model to effectively meet needs of consumers that require a higher level of care.
STRATEGIC PLAN GOAL 2
PARTNERSHIPS

Health & Human Services Agency

NAPA COUNTY
Health & Human Services Agency

[Images of people and tables at outdoor events, including a table with a sign that reads "Partnership HealthPlan of California" and another with "Suscol Inter-Tribal Council, Napa Valley  (707) 256-3561, suscolcouncil.org"]
Beyond HHSA’s continued diligence in community outreach and partnerships, we have coordinated key service delivery activities with our community based partners to improve service delivery and coordination within our County.

HHSA partnered with the Monarch Justice Center, providing co-located staff from our Adult Protective Services and Self Sufficiency Services Division to ensure that supportive resources are available to the vulnerable community members served in that setting.

We spearheaded a committee for Commercially Sexually Exploited Children (CSEC) including both internal and external partner organizations, and engaged in close partnership with the Napa County Office of Education both to ensure continuity of education for Foster Youth and promote mental health resources in school settings, providing $2.5 million in funding for expanded Mental Health resources in school settings over the next three years.

Maternal Child and Adolescent Health (MCAH) adopted a curriculum known as Trauma Informed Approach (TIA) in partnership with San Francisco and Sonoma Counties, and are jointly working with the University of California San Francisco (UCSF) to raise the evidence support necessary to transform this practice into an “open source” Evidence Based Practice for more widespread adoption across California.

$2.5M
Funding for expanded Mental Health resources in school settings over the next three years!
Napa County HHSA is committed to welcoming all community members to live healthy, safe, and productive lives. HHSA promotes this environment at our service locations and during extensive outreach and engagement with vulnerable populations across Napa County. Our partnerships with education, health care providers, and community-based organizations expand access and understanding of our services.

We created visible displays to demonstrate a welcoming and safe environment for members of the community throughout the fiscal year.

In June HHSA participated in the raising of the Rainbow Flag to celebrate Pride Month, and created multiple displays in lobby and common areas to welcome members of the LGBTQ public who visit our location at South Campus.

Reception and common areas host many other cultural displays and community recognized events throughout the year, including Women’s history month, Black history month, Irish American history month, Asian American history month, and Hispanic Heritage month.

In an effort to ensure we are fully meeting our community’s needs, we created and published a cross-Agency Client Satisfaction Survey, including questions on Diversity, Equity, and Inclusion, to ensure that we captured the client perspective on their care and our services and treatment. This survey revealed a cross-Agency 97% overall satisfaction with our services by those who receive them, and will be repeated in the coming Fiscal Year to ensure we maintain our connection and input from the people we serve.

**SURVEY SUMMARY RESULTS**

- Comfortability Receiving Services: 98.0%
- Culturally Sensitive Services: 93.9%
- Overall Satisfaction: 97.4%
- Services in Correct Language: 99.7%
- Support Accessing Services: 98.3%

Our internal environment is aimed at promoting feelings of safety and welcoming to all members of our community.

HHSA has targeted services to populations where data demonstrates a lack of equity in access. Our expanded service locations and online access enabled more individuals and families to connect to the clinics or departments. HHSA holds clinics and provides service delivery at times that are convenient for at-risk populations.
DIVERSITY, EQUITY, & POPULATION ENGAGEMENT

STRATEGIC PLAN GOAL 3

Health & Human Services Agency
Most common non-English language needs presenting at HHSA include Amharic, Cantonese, Khmer, Mandarin, Mixteco, Portuguese, Punjabi, Russian, Spanish, Tagalog, and Vietnamese.

Language access is available in all of these languages. Braille, American Sign Language and large font versions of documents are also available to meet community needs.

In the past fiscal year, HHSA joined a national movement to promote menstrual equity by engaging with “Aunt Flow” to distribute menstrual products free of cost. Since implemented in November 2021, this has allowed over 1000 products to be distributed from the South Campus restroom sites which were put in place, promoting equity of access for our client populations.
In early 2022, our Agency started its progress toward a prioritized Behavioral Health Model to holistically integrate our services with the new California Advancing and Innovating Medi-Cal initiative. This federal waiver package aims to streamline mental health and substance use disorder services under the umbrella of a behavioral health model. This holistic approach blends our Alcohol and Drug Services and Mental Health divisions into one Behavioral Health division.

The HHSA Grants Management Plan, promotes increased collaboration between our administration and Program Divisions in pursuing State and Federal grant application opportunities. We have pending grant applications in the Public Health Division, Mental Health Division, the Self Sufficiency Services Division, and Child Welfare Services Division.

Our Collaborative Management model “relaunch” to promote a shared approach to organizational leadership and alignment across our organization. Visual presentations of the collaborative management principles have been placed in all the divisions’ communal areas.

In the past fiscal year, HHSA has made extensive efforts to codify practices into well-organized Policies and Procedures. This effort has promoted better organized and more supported activities across our Divisions and will continue into the coming year. Our race equity toolkit ensures that our policies are framed with equity.

In partnership with Napa County Probation, we implemented the California Family Urgent Response System (FURS) and are opting into the Families First Prevention Services Act (FFPSA) in partnership with the Napa County Probation Department.

HHSA has had many areas of inter-Divisional coordination in order to optimize our efforts during this challenging time. We distributed COVID-19 test kits to our In-Home Supportive Services (IHSS) care providers, providing over 1000 kits to care providers for vulnerable populations during our pandemic response.
INTEGRATED OPERATIONS

We have extensive experience with disaster response in Napa County. We have developed additional protocols related to preparedness planning for Public Safety Power Shutoff (PSPS) events developing roles, responsibilities, and response activities in the event of a power loss to a region of our County.

In partnership with the Public Works department, HHSA is midway through a project to install a much-needed generator for power failure needs in Building B. The installation of this generator will help to ensure continuity of operations where there is an interruption in local or regional power.

To maintain our resilience during future disasters, we engage in hands-on Shelter Activation Exercise and Shelter Management Training in partnership with Crosswalk Church and the Napa County Emergency Operations Center. In our efforts surrounding staff recruitment and retention, the past several years have presented State-wide challenges to health and social service Departments.

We have developed a set of Key Performance Indicator (KPI) Dashboards for each program division. Tracking KPI’s will ensure we can monitor critical performance metrics monthly, quarterly, and annually to improve organizational performance and essential service delivery to the community.

In collaboration with the ITS Department of Napa County, HHSA updated websites and increased public access. The Agency similarly created and promoted materials to engage and inform the public, such as the Napa County Aging & Disability Resource Guide, and posted these on our website. Video resources from many Divisions are similarly available on our Agency website, generating increased community access to information about our services and provider networks.

Within HHSA, we have focused on intentionally recruiting and retaining our staff to mitigate organizational personnel losses. We have made secondary trauma support training available for our client-facing staff, initially starting with Child Welfare and Mental Health Divisions and expanding to include all HHSA staff before the close of the past fiscal year.
The area of using technology to innovate and improve our services has likewise been a major focus during the pandemic, with increased virtual presence and remote service access allowing us to mitigate impact to service barriers despite the changing landscape during the past few years.

In addition to the technological enhancements related to service delivery in the form of telepresence, HHSA has continued to pursue improvements designed to move us to the forefront of innovation in this area among County providers.

We recently implemented a Veteran’s Services Officer electronic claim submission, increasing the number of submitted claims during the year by 53% while maintaining a 99% approval rate.

During the past year, HHSA engaged in an extensive procurement to select a new vendor, Qualifacts, for our Behavioral Health Electronic Health Record, to improve functionality, support, and modernize services in both our Mental Health and Alcohol and Drug Divisions. This will modernize and improve integrative capabilities and data driven services across more than half our organization, promoting greater efficiency and coordination of care.

We regularly updated the COVID-19 dashboard pages, promoting public facing reporting in English and Spanish, with trends summaries provided for over 70 metrics on a daily or weekly basis.

We partnered with the Napa Sheriff’s Office on a grant application to support gathering and electronic storage of Suspected Child Abuse Report (SCAR) forms, and have provided laptops for all Child Welfare Service emergency response workers to promote greater remote access to information.

All Child Protective Service Worker phones are now able to serve as mobile WiFi “hotspots”, and we created a Court and CFT virtual “conference center” allowing for virtual hearings or CFT meetings so that pandemic restrictions and geographic distance pose less of a barrier to these important connections.

Our Self-Sufficiency Services Division successfully completed their transition from C-IV to CalSAWS for our public assistance automated system, and by Fall of 2023 this organized transition process will put all 58 Counties in California on a single, State-wide system.

Given the myriad changes, innovations, and transitions in our use of technology, we have created an HHSA Technology Steering Committee to ensure integration of technology resources across Divisions and support our organizational partnership with County Information Technology Services.
Our Agency has executed a tremendous number of accomplishments this past year. All of this is made possible by the dedication and commitment to excellence that everyone brings each and every day. These efforts result in achievements across all of our divisions, allowing us to reach new objectives in collaboration with our partners and our community. We are grateful for the opportunities to serve our community, to promote greater community awareness of the resources we provide, and to build on our successes.

We are on a MISSION to serve our community and support its health and well-being.

Our VISION is a community in which ALL people have the opportunity to experience fulfilling lives.

Our VALUES include COMMITMENT to our Community, COLLABORATION with our community, and COMPASSION for our community.

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