

San Joaquin County Public Health Services 5-Year Strategic Plan



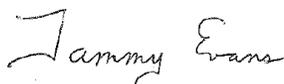
Letter from the Director and Health Officer

We are pleased to present the San Joaquin County Public Health Services' Strategic Plan for 2017-2022. The plan includes strategic goals and objectives that represent our firm commitment to help ensure conditions where all San Joaquin County communities can be healthy, safe, equitable and thriving. It also reflects our commitment to public accountability and effective community engagement. We challenge all of us to participate actively in the implementation and evaluation of these important goals and objectives.

In the 2016 Community Health Needs Assessment of San Joaquin County, residents and stakeholders identified three broad priority areas: Healthy Eating and Active Living, High Quality Education, and Community Safety and Social Support. It is imperative that we focus on initiatives and strategies that have the greatest population impact in these priority areas. We must create more integrated approaches to disease and injury prevention and overall health and wellbeing to maximize efficiency and effectiveness. We must continuously reassess our role in our communities and also our relationships with our partner agencies in community health.

In this plan, you will notice three priorities of assessment and data, policy and systems change and workforce development. You will also notice a focus on health equity as a key principle in improving health outcomes for everyone in San Joaquin County. Lastly, you will notice a focus on improving our performance by incorporating quality improvement activities throughout our programs. It is through this ongoing and evolving work that we will be successful in improving the health and wellbeing of our community.

We share our sincere gratitude to all partners, within and outside of Public Health Services, who assisted with the strategic planning process over the last several months. Your efforts are greatly valued and appreciated.



Tammy Evans, RN, MSN, PhD
Director



Alvaro Garza, MD, MPH
Public Health Officer



Strategic Plan Overview

In early 2016, San Joaquin County Public Health Services (PHS) worked with Ad Lucem Consulting to develop an innovative 5-Year Strategic Plan (2017-2022). Completing the Strategic Plan is an important step towards PHS achieving national Public Health Accreditation. The Strategic Plan includes strategies to improve day-to-day work as well as enhance programs and services, and addresses the role that PHS can play to help operationalize the goals of the Community Health Improvement Plan (CHIP)¹ for San Joaquin County.

The Strategic Plan takes a health equity approach by incorporating strategies and activities that address the root causes of poor health, including social, economic and physical/structural conditions that impact health.

The five-year Strategic Plan leverages existing resources and initiatives and identifies key outcomes and strategies for three focus areas, which capture core public health functions:

Assessment and Data
Policy, Programs and Systems to Assure Healthy Places and People
Workforce, Management and Quality Improvement

Through the Strategic Plan, PHS builds on past experience to deepen and scale its work to promote good health for all residents, particularly communities with the heaviest burden of disease. The Strategic Plan will be reviewed and refined periodically to assess progress and capture emerging opportunities.

STRATEGIC PLAN SUMMARY

This summary highlights the focus areas, outcomes and strategies contained in the 5-year PHS Strategic Plan.



Assessment and Data

OUTCOMES	STRATEGIES
A. Comprehensive data collection and analyses inform program and policy development to promote health for all	Enhance data collection and analysis to prioritize greatest health needs
B. Data management system informs PHS program management and decision-making	Enhance PHS data management systems to support program management and evaluation
C. PHS recognized as key source for health data in the County	Disseminate and generate discussion of San Joaquin County health data

¹ http://healthiersanjoaquin.org/pdfs/2016/CHIP_San%20Joaquin_12%2027%2016.pdf





Policies, Programs and Systems to Assure Healthy Places and People

OUTCOMES	STRATEGIES
A. Health equity approach institutionalized within PHS	Infuse health equity into PHS programs and services
B. Positive trends in health indicators related to communicable disease, chronic disease, and MCAH	Direct resources and expertise to address priority health issues and monitor indicators
C. Coordinated PHS service delivery; Improved customer service; Greater utilization of PHS services	Adopt and implement systems to coordinate PHS programs and provide seamless services
D. Enhanced PHS impact through partnership and collaboration	PHS maintains and expands close working relationships with partner agencies/ organizations
E. PHS value and purpose understood by San Joaquin County leaders and residents	Utilize strategic external marketing plan to raise PHS visibility
F. San Joaquin County residents advocate for access to high quality public health services and health-promoting infrastructure	Facilitate community engagement in creating conditions for optimal health



Workforce, Management and Quality Improvement

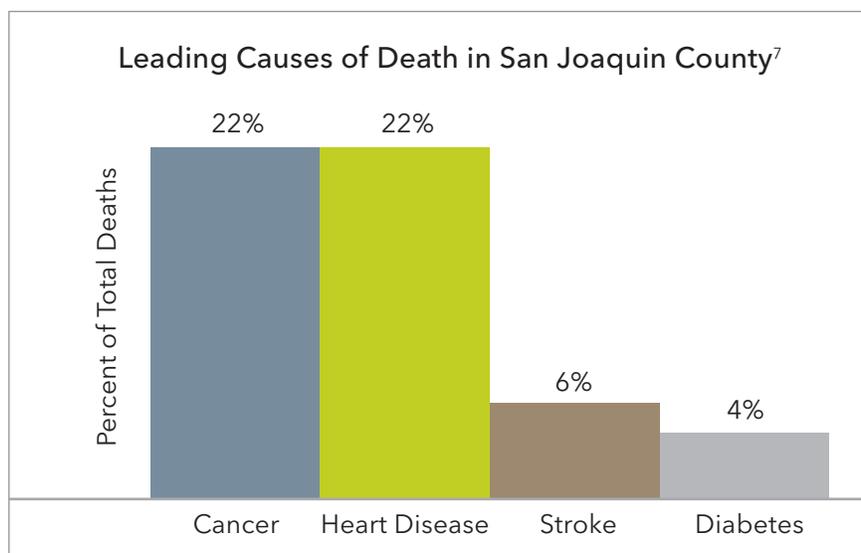
OUTCOMES	STRATEGIES
A. Quality improvement (QI) fully integrated into PHS programs and organizational culture	Develop and adopt comprehensive QI practices
B. PHS staff have skills to implement the Strategic Plan	Adopt and implement comprehensive system for staff training and professional development
C. Staff have consistent, shared understanding of PHS goals, policies and procedures	Develop internal PHS communications protocols
D. PHS organizational culture supports staff health and wellness	Establish PHS policies, systems and practices that support staff health and wellness



About San Joaquin County

San Joaquin County includes seven cities, many small towns, and a number of rural farm and ranching communities. San Joaquin County is experiencing a number of significant changes in demographics and health outcomes:

- 🌱 San Joaquin County is one of California's fastest growing counties:
 - The current population of 746,868 residents is expected to reach 1 million by 2045.^{1 2}
- 🌱 San Joaquin County is diverse:
 - The population is 40% Hispanic/Latino, 34% Caucasian, 15% Asian/Pacific Islander, 7% African-American, and 4% other ethnicities.³
 - Approximately one quarter of the County's population is foreign-born.⁴
 - More than 40% of the County's population speaks a language other than English at home, mainly Spanish, Tagalog, Mon-Khmer (Cambodian), Chinese, and Vietnamese.⁵
- 🌱 A greater percentage of the San Joaquin County population (19%) lives below the federal poverty level as compared to the State (16%).⁶
- 🌱 San Joaquin County residents suffer from high rates of chronic conditions:⁷
 - Over 34% of adults are overweight; 38% of adults are obese.⁸
 - Over 41% of children don't have a healthy weight.⁹
 - Rates of traffic-related injuries, senior falls, and opioid abuse are higher than State rates.¹⁰
- 🌱 The leading causes of death in San Joaquin County can be addressed through evidence based prevention practices conducted by PHS and its many community partners.



About PHS

PHS provides a broad array of programs and services to protect and promote the health and wellbeing of County residents. The multi-disciplinary professional workforce reflects the broad diversity of the County's population.

PHS's programs are organized into the following areas:

-  *Communicable Disease Control and Prevention:* Acute communicable diseases, sexually transmitted diseases, and tuberculosis
-  *Health Promotion, Chronic Disease and Injury Prevention:* Tobacco control, child passenger safety, pedestrian and bike safety, heart disease and diabetes prevention, nutrition and physical activity, senior wellness, and breastfeeding promotion
-  *Maternal, Child, Adolescent, and Family Health:* Black Infant Health, Nurse Home Visiting, Cal-Learn, and Women, Infants, and Children (WIC)
-  *Clinical Services or Linkage with Care:* California Children's Services, Medical Therapies for Children, Child Health and Disability Prevention, Foster Care Nursing Services, and Childhood Lead Poisoning Prevention
-  *Supportive Capabilities:* State-of-the-art Public Health Laboratory and an immunization registry that both serve surrounding counties, Epidemiology, Public Information/Communications, and Emergency Preparedness, as well as the issuing of birth and death certificates

PHS Health Equity Approach

Health is inextricably linked to geography and to structural and social conditions that concentrate resources and opportunities for healthful living. *Where you live determines how well and how long you live.*

Health equity means everyone has a fair opportunity to obtain optimal health. This requires removing barriers to individual and community health, such as poverty and discrimination.

PHS incorporates a *health equity approach* in its programs and services. PHS works with partner agencies and organizations across multiple sectors to improve the social, economic and physical conditions that impact health.

In San Joaquin County's most under-resourced neighborhoods, life span is shortened by more than 20 years as compared to higher income areas.



Vision, Mission and Goals

VISION

All San Joaquin County communities are healthy, safe, equitable, and thriving.

MISSION

Protect, promote and improve health and wellbeing for all who live, work, and play in San Joaquin County.

GOALS

-  Implement innovative, data driven, evidence-based approaches to create equitable conditions for all County communities.
-  Maintain effective partnerships with a broad array of community leaders and organizations to promote health equity, maximize PHS reach and impact, and address community health improvement priorities.
-  Facilitate community members' active role in shaping environmental and policy changes that impact individual and community health.
-  Build ongoing, flexible funding streams to grow and sustain quality PHS programs and services that efficiently meet community health needs.
-  Cultivate recognition for PHS as the County leader for preventing disease and injury, and promoting and protecting optimal health for all.
-  Conduct continuous quality improvement to assure that PHS's systems and workforce are effective and efficient in promoting and protecting health.



Strategic Planning Process

From February through May 2017, Ad Lucem Consulting worked with PHS to facilitate a series of activities and meetings that supported the development of the Strategic Plan.

Interviews: 15 Internal and External Stakeholders

Obtained practical and actionable recommendations for PHS priority outcomes and strategies to improve health in San Joaquin County

PHS Staff Survey: 165 Respondents

Gathered staff perspectives on County health priorities and addressing health inequities

Strategic Planning: 4 Meetings (March–May 2017)

Attended by PHS leadership and managers;
identified outcomes, strategies and evidence of change

Products:

5 Year Strategic Plan (2017–2022)
Year 1 Action Plan

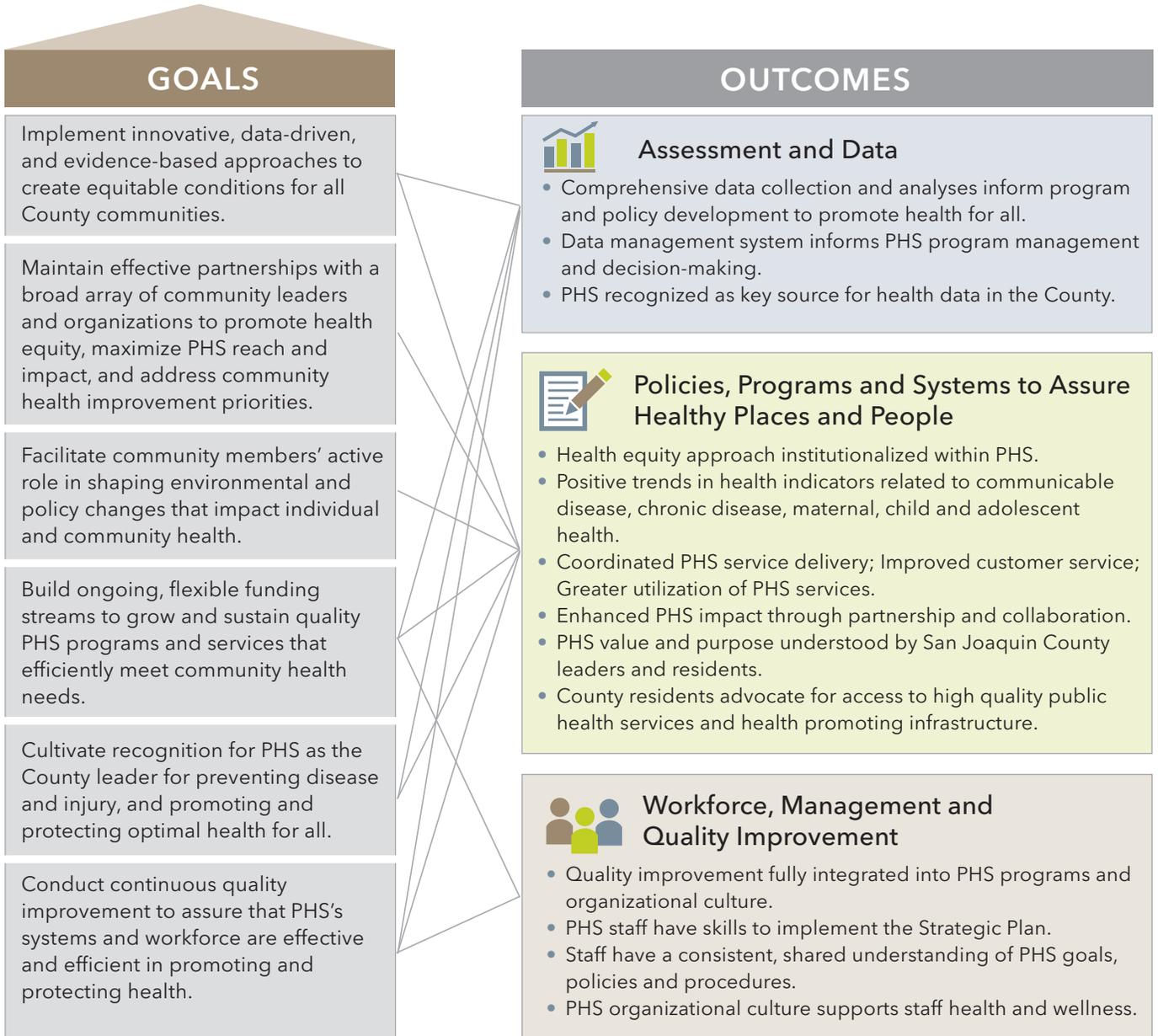


PHS Model of Change

The PHS *Model of Change* illustrates how Outcomes from the Strategic Plan are tied to PHS Goals. The model presents a comprehensive approach to realize the overall PHS Mission and Vision.

VISION All San Joaquin County communities are healthy, safe, equitable, and thriving.

MISSION Protect, promote and improve health and wellbeing for all who live, work, and play in San Joaquin County.



Strategic Plan

The Strategic Plan is organized into three focus areas. Each focus area includes a set of outcomes and the strategies that will be implemented to achieve the outcomes. The evidence of change illustrates progress towards achieving the outcomes.





Domain: Assessment and Data

OUTCOMES	STRATEGIES	EVIDENCE OF CHANGE
<p>A. Comprehensive data collection and analyses inform program and policy development to promote health for all</p>	<p>Enhance data collection and analysis to prioritize greatest health needs.</p> <ol style="list-style-type: none"> 1. PHS programs enhance surveillance of health indicators, e.g., chronic disease, communicable disease, syndromic surveillance, food access (CHIP: S1), and community violence data (CHIP: S14) in San Joaquin County. <ol style="list-style-type: none"> a. Develop and implement protocols for PHS programs to collect and report data on a regular, ongoing basis in time for key program activities and decision-making. b. Train PHS program staff to implement strategies for regular, ongoing data collection and analysis. 2. Incorporate health equity analytics into PHS data analyses. <ol style="list-style-type: none"> a. Link health outcomes and social determinants of health. b. Analyze data on preventable health disparities within defined communities (e.g., city, zip code, age, and ethnicity). 3. Enhance partnerships with key County agencies and organizations including Health Care Services Agency (HCS) divisions (e.g., behavioral health), law enforcement, hospitals, coroner, and community-based organizations (CBOs) (e.g., schools) (CHIP: S14) to develop data sharing arrangements. <ol style="list-style-type: none"> a. Identify partner agency data needs PHS can fulfill. b. Identify data that partners can provide to PHS. c. Develop protocols for exchanging data with key partners. d. Share data on a regular, ongoing basis. 	<p>Comprehensive data analyses include but are not limited to: chronic and communicable disease, syndromic surveillance, food access and community violence indicators</p> <p>Consistent data analyses conducted across all programs and communities</p> <p>Data analyses highlight preventable health disparities</p> <p>Data exchange protocols and data reports shared between PHS and partners</p>
<p>B. Data management system informs PHS program management and decision-making</p>	<p>Enhance PHS data management systems to support program management and evaluation.</p> <ol style="list-style-type: none"> 1. Implement systems for sharing data across/within PHS programs and other HCS divisions. <ol style="list-style-type: none"> a. Establish online catalogue of current PHS data resources and reports and external data resources. b. Develop a plan to create a “data warehouse” that allows PHS and other HCS divisions to access available data and to conduct queries that generate data reports as needed. 	<p>Systems established for sharing internal and external data resources and reports</p> <p>Program evaluation indicators describe reach and impact, expanding beyond basic units of service</p> <p>PHS program managers and staff regularly review evaluation data</p>



Domain: Assessment and Data

OUTCOMES	STRATEGIES	EVIDENCE OF CHANGE
	<ol style="list-style-type: none"> 2. Develop and implement consistent program evaluation indicators that describe PHS programs’ reach and impact. 3. PHS management incorporates data reports into decision-making. <ol style="list-style-type: none"> a. Incorporate updates regarding data collection and analysis as a regular agenda item for PHS management and staff meetings. 	
<p>C. PHS recognized as key source for health data in the County</p>	<p>Disseminate and generate discussion of San Joaquin County health data.</p> <ol style="list-style-type: none"> 1. Inform San Joaquin County local elected officials, community leaders, and residents on using data to understand and address individual and social determinants of health (CHIP: S3). 2. Disseminate and promote data reports through local media, partner agencies and community-based organizations on an ongoing basis. <ol style="list-style-type: none"> a. Make data reports available on PHS website. 3. Publish PHS Annual Report highlighting key PHS program accomplishments. 4. PHS Health Officer, Senior Deputy Director, Epidemiology staff and other staff as appropriate contribute to planning and implementation of the Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP) processes. 	<p>PHS catalogue of data reports kept current and disseminated widely</p> <p>PHS Annual Report published and disseminated</p> <p>CHNA and CHIP include sub-county health data</p>



Domain: Policy, Program and Systems to Assure Healthy Places and People

OUTCOMES	STRATEGIES	EVIDENCE OF CHANGE
<p>A. Health equity approach institutionalized within PHS</p>	<p>Infuse health equity into PHS programs and services.</p> <ol style="list-style-type: none"> 1. Explicitly link goals of each PHS program to health equity. <ol style="list-style-type: none"> a. Each PHS program articulates health equity objectives tailored to the specific functions of the program. b. Develop shared PHS vision of health equity. c. Include health equity in all PHS policies. d. All PHS programs have materials in key languages. e. All PHS programs respond to transportation, housing and other needs that impact health. 2. Incorporate a trauma-informed care approach and address adverse child experiences (ACEs) in appropriate PHS programs and services. 3. Adopt and implement program evaluation frameworks that measure efficacy of interventions aimed at promoting health equity. 	<p>PHS program objectives include health equity</p> <p>PHS program scopes of work include health equity strategies</p> <p>PHS programs adopt evidence-based models and practices and ACEs approaches to address trauma and improve health equity</p> <p>Evaluation findings used to refine and improve health equity-focused strategies</p>
<p>B. Positive trends in health indicators related to communicable disease, chronic disease, and maternal, child and adolescent health</p>	<p>Direct resources and expertise to address priority health issues and monitor indicators.</p> <ol style="list-style-type: none"> 1. PHS programs identify health indicators to prioritize as appropriate. <ol style="list-style-type: none"> a. PHS programs identify priority health indicators by assessing: data, resources, partnerships, capacities, and progress made. b. Align indicator prioritization with countywide priority indicators (CHIP: S1, S2, S3, S4), e.g. Chronic Disease Prevention prioritizes improving healthy eating and physical activity. c. Develop benchmarks to measure progress on improving health indicators, including precursors to health behavior and health outcome changes such as knowledge, perceptions, policies adopted and environmental changes implemented. 2. PHS programs develop and implement plans to address priority indicators, e.g., implement effective Safe Routes to School and Healthy Retail campaigns to promote healthy eating and physical activity (CHIP: S6, A4), and support healthy community design to ensure equitable access to everyday physical activity opportunities (CHIP: S4). 	<p>Surveillance data show positive change in health indicator benchmarks</p> <p>Program evaluation demonstrates campaign/ intervention effectiveness and efficiency</p>



Domain: Policy, Program and Systems to Assure Healthy Places and People

OUTCOMES	STRATEGIES	EVIDENCE OF CHANGE
<p>C. Coordinated PHS service delivery</p> <p>Improved customer service</p> <p>Greater utilization of PHS services</p>	<p>Adopt and implement systems to coordinate PHS programs and provide seamless services.</p> <ol style="list-style-type: none"> 1. Develop and implement PHS cross-program collaboration guidelines. <ol style="list-style-type: none"> a. Identify the programs/initiatives that would benefit from cross-program collaboration. b. Include cross-program activities in scopes of work. c. Apply lessons learned from successful cross-program collaborations. d. Include cross-program collaboration objectives in QI action plan and assessment. e. Explore how current funding and new grants can support cross-program collaboration. 2. PHS programs use a comprehensive triage approach to assessment. <ol style="list-style-type: none"> a. Develop and implement a comprehensive PHS assessment tool to direct clients to all PHS programs/services that would be beneficial. <ol style="list-style-type: none"> i. Comprehensive assessment conducted at clients' first contact with the PHS system. ii. Explore adding the comprehensive assessment into electronic health records. b. Design and implement a "Healthy Home Initiative." <ol style="list-style-type: none"> i. Create a comprehensive home assessment methodology that includes measures from multiple PHS programs including: lead exposure, food security, asthma and safety. ii. Share home assessment results between PHS programs to support referrals. <ol style="list-style-type: none"> 1. Assure that information sharing conforms to HIPPA (patient privacy) requirements. 2. Obtain client data releases as needed. c. Design and implement a "Healthy Retail Initiative." (CHIP: S1) <ol style="list-style-type: none"> i. Create comprehensive healthy retail assessment methodology that includes measures from multiple PHS programs including availability of: healthy foods and beverages, tobacco, alcohol, and condoms. ii. Share retail assessment results between PHS programs. 	<p>PHS cross-program integration guidelines developed and implemented</p> <p>Quality Improvement (QI) assessments track progress on cross-program collaboration</p> <p>Cross-program collaboration on agenda for monthly managers' meetings</p> <p>Comprehensive PHS assessment tool developed and implemented</p> <p>Healthy Home and Healthy Retail Initiatives are in place</p> <p>Findings from Healthy Home assessments used to make referrals to PHS and other services.</p> <p>Findings from Healthy Retail assessments used to guide/ streamline contacts with store owners</p> <p>PHS programs and services have greater reach into communities outside of Stockton</p>



Domain: Policy, Program and Systems to Assure Healthy Places and People

OUTCOMES	STRATEGIES	EVIDENCE OF CHANGE
	<ol style="list-style-type: none"> 3. Create a comprehensive approach for coordinating multiple PHS services and referrals. <ol style="list-style-type: none"> a. Utilize findings from the Healthy Home assessment and Health Retail assessment to provide streamlined services; e.g., Healthy Home Initiative integrates WIC with Maternal Child and Adolescent Health (MCAH) and Black Infant Health programs to increase enrollment and service delivery efficiency, or Healthy Retail Initiative works with store owners to ensure equitable access to healthy, affordable foods and beverages and decrease advertising for alcohol. b. Disseminate the PHS service directory to facilitate access to services. c. Explore channels to extend PHS programs to San Joaquin County communities beyond Stockton area through schools and other community venues. 	
<p>D. Enhanced PHS impact through partnership and collaboration</p>	<p>PHS maintains and expands close working relationships with partner agencies/organizations.</p> <ol style="list-style-type: none"> 1. Identify a set of key partners with which to deepen relationships. <ol style="list-style-type: none"> a. Define PHS role in implementing solutions to priority issues, e.g., MCAH programs contribute to school readiness efforts (CHIP S7-S11). b. Strengthen collaboration with other County agencies (e.g., law enforcement, other HCS divisions including behavioral health). <ol style="list-style-type: none"> i. Present collaborations to Board of Supervisors to illustrate PHS value. c. Identify shared goals and specific activities for working together. d. Coordinate PHS services with partner agency services (e.g., housing, job development). 2. Strengthen partnerships with health care providers. <ol style="list-style-type: none"> a. Develop and implement plans to strengthen linkages between community clinics and PHS programs. b. Outreach to health care providers to inform them of PHS programs and services. 	<p>Community collaboration mapped to PHS program priorities and staffing</p> <p>PHS meets regularly with partner agencies/organizations</p> <p>Partnerships' shared goals and work plans in place</p> <p>QI assessment tracks progress on partnering</p>



Domain: Policy, Program and Systems to Assure Healthy Places and People

OUTCOMES	STRATEGIES	EVIDENCE OF CHANGE
<p>E. PHS value and purpose understood by San Joaquin County leaders and residents</p>	<p>Utilize strategic external marketing plan to raise PHS visibility.</p> <ol style="list-style-type: none"> 1. Design and implement a PHS marketing campaign to educate San Joaquin County local elected officials, community leaders, and residents about PHS services, activities and accomplishments. <ol style="list-style-type: none"> a. Identify audiences. b. Identify communications channels (e.g., website, social and traditional media, presentations, publications). c. Develop communications tools and messages. <ol style="list-style-type: none"> i. Communicate what PHS does and what programs are included within PHS. ii. Develop creative marketing strategies to encourage San Joaquin County residents to access PHS services when needed. iii. Highlight PHS activities that address health equity and upstream/root causes of health. d. Implement marketing campaign. e. Assess effectiveness. 	<p>External marketing campaign and communications tools in place</p> <p>PHS using multiple communications access points</p> <p>Awards/acknowledgements received by PHS are tracked</p> <p>Marketing campaign evaluation assesses impact on PHS' visibility</p>
<p>F. County residents advocate for access to high quality public health services and health promoting infrastructure</p>	<p>Facilitate community engagement in creating conditions for optimal health.</p> <ol style="list-style-type: none"> 1. Implement educational and environmental change activities that build a culture of health. <ol style="list-style-type: none"> a. Educate community members on "optimal health" including individual and community-level factors that contribute to optimal health (CHIP: S2, S3, S6), e.g., access to healthy food and physical activity and how to incorporate these into daily activities. b. Strengthen/expand successful public health education programs. c. Assist communities to identify their goals and strategies for changing community conditions to improve health. <ol style="list-style-type: none"> i. Assure community involvement in program planning. d. Collaborate with community members to take action to improve health . 	<p>Community members take leadership role in policy, systems and environmental change efforts to create conditions for optimal health</p> <p>Community members serve on advisory boards and task forces</p> <p>Community members refer to PHS for resources</p> <p>Evaluation of community education and engagement efforts demonstrate effectiveness</p>



Domain: Workforce, Management and Quality Improvement

OUTCOMES	STRATEGIES	EVIDENCE OF CHANGE
<p>A. Quality improvement (QI) fully integrated into PHS programs and organizational culture</p>	<p>Develop and adopt comprehensive QI practices.</p> <ol style="list-style-type: none"> 1. Hire QI manager. 2. Convene standing QI team. <ol style="list-style-type: none"> a. Convene ad hoc programmatic teams to conduct QI activities. 3. Develop and implement QI action plan that meets accreditation requirements. <ol style="list-style-type: none"> a. Identify QI goals, objectives and interventions for PHS overall and for each PHS program. b. Identify best QI methods and tools. c. Operationalize the QI plan. <ol style="list-style-type: none"> i. Assess the effectiveness of QI interventions and refine approach as needed. ii. Incorporate successful interventions into programs and practices (e.g., streamline administrative processes). 4. QI team regularly communicates QI activities, including Plan-Do-Study-Act (PDSA) process, to PHS staff. <ol style="list-style-type: none"> a. Incorporate staff input on QI process and outcomes. 5. Apply QI assessment findings to periodic Strategic Plan reviews and refinement. 	<p>QI action plan developed and implemented</p> <p>QI team meeting monthly</p> <p>Quarterly reports describe QI accomplishments and challenges at PHS overall and program levels, and refinements and improvements</p>
<p>B. PHS staff have skills to implement the Strategic Plan</p>	<p>Adopt and implement comprehensive system for staff training and professional development.</p> <ol style="list-style-type: none"> 1. Develop and implement a staff training program tailored to job responsibilities. <ol style="list-style-type: none"> a. PHS management to coordinate and develop trainings. b. Priority training topics include: <ol style="list-style-type: none"> i. Public Health “101” (Core Functions, Ten Essential Services, PHS Orientation, PHS/Health Care Services Agency decision-making structures and job responsibilities, PHS Strategic Plan, Addressing Health Inequities) ii. Team building and practical strategies for cross program work. iii. Other topics as surfaced by QI. 	<p>PHS staff trainings developed and implemented</p> <p>Staff surveys show increased understanding and application of training topics and enhanced capacities</p> <p>Professional development learnings/skill application included in staff meeting agendas</p>



Domain: Workforce, Management and Quality Improvement

OUTCOMES	STRATEGIES	EVIDENCE OF CHANGE
	<ol style="list-style-type: none"> 2. Engage staff in external professional development opportunities that are clearly linked to achieving PHS outcomes. <ol style="list-style-type: none"> a. Determine the appropriate number/types of staff to send to professional development opportunities. b. Share key learnings among staff and discuss applying learnings to enhance PHS programs. 	
<p>C. Staff have a consistent, shared understanding of PHS goals, policies and procedures</p>	<p>Develop internal PHS communications protocols.</p> <ol style="list-style-type: none"> 1. Consistently utilize multiple written and verbal communications channels to promote shared understanding of PHS goals, policies and procedures and facilitate transparency. <ol style="list-style-type: none"> a. Assess staff communication needs and effective communication mechanisms. 	<p>PHS communications protocols developed, implemented, and evaluated</p>
<p>D. PHS organizational culture supports staff health and wellness</p>	<p>Establish PHS policies, systems and practices that support staff health and wellness.</p> <ol style="list-style-type: none"> 1. PHS Health and Wellness Committee identifies and pursues a set of objectives to support a healthy workplace. 2. Expand PHS Health and Wellness Policy to maximize opportunities for healthy eating and physical activity. <ol style="list-style-type: none"> a. Evaluate implementation of PHS Health and Wellness Policy regularly. <ol style="list-style-type: none"> i. Identify most effective activities. ii. Disseminate lessons learned from PHS Health and Wellness activities to other County agencies. 	<p>PHS Health and Wellness Policy expanded and implemented</p> <p>PHS workplace health and wellness lessons learned shared with County agencies</p>

Appendix: Summary of Community Health Improvement Plan Priority Strategies

PHS identified as lead organization for strategies highlighted in blue

PRIORITY 1: HEALTH EATING/ACTIVE LIVING
S1. Ensure equitable access to healthy, affordable foods and beverages.
S2. Implement mutually reinforcing educational and environmental activities that improve nutrition.
S3. Build a culture that supports healthy eating.
S4. Ensure equitable access to healthy community design to encourage opportunities for everyday physical activity.
S5. Implement mutually reinforcing educational and environmental activities that improve physical activity.
S6. Build a culture that supports physical activity.
S6.A4. Have an effective ad campaign (healthy eating and physical activity)
PRIORITY 2: HIGH QUALITY EDUCATION
S7. Promote evidence based language and literature instruction throughout the year.
S8. Promote universal screening by age six for school readiness.
S9. Increase opportunities for early learning.
S10. Promote successful transition to school among all children.
S11. Improve student participation in academic and behavioral support.
PRIORITY 3: COMMUNITY SAFETY AND SOCIAL SUPPORTS
S12. Strengthen community engagement in violence prevention.
S13. Increase availability of education, job training, and enrichment programs for the community.
S14. Promote integration of data on community violence between the public health department, police department and hospitals.
S15. Create additional low-cost (unsubsidized) housing options.
S16. Improve the quality of housing.
S17. Increase subsidized housing through maximizing use of state and federal funding.
S18. Promote innovation in delivery of behavioral health services.

References

- ¹ State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change – January 1, 2016 and 2017*. Sacramento, California, May 2017.
<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/E-1/>
- ² State of California, Department of Finance, *Total Estimated and Projected Population for California and Counties: July 1, 2010 to July 1, 2060 in 5-year Increments*. Sacramento, California, February 2017.
<http://www.dof.ca.gov/Forecasting/Demographics/Projections/>
- ³ United States Census Bureau, American Fact Finder. *Demographic and Housing Estimates*. 2011-2015 American Community Survey 5-Year Estimates. Available at <https://factfinder.census.gov/> Exported on 05/15/2017
- ⁴ United States Census Bureau, American Fact Finder. *Selected Characteristics of the Native and Foreign-Born Populations*, 2011-2015 American Community Survey 5-Year Estimates. Available at <https://factfinder.census.gov/> Exported on 05/15/2017
- ⁵ United States Census Bureau, American Fact Finder. Table B16001 *Detailed Languages Spoken at Home*, 2011-2015 American Community Survey 5-Year Estimates. Available at <https://factfinder.census.gov/> Exported on 02/01/2017
- ⁶ United States Census Bureau, American Fact Finder. *Selected Economic Characteristics*, 2011-2015 American Community Survey 5-Year Estimates. Available at <https://factfinder.census.gov/> Exported on 05/15/2017
- ⁷ San Joaquin County, Local Vital Records Business Intelligence System (VRBIS). 2013-2015 unpublished raw death data. Exported 05/15/2017.
- ⁸ UCLA Center for Health Policy Research. AskCHIS 2014-2015 pooled data. Body Mass Index - 4 level adult only (San Joaquin County). Available at <http://ask.chis.ucla.edu> Exported on 05/15/2017.
- ⁹ Children Now. 2016-2017 California County Scorecard. Children who are a healthy weight. Available at <http://pub.childrennow.org/2016/>
- ¹⁰ California Injury Data Online. California Department of Public Health. Available at <http://epicenter.cdph.ca.gov/>