



*A **HEALTHY**, SAFE AND THRIVING SAN DIEGO COUNTY*

Health Strategy Agenda: Building Better Health July 13, 2010



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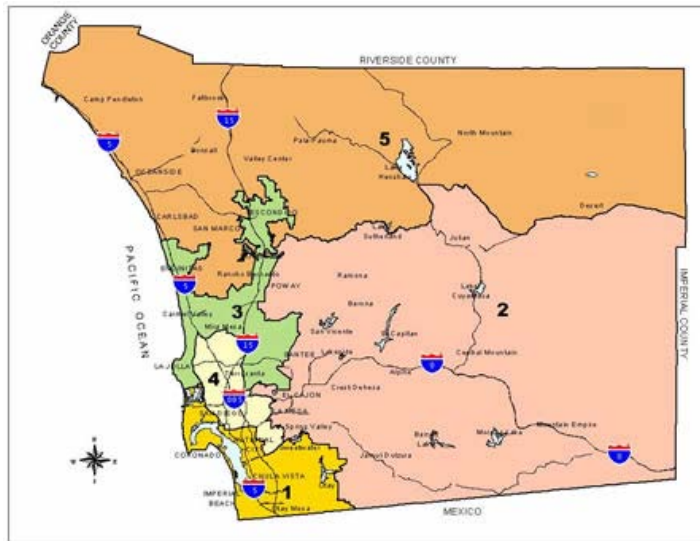
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Commitment to the Future

A County that is Healthy, Safe and Thriving. This is the vision which guides County government. What is the role of the County in achieving a healthy San Diego County? To answer this question, the County Health and Human Services Agency led an effort to create a ten-year *Health Strategy Agenda* that guides County services to support healthy communities. Similarly, the County will design long-term plans to support *Safe* and *Thriving* communities. Together these three plans will create a comprehensive roadmap for achieving *A County that is Healthy, Safe and Thriving*.

It is a duty and responsibility to continue innovating through these tough economic times. Right now, historically high numbers of families are turning to public assistance programs to meet their basic needs. Meanwhile, fewer resources are available to manage these programs at the federal, state and local levels. Everywhere, change is evident. With crisis comes opportunity; as sensible stewards of taxpayer dollars, it is incumbent to find new, efficient and cost-effective ways to serve the residents of San Diego County.

The Health Strategy – as summarized in this document – outlines how, over the next ten years, the County will integrate services, and in some cases change the way services are delivered. Proven, cost-cutting strategies that support healthy choices and encourage personal responsibility will be utilized.

The Health Strategy

This ten year Health Strategy is built on four major themes – A) Building a Better System, B) Supporting Healthy Choices, C) Pursuing Policy Changes for a Healthy Environment, and D) Improving the Culture From Within. Together these themes help achieve a San Diego County where children, adults, and older adults thrive in communities that support health and well-being.

A. Building a Better System

Services will be innovative to maximize quality and eliminate waste. Resources will be optimized to build a better system. This will result in quality and efficient care that is accessible and outcome driven. People served will not just receive care, but will be given the tools they need to manage their health.

B. Supporting Healthy Choices

Everybody wants to be healthy. County residents will be given information to empower them to take action and responsibility for their own health. Today three behaviors (Poor Nutrition, Lack of Physical Activity, and Tobacco Use) contribute to four diseases (Heart Disease/Stroke, Cancer, Diabetes, and Respiratory Disease), which result in more than 50% of deaths. It is critical to address these behaviors to reduce disease and ultimately increase quality of life for residents. Therefore, this Strategy Agenda is built on creating opportunities so residents can choose healthy eating, active living, and tobacco and drug free lives.

C. Pursuing Policy Changes for a Healthy Environment

Part of being able to make healthy choices is to make it easier for people to engage in healthy behaviors. Removing barriers to healthy living includes pursuing policies and environmental changes that make it easier for people to access healthy foods, engage in physical activity, and live in tobacco and drug free environments.

D. Improving the Culture From Within

Employees all play a role in the health of the region. To truly achieve the vision we must improve the culture from within. Employee's knowledge will increase about what it means to be healthy and what all County departments do to support positive health outcomes. Employee wellness programs will be expanded to foster a healthy workforce. Policies will be implemented that support a healthy work environment.

Partnerships

The County will not succeed in becoming *A County that is Healthy, Safe and Thriving* without engaging and involving community partners. Partners have provided many great ideas and insights allowing for the development of this Health Strategy and they will be essential to achieving systemic change. Success demands collaboration, co-investment, and shared knowledge and responsibility.

Success

We are developing a framework to evaluate our achievement of the vision for a county that is healthy, safe and thriving. The evaluation framework will be centered on five domains covering the entire span of life, from kids to seniors—physical vitality, environment, healthcare, self reliance and relationships. All are components of good health.

Recognizing that success looks different at various stages of life, we will select measures that define health for children, adults and older adults. For example, at the broadest level, we would identify countywide indicators of physical vitality, such as good diet and physical activity. We would expect that the indicators may differ by age group. Physical activity is a component of health for all, but the recommended level of activity for a 12 year old will be different than for an 80 year old, and therefore the selected measures will differ.

The County will seek input from various health-related citizen advisory boards to build an evaluation framework that is flexible and relevant for the entire region, measuring achievement of the vision in every age group and community, to the extent that data is available. It is our hope that the evaluation will become a tool for helping determine community strengths and challenges, empowering every resident to participate in building better health for themselves and for their neighborhoods.

Guiding Principles and Operational Excellence

GUIDING PRINCIPLES

	<u><i>What Guides Us?</i></u>	<u><i>How are Guiding Principles Applied in Operational Excellence Goals?</i></u>
Integrity	We will be ethical and transparent, and retain the trust of County residents.	Fiscal Stability, Leadership, Accountability & Transparency
Accountability	We are responsible to the people we serve and protect taxpayers' dollars.	Fiscal Stability, Accountability & Transparency, Communication
Innovation	We try new ideas and methods that get at the results we want.	Continuous Improvement, Integration
Quality	We want to provide services that meet or exceed expectations.	Customer Service, Workforce Excellence
Results	We want to produce outcomes that matter.	Leadership, Information Management

OPERATIONAL EXCELLENCE GOALS

FISCAL STABILITY	Ensure fiscal responsibility and integrity by living within our means, being cost effective and maximizing external revenue streams.
CUSTOMER SERVICE	Provide customer-focused and culturally competent services timely and accurately.
LEADERSHIP	Deepen partnerships and create opportunities between communities and government.
WORKFORCE EXCELLENCE	Develop a talented, diverse, engaged, and satisfied workforce by encouraging employees to reach their full potential.
ESSENTIAL INFRASTRUCTURE	Identify and address critical infrastructure needs and practice environmental responsibility.
INFORMATION MANAGEMENT	Organize, access and analyze data for operational effectiveness and efficiency.
ACCOUNTABILITY & TRANSPARENCY	Conduct County business as openly as possible, resulting in responsible and ethical use of public funds.
CONTINUOUS IMPROVEMENT	Maximize efficiency and effectiveness of services through data driven innovation, continuous improvement and management controls.
COMMUNICATION	Ensure timely and accurate communication to support and promote the exchange of information and ideas.
INTEGRATION	Whenever feasible, combine separate operations and services to increase efficiency, streamline operations, and improve the customer experience.



A **HEALTHY, SAFE AND THRIVING** SAN DIEGO COUNTY

July 13, 2010

GOALS	TIMEFRAME		
	FY 10-11 THRU FY 12-13	FY 13-14 THRU FY 15-16	FY 16-17 THRU FY 20-21
A. Building a Better System			
1. Provide Quality and Efficient Care 1.1. Integrate physical health, behavioral health, and social services into a patient-centered medical home, so that quality of care is enhanced and provided more efficiently for high-need, high-cost people 1.2. Reduce stigma associated with seeking and obtaining mental health counseling and substance abuse treatment so people can obtain needed care 1.3. Assist people to self-manage chronic diseases and maintain sober living by providing support and tools, including automated health messaging 1.4. Work with community partners to deliver health messages to patients in a culturally competent and understandable manner that meets consumers' needs		✓ ✓	
2. Improve Access to Quality Care 2.1. Leverage funds to improve access to quality care for residents 2.2. Maximize enrollment in federal and state programs to facilitate access to services that promote health 2.3. Explore and implement processes and technologies that create efficiencies in screening, referral, and service delivery for social services and physical and behavioral health 2.4. Create a new Health and Human Services Agency website that is user-friendly, interactive, and educational that assists residents obtain information and facilitates improved health and well-being	✓ ✓		✓ ✓
3. Improve Systems 3.1. Refine the County Medical Services (CMS) program to improve cost efficiencies and quality of care 3.2. Explore options to refine the California Children's Services (CCS) program to improve cost efficiencies and quality of care 3.3. Explore options to enhance care coordination for foster children to improve their health and well-being	✓	✓ ✓	

GOALS	TIMEFRAME		
	FY 10-11 THRU FY 12-13	FY 13-14 THRU FY 15-16	FY 16-17 THRU FY 20-21
<p>3.4. Continue efforts to reform the In-Home Supportive Services program as previously adopted by the County Board of Supervisors (11-3-09 # 10)</p> <p>3.5. Develop new approaches to improve the outcomes of people who are severely emotionally disturbed and those with alcohol and drug abuse disorders</p> <p>3.6. Explore opportunities to refine other County programs that promote and impact the health of residents.</p>	✓		
B. Supporting Healthy Choices			
<p>1. Encourage Healthy Eating</p> <p>1.1. Work with community partners to increase availability of fresh fruits and vegetables to all residents, including vulnerable and low-income populations</p> <p>1.2. Continue efforts to promote nutrition and health improvement as outlined in the Nutrition Security Plan adopted by the County Board of Supervisors (4-21-09 # 7)</p> <p>1.3. Expand school-based Supplemental Nutrition Assistance Program (SNAP)/Food Stamps screening and application assistance in schools that serve high-need populations</p> <p>1.4. Work with community partners and businesses to distribute consistent messaging through various media about healthy eating</p> <p>1.5. Continue efforts outlined in the Communities Putting Prevention to Work Initiative to improve nutrition as adopted by the County Board of Supervisors (4-13-10 # 7)</p>	✓		
<p>2. Advance Active Living</p> <p>2.1. Promote volunteer and/or employment opportunities as a method to increase active and meaningful living and improve behavioral health</p> <p>2.2. Improve signage and develop public information campaigns about regional bikeway routes and active transportation options so that residents are informed about locations that support active living</p> <p>2.3. Increase safety and perception of safety in neighborhoods to encourage physical activity</p> <p>2.4. Work with community partners and businesses to distribute consistent messaging through various media about the importance of physical activity</p>	✓	✓	

GOALS		TIMEFRAME		
		FY 10-11 THRU FY 12-13	FY 13-14 THRU FY 15-16	FY 16-17 THRU FY 20-21
3. Support Tobacco and Drug Free Lives				
3.1. Implement smoking cessation initiatives for pregnant women and other high risk populations so that quality of life is improved and chronic conditions do not escalate	✓			
3.2. Hold press conferences and issue news releases periodically to promote improved health through smoke free living	✓			
3.3. Work with community partners, including behavioral health to deliver consistent messaging about how leading a tobacco and drug free life positively impacts health and well-being	✓			
C. Pursuing Policy Changes for a Healthy Environment				
1. Promote Access to Healthy Foods				
1.1. Support planning efforts and establish policy recommendations that improve nutrition and affordability of fresh produce	✓			
1.2. Continue efforts that call for policy and regulatory changes to the Supplemental Nutrition Assistance Program as outlined in the Nutrition Security Plan adopted by the County Board of Supervisors (4-21-09 # 7)			✓	
1.3. Encourage system change that results in mobile fresh produce stands becoming available at strategic locations, including County facilities	✓			
2. Call for Active Communities				
2.1. Support increasing physical activity among students in before and after school programs to support active living	✓			
2.2. Encourage "Safe Routes" to School programs to increase physical activity	✓			
2.3. Support joint use land policies between schools and their neighboring communities so that children can use playgrounds for physical activity outside of regular school hours	✓			
2.4. Explore integrating health impact assessments, where feasible, for land use and transportation decision making in order to facilitate active communities	✓			
2.5. Continue efforts outlined in the Communities Putting Prevention to Work Initiative to increase physical activity as adopted by the County Board of Supervisors (4-13-10 # 7)	✓			
3. Favor Tobacco and Drug Free Environments				
3.1. Support smoke free environments to encourage healthy living	✓			
3.2. Support policies that eliminate access to tobacco and alcohol products to minors	✓			

GOALS	TIMEFRAME		
	FY 10-11 THRU FY 12-13	FY 13-14 THRU FY 15-16	FY 16-17 THRU FY 20-21
3.3. Continue efforts outlined in the Communities Putting Prevention to Work Initiative to decrease smoking as adopted by the County Board of Supervisors (4-13-10 # 7)	✓		
D. Changing the Culture From Within			
1. Increase Employee Knowledge About Health			
1.1. Develop and implement training to increase employees' knowledge of County Services that contribute to positive health outcomes	✓		
1.2. Engage employees on importance of healthy nutrition, mental health, physical activity, and tobacco use cessation	✓		
1.3. Develop and provide health messages to employees to increase their knowledge about health	✓		
2. Promote Employee Wellness			
2.1. Provide healthy cafeteria options and nutritional information so that employees can make decisions that support their health goals	✓		
2.2. Provide information about the importance of physical activity and explore feasibility of discounted rates for membership or participation in fitness activities	✓		
2.3. Promote the Employee Assistance Program and availability of behavioral health services so employees can seek assistance as needed	✓		
3. Implement Policies and Practices for Employee Health			
3.1. Explore implementing tobacco free policy on all County campuses to support smoke free environments		✓	
3.2. Explore feasibility of expanding availability of healthy food options in vending machines and at employee events	✓		
3.3. Promote practices to increase physical activity.	✓		

Sponsor

