

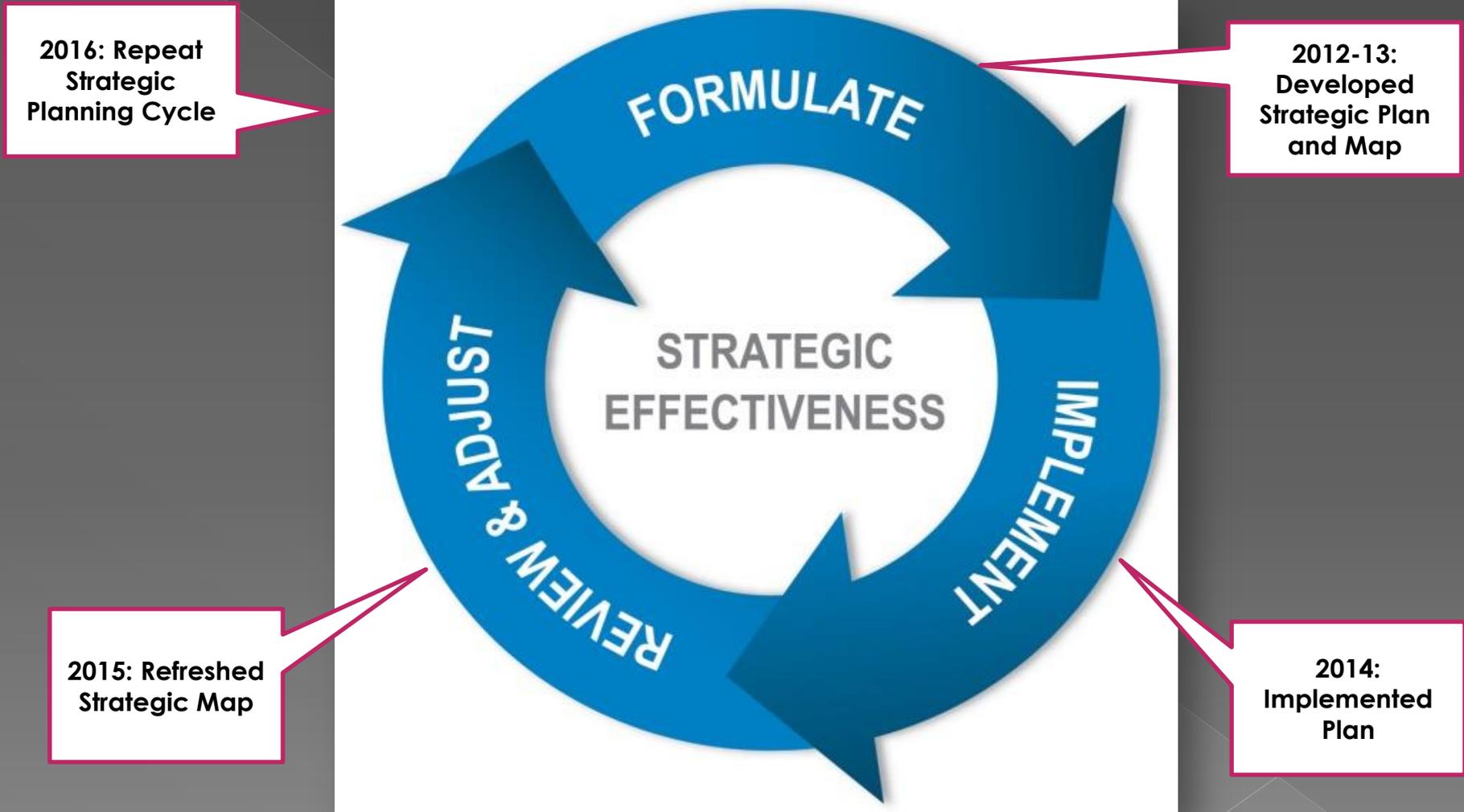


CALIFORNIA
CONFERENCE
OF LOCAL
HEALTH OFFICERS

STRATEGIC PLAN 2012-2016

Update
April 29, 2015

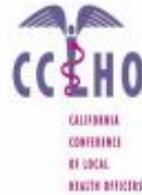
Strategic Effectiveness



An organization's ability to set the right goals and consistently achieve them.

CCLHO STRATEGIC PLAN

- 3-year Document
- Refresh in February 2015
- Modified “Tracks of Work”
- Added a 6th Track of Work



CALIFORNIA CONFERENCE OF LOCAL HEALTH OFFICERS Strategic Plan 2013-2016



Life Empowerment
Literacy
 Information Use Access Decide
 Individual Health Understand Community People
 Acquire

Spring 2013

ALAMEDA	HUMBOLDT	MENDOCINO	SAN BENITO	SISKIYOU
ALPINE	IMPERIAL	MERCED	SAN BERNARDINO	SONOMA
AMADOR	INYO	MORO	SAN DIEGO	STANISLAUS
BERKELEY CITY	KERN	MONTEREY	SAN FRANCISCO	SUTTER
BUTTE	KINGS	NAPA	SAN JOAQUIN	TEHAMA
CALAVERAS	LAKE	NEVADA	SAN LUIS OBISPO	TRINITY
COLUSA	LASSEN	ORANGE	SAN MATEO	TULARE
CONTRA COSTA	LONG BEACH CITY	PASADENA CITY	SANTA BARBARA	TUOLUMNE
DEL NORTE	LOS ANGELES	PLACER	SANTA CLARA	VENTURA
EL DORADO	MADERA	PLUMAS	SANTA CRUZ	YOLO
FRESNO	MARIN	RIVERSIDE	SHASTA	YUBA
GLENN	MARIPOSA	SACRAMENTO	SIERRA	

1. Leadership Development

RESULT	DEADLINE	ACCOUNTABILITY	STEPS	RESOURCES RX	METRICS	RESULTS
Objective A-3: Develop LHO Leadership Capacity						
CCLHO Executive Committee						
Enhance partnerships between health officers and public health directors and their agencies	3 months	Executive Committee	<ul style="list-style-type: none"> Retreat Tool Kit Joint conferences Joint training (e.g. Health Officer Orientation) Joint CCLHO/CHEAC meetings 			Not Done
Objective E-5: Develop Leadership Capacity within CCLHO through Training, Orientation & Mentoring						
Develop/Establish a formal Health Officer Mentor Program	2 years	Executive Committee	<ol style="list-style-type: none"> Pair new Health Officers with more established Health Officers in a formal mentoring program Establish a formal subcommittee to establish Health Officer curriculum and to keep curriculum fresh and current Ensure leadership development is included in Health Officer curriculum Establish a Health Officer Leadership Academy Ensure that each Health Officer attends a Leadership Development fellowship academy 	<ul style="list-style-type: none"> Staff Funding Health Officer mentors and commitment 	Ensure each of the prior results are established	Not Done
Develop Orientation Packets for new health officers	At fall Semi-Annual Board meeting	ED, President, and Past President	<ol style="list-style-type: none"> Outline and content developed in 2013. Documents updated. 			Distributed 15 orientation packets for the CCLHO Board and Executive Committee members at the Fall Semi-Annual meeting.

2. Policy and Priorities

RESULT	DEADLINE	ACCOUNTABILITY	STEPS	RESOURCES RX	METRICS	ACCOMPLISHED
Objective B-1: Identify and prioritize high-impact public health policies Each committee will evaluate and prioritize high impact policies and present at least one for action to the CCLHO general membership by the end of the calendar year (December 31, 2013)						Considered 23 bills and provided recommendation on 18 bills, of which 11 were signed into law.
<div style="border: 1px solid red; padding: 5px; display: inline-block;"> Also submitted 16 letters to CDPH regarding legislation. </div>						
CCLHO Communicable Disease Control Committee						
Revision of State requirements for universal testing for TB of teachers and volunteers in schools to universal screening with only targeted testing.	2014 Legislation Cycle	The CCLHO CDCP Committee in collaboration with the CTCA	<ol style="list-style-type: none"> 1. Consider how best to accomplish the change in practice, and whether this requires a legislative fix 2. Proceed according to adopted strategy to accomplish the change in practice 3. CD Committee makes recommendations on changes 4. CCLHO Board adopts and discusses with CDPH 5. Work with HOAC to identify Sponsors, develop language, and recruit supporters/co-sponsors/partners 6. HOAC monitors, CCLHO provides technical assistance 	Policy White Paper by Ad Hoc Committee with support of CDCP Committee, Referral to HOAC for consideration of legislative action	Bill developed, bill passes Newly adopted policy and/or legislation	<div style="background-color: red; color: white; padding: 10px; border-radius: 15px;"> <ul style="list-style-type: none"> High impact policy bills included: TB Testing HIV Co-infection reporting Paid Sick Leave Use and distribution of condoms' Antibiotics in livestock </div>
HIV Co-infection reporting	2014 Legislation Cycle	CCLHO Communicable Disease Control Committee	Same as above 3-6	Member time and expertise and legislative interest	Same as above	
Paid Sick Leave	Same as above	Same as above	Same as above	Same as above	Same as above	
Use and Distribution of Condoms	Same as above	Same as above	Same as above	Same as above	Same as above	
Antibiotics in Livestock						

RESULT	DEADLINE	ACCOUNTABILITY	STEPS	RESOURCES RX	METRICS	ACCOMPLISHED
CCLHO Chronic Disease Control Committee						
Identify high impact sugary drink policy proposal for coordinated action	February 2013	Chronic Disease Control Committee, CCLHO, HOAC, ABAHO, BARHII So. CA Collaborative	<ul style="list-style-type: none"> Present to CCLHO Chronic Disease Control Committee Identify local policies for sugary drinks (consumption restrictions, sugar tax, procurement) 	Model policies Legal analysis Advocacy	CHIS Beverage sales by type	Proposed bill defeated; try again next legislative cycle
CCLHO Health Information and Data Committee						
Formed a joint Data and Chronic Disease Committee to identify chronic disease metric	In Progress	The CCLHO Data members CCLHO Chronic Disease members CDPH	1. Presentation by Lynn Silver about NYC experience for monitoring A1c	1. Academic partners	Identification of optimal lab to follow a CD of interest.	Pilot project in progress
CCLHO Small Jurisdiction Committee						
Strengthening integration and linking to private practice physicians through such mechanisms as improving immunization coverage by adequate reimbursement	By 2015	The CCLHO SJC in collaboration with the CDCP Committee and CCLHO affiliates	Work with CMA, affiliate organizations and others to develop a long term strategy to improve access to vaccinations for the population, utilizing a multiagency, public and private collaborative solution.	Pharmaceutical industry, CDPH and CCLHO representatives, utilizing state and federal funds to transition to new vaccine models made possible through health reform.	Improved access to vaccinations reflected by higher vaccination rates.	NOT DONE YET
RESULT	DEADLINE	ACCOUNTABILITY	STEPS	RESOURCES RX	METRICS	ACCOMPLISHED
CCLHO Executive Committee						
Continue strategic efforts	<ul style="list-style-type: none"> Posted CCLHO Strategic Plan 2013-2016 and the 2013 CCLHO Accomplishments to the CCLHO website. 					
Communicate with CDPH on policy issues raised.	<ul style="list-style-type: none"> Submitted 10 letters in support of grant applications, budgetary requests and programmatic issues of importance for CDPH and other partners, including A joint letter with the County Health Executives Association of California (CHEAC) to convey support for the CDPH Nutrition Education and Obesity Prevention (NEOP) Program, which uses SNAP-Ed federal funds to facilitate behavior change in homes, schools, worksites, and communities to create environments that support fruit and vegetable consumption and physical activity. 					
Environmental Health Committee						
	<ul style="list-style-type: none"> Actively participated in the interdepartmental committee tasked with planning the transfer of the Drinking Water Program to SWRCB. 					

4. Core Public Health Functions

RESULT	DEADLINE	ACCOUNTABILITY	STEPS	RESOURCES RX	METRICS	ACCOMPLISHED
Objective C-2: Ensure standardized implementation of core public health functions across all LHDs						
A minimum agreed-upon implementation of core PH functions based on the Operational Definition of a functional Local Health Department (NACCHO 2005).	1 year	A Task Force appointed by CCLHO working with an identified focal point in each LHD.	<ol style="list-style-type: none"> 1. Review current LHD core PH practices 2. Agree upon minimum core levels. 3. Identify effective practices 4. Each LHD to compare their current practices with the effective practices and the Operation Definition and use quality improvement methodologies to move towards implementation of effective practices 5. Develop indicators to measure progress 6. All LHDs to at least reach a minimum agreed-upon level of implementation, including through the use of cross-jurisdictional sharing of resources. 			NOT DONE YET
Ensure every Local Health Jurisdiction in CA has started Accreditation Program	December 2013	Health Officers	<ol style="list-style-type: none"> 1. CCLHO monthly Board meeting agenda item to address training and technical assistance re: accreditation 2. Establish mentoring relationships between LHJs (better resourced/less resourced; farther along vs. starting) and between CDPH and LHJs. 3. Address the issues of small jurisdiction health departments. 			Worked with State to secure the RWJF Gaining Grounds Grant. Focused on small jurisdictions and tribal nations.
Support a practice based research network for advancing infrastructure for chronic disease and health equity projects	5 year timeline		Apply academic and NGO materials and materials and practices to LHD practice.	Staff time Grant writing Research and evaluation expertise		NOT PROGRESS YET.

5. Enhance Internal/External Relationships



RESULT	DEADLINE	ACCOUNTABILITY	STEPS	RESOURCES RX	METRICS	ACCOMPLISHED
Objective E-2: Enhance working relationships with CDPH, HOAC, CHEAC, and affiliates						
CCLHO Executive Committee						
Develop joint position and strategy statement regarding future and sustainability of public health. This position should be broader than just realignment, ACA and public health (CCLHO, CHEAC, HOAC, CDPH)	Vary and provided with steps	Executive Boards of CCLHO, CHEAC, HOAC, CDPH involvement.	<ol style="list-style-type: none"> 1. Form working group with representation from Exec Committees of all 4 organizations (2 reps from each) by 10/31/12 2. First meeting of working group by 11/30/12 after election 3. Develop placeholder 'spot' bill by 2/2012 4. Joint Senate/Assembly Health Committee Hearing on Public Health Realignment (after new Chairs are in place—target between March and June 2012 5. Minimum of 4 meetings of working group, with progressive work on developing and drafting joint statement (11/2012-6/2013 6. Produce final position/strategy joint statement by end of June, 2013 7. Revise spot bill to accurately reflect position statement by end of June, 2012. Note: likely a 2-yr bill 	No additional external resources identified as needed	Joint hearing Position paper Legislation	NOT DEVELOPED YET
Conduct CCLHO and CHEAC joint meetings one time yearly (not CCLHO Semi-annual meeting)	1 year	Executive Committee	<ol style="list-style-type: none"> 1. Discussion between CCLHO/CHEAC Executive Committees 2. Identify duties and notify membership 	Executive Director time and room to meet		DELAYED AND CURRENTLY UNDER CONSIDERATION
Develop collaborative approach to chronic disease prevention with CCLHO, CHEAC, CDPH and Affiliates					CDPH/CHEAC /CCLHO CHRONIC DISEASE PROJECT	

3. Value of Public Health

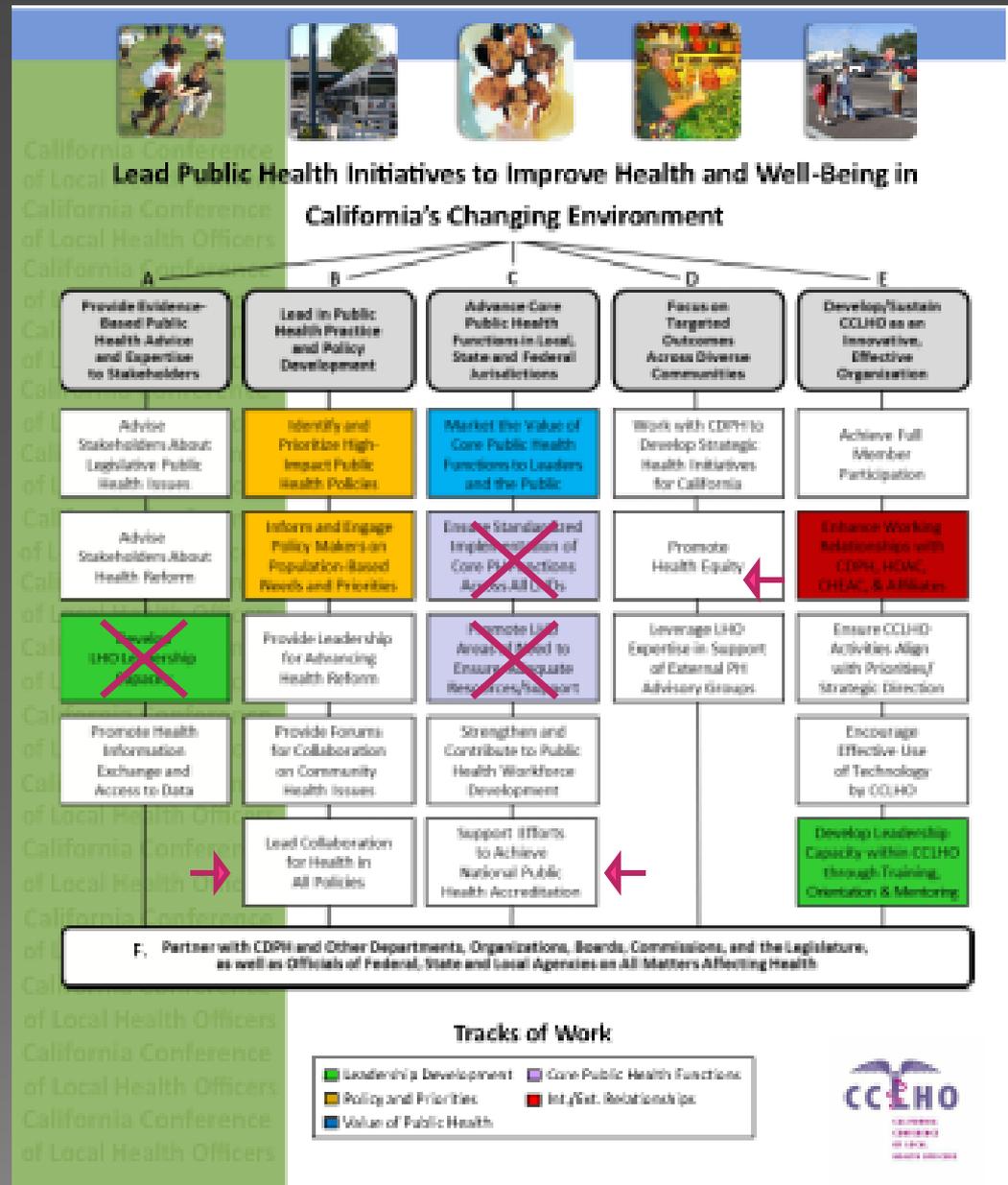


RESULT	DEADLINE	ACCOUNTABILITY	STEPS	RESOURCES RX	METRICS	ACCOMPLISHED
Objective C-1: Market the Value of Core Public Health Functions to Leaders and the Public						
Increase internal understanding and buy in of all the core functions of public health			<ol style="list-style-type: none"> 1. Develop orientation to Local Public Health Department for local officials (BOS, Dept. Heads) as a template for local use 2. Make Public Health 101 module available for all jurisdictions (on-line or DVD) 	Represent all types of jurisdictions large to small, rural and urban.		PENDING
Every Health Officer will meet with their elected Assembly and Senate members to educate them about the importance and value of core Public Health	Within 3 months of election	Health Officers	<ol style="list-style-type: none"> 1. Work with HOAC staff to send out notice of newly elected members to Health Officer 2. Conduct survey to obtain results! 	Executive staff time, CCLHO Policy Platform, HOAC staff	# or % of elected members contacted by Health Officers	Pending data gathering
Coordinate with CDPH to launch a campaign dealing with a public health educational item	Within one year	Liaison (Ad Hoc Committee?) with CDPH	<ol style="list-style-type: none"> 1. Identify potential funding source 2. Select a topic for the campaign: Community Determinants of Health, HiAP, Vaccinations etc... 3. Regular meetings to establish a media plan 	Liaison Committee Members, Affiliate Representatives	Media penetration, Public Reach Surveys	Work with HOAC to secure TCE grant focused on Communication

TRACKS OF WORK (TOW)

Original Five

1. Leadership Development
2. Policy and Priorities
3. Value of PH
4. PH Functions
5. Relationship

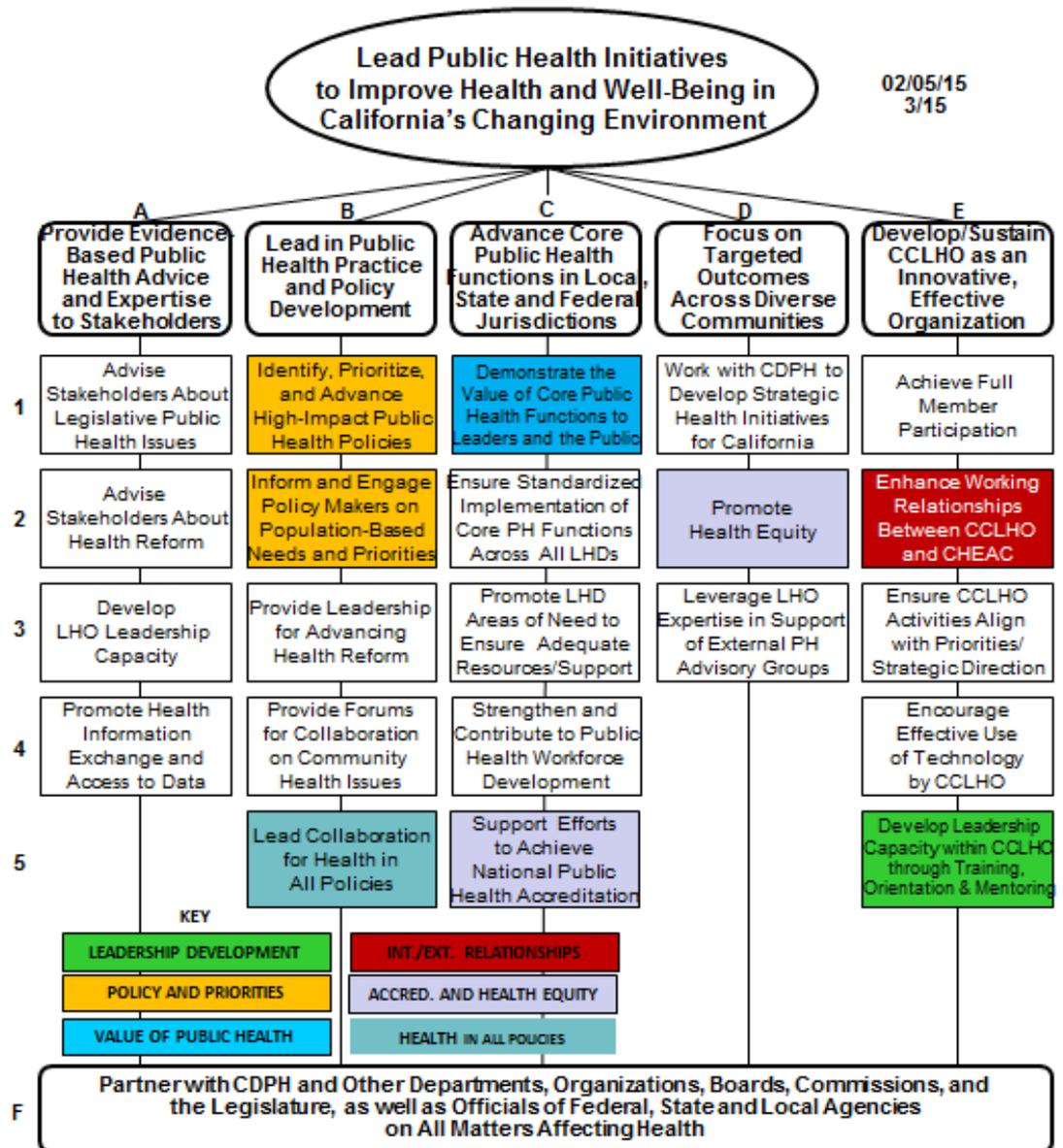


6TH TRACK OF WORK ADDED

2015
Health
in All
Policies

Vision: Healthy People in Healthy Communities

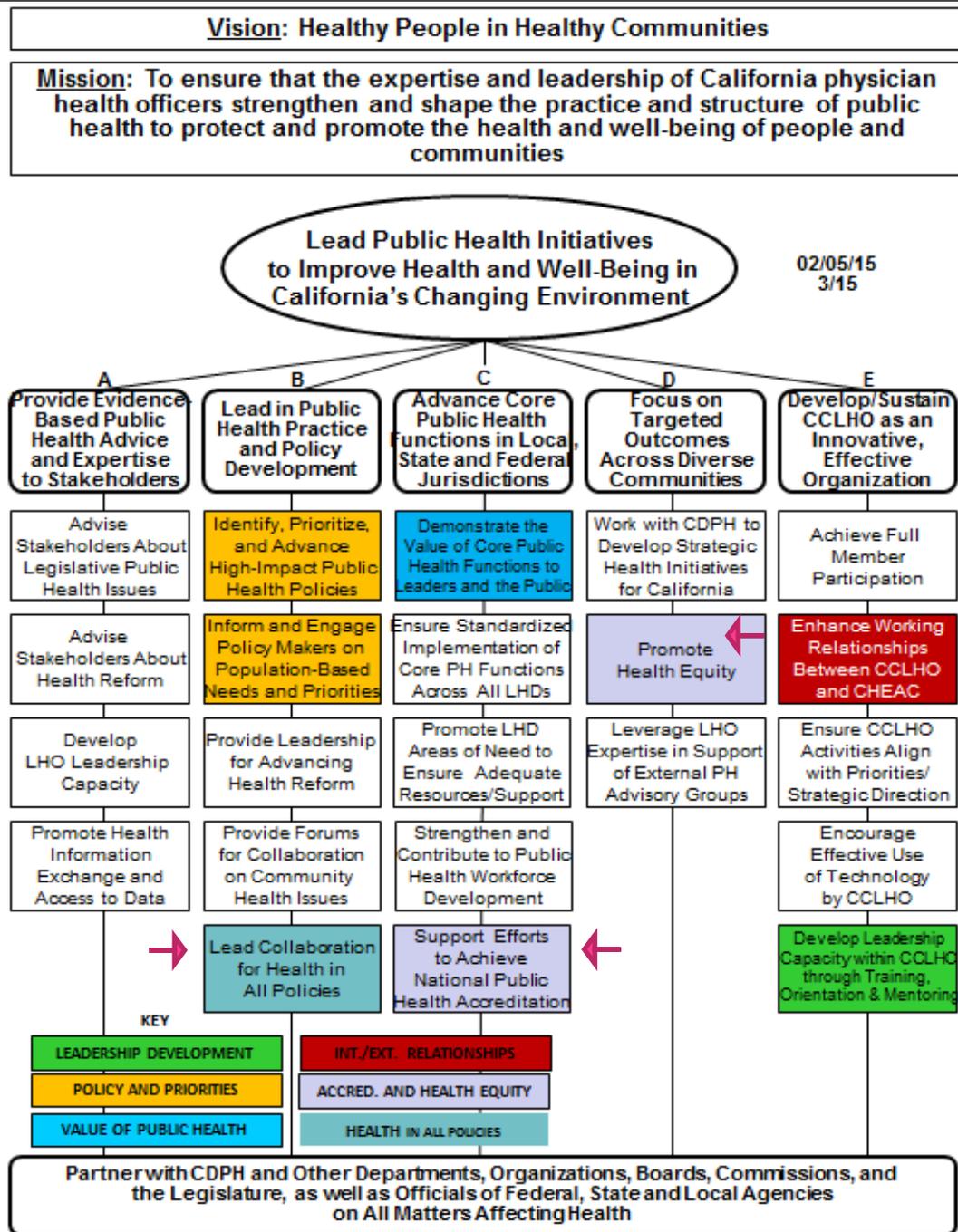
Mission: To ensure that the expertise and leadership of California physician health officers strengthen and shape the practice and structure of public health to protect and promote the health and well-being of people and communities



MODIFIED STRATEGIC MAP

New Tracks

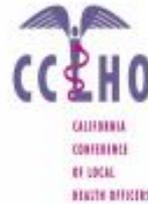
1. Leadership Development
2. Policy and Priorities
3. Value of Public Health
4. Relationships
5. Accreditation and Health Equity
6. Health in All Policies



Next Steps

- Gather feedback from committees and Leah to reconcile accomplishments to recreate summary document
- Submit final summary, strategic map, and modified Implementation plan at June meeting for approval; post to CCLHO website.
- In June will present updates for Jan-May 2015 activities
- Going forward will present Quarterly Review of Strategic Implementation Plan
- One month prior, will survey committees for progress on activities

3-Year Document



CALIFORNIA CONFERENCE OF LOCAL HEALTH OFFICERS

Strategic Plan 2013-2016



Life Empowerment
Information
Literacy
Individual
Health
Understand
Use Community
Access
Decide
Acquire
People

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Spring 2013

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