

# FINAL REPORT

---

COUNTY OF LOS ANGELES  
DEPARTMENT OF PUBLIC HEALTH

---

JANUARY 2018

County of Los Angeles Department of Public Health

## Strategic Plan 2013-2017



# STRATEGIC PLAN 2013 – 2017 FINAL REPORT

## STRATEGIC PRIORITY AREA 1: HEALTHY AND SAFE COMMUNITY ENVIRONMENTS

**GOAL 1.1:** Increase the capacity of community environments to support active living and healthy eating.

**GOAL 1.2:** Increase the capacity of community environments to support tobacco-free living

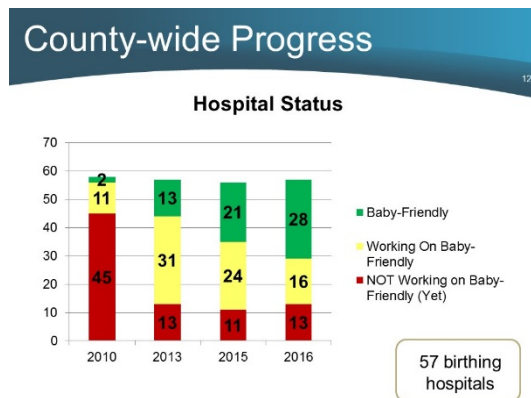
**GOAL 1.3:** Increase community safety and decrease potential for injuries.

**GOAL 1.4:** Reduce community environmental hazards

**GOAL 1.5:** Reduce the impact of substance abuse and addiction

### EXAMPLES OF 5-YEAR ACCOMPLISHMENTS:

- Provided grant funding and technical assistance to cities and community organizations resulting in 16 jurisdictions developing policies that encourage walkable and bikeable streets.
- Coordinated Regional Hospital Breastfeeding Consortium meetings, which led to an increase in hospitals with Baby Friendly Designation from 13 hospitals in 2013 to 28 hospitals in 2016.



- Partnered with food retailers, community organizations, businesses, and schools to put in place nearly 200 systems and environmental changes that support healthy eating and active living in low-income communities; for example, edible gardens, community gardens at faith-based organizations, and interventions to promote healthy food in supermarkets.
- Fostered the adoption of smoke-free multi-unit housing policies at the Housing Authorities for both the County of Los Angeles and the City of Los Angeles, affecting almost 12,000 units at 172 sites, and in the cities of Culver City, Manhattan Beach, El Monte, and Beverly Hills, to reduce exposure to secondhand smoke.
- Conducted outreach, education and programming in the Parks After Dark (PAD) program at 23 parks; PAD is a collaboration among County departments to keep parks open late during summer weekend evenings and provide programs and services to community members, to decrease violence in neighborhoods.
- Engaged community partners to reduce exposure to multiple sources of pollution in two communities where industrial facilities are in close proximity to residential homes, schools and public spaces.
- Collaborated with community organizations to provide alcohol and other drug prevention services to more than 20,000 clients annually.



## STRATEGIC PRIORITY AREA 2: PREVENTIVE HEALTH CARE

GOAL 2.1: Determine and implement appropriate scope of DPH clinical services to be provided in light of health care reform.

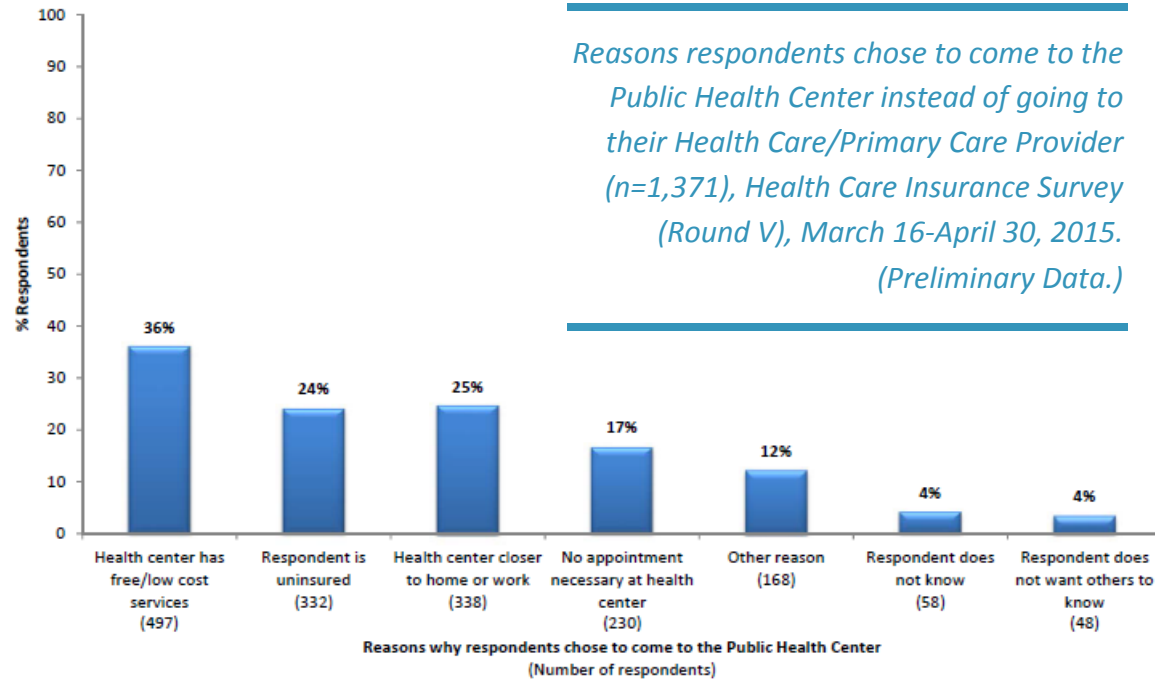
GOAL 2.2: Promote quality assurance and use of evidence-based clinical preventive services among clinical providers.

GOAL 2.3: Improve integration of medical, mental health and substance abuse services.

GOAL 2.4: Ensure that vulnerable populations served by DPH continue to have access to quality services throughout health care reform implementation.

### EXAMPLES OF 5-YEAR ACCOMPLISHMENTS:

- Conducted patient surveys in DPH clinics, the results of which demonstrated the need for additional hours for patients to receive immunizations, walk-in sexually transmitted disease screening, and tuberculosis screening and treatment; as a result, DPH expanded evening clinic hours from two locations to seven locations.



\*Numbers will not add up to 100% or sum to total because more than one choice can be selected by respondents

- Collaborated with local HIV/STD prevention providers to hold 364 quality assurance trainings for more than 4,000 providers, in order to ensure delivery of high quality education and testing services for people throughout LA County.
- Improved care for patients by coordinating more effectively between substance use disorder treatment providers and Los Angeles County's Medi-Cal managed care plans, Health Net and L.A. Care, to ensure that patients receive the social, mental health, and physical health services they need.
- Partnered with contracted community-based organizations to provide outreach, enrollment services, screening, and referrals to help patients acquire health insurance coverage and navigate community services, such as Calfresh, WIC and other nutrition programs, mental health services, legal services, dental/oral health, and others; as a result, more than 120,00 individuals were enrolled into health insurance programs between 2012-13 and 2016-17.

### STRATEGIC PRIORITY AREA 3: EMPOWERED HEALTH CONSUMERS

**GOAL 3.1:** Improve DPH and partner capacity to help consumers understand basic health information and make appropriate health decisions.

**GOAL 3.2:** Identify and counter misleading promotion of health-related products and services.

---

#### EXAMPLES OF 5-YEAR ACCOMPLISHMENTS:

- Shared health and injury prevention information with the general public regarding swimming pools, seafood, alternative water sources, new laws and other environmental issues by developing nearly 100 educational materials (flyers, website postings, etc.) on frequently asked questions.
- Conducted 16 plain language trainings for 286 DPH staff to ensure that communications with patients and community members are clear and understandable.
- Increased awareness in communities about several public health topics including infectious disease outbreaks by producing and disseminating over 800 health education materials (frequently asked questions or FAQs, flyers, trifolds, etc.).

## STRATEGIC PRIORITY AREA 4: HEALTH EQUITY

GOAL 4.1: Strengthen organizational capacity to implement health equity initiatives.

GOAL 4.2: Generate and disseminate meaningful and actionable data and reports on health equity, social determinants and health disparities.

GOAL 4.3: Provide DPH input and guidance on policy and advocacy efforts regarding health equity and social determinants of health.

GOAL 4.4: Engage key partners in addressing social determinants of health.

GOAL 4.5: Incorporate health equity and a focus on social determinants into ongoing DPH efforts.

### EXAMPLES OF 5-YEAR ACCOMPLISHMENTS:

- Conducted outreach to 21,000 homes contaminated by the Exide plant to assess concerns and advocate for immediate cleanup.
- DPH policy staff used a health equity frame to review and produce more than 60 analyses or briefs on the impact of state and federal legislation on public health.
- Expanded analysis of 2011 and 2015 LA County Health Survey data and produced a series of three reports on health equity and the social determinants of health, including "How Social and Economic Factors Affect Health," "Housing and Health in Los Angeles County," and "Rising Food Insecurity in Los Angeles County."
- Led the County's Healthy Design Workgroup, which convenes other County departments to create and identify funding for policy, systems and environmental change efforts in support of healthy communities, such as a tree planting initiative for underserved areas of the County.
- Provided public testimony, public comment, and other input on local policies related to affordable housing, homelessness, transportation, and reducing exposure to environmental hazards, particularly for low-income communities; also provided input on drug take-back programs, which allow consumers to safely dispose of unused prescription medications.
- Published 2013 and 2017 editions of the "Health Indicators for Women in Los Angeles County: Highlighting Disparities by Ethnicity and Poverty Level" report and distributed to policy makers and other community stakeholders to elevate women's health issues.



## STRATEGIC PRIORITY AREA 5: PUBLIC HEALTH PROTECTION

GOAL 5.1: Improve effectiveness in preventing and controlling infectious disease.

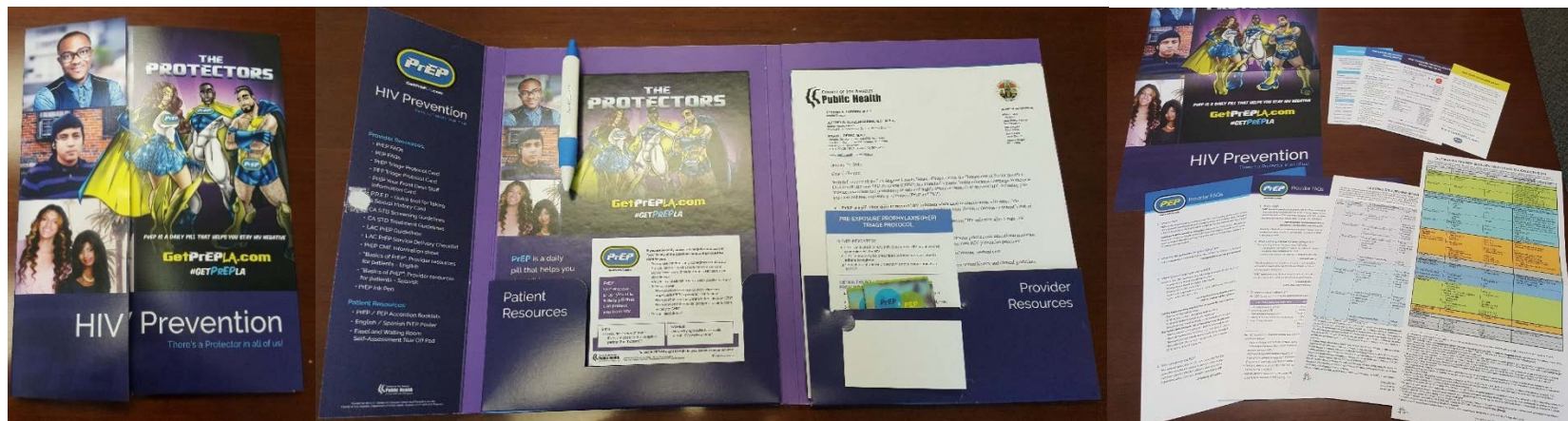
GOAL 5.2: Enhance the effectiveness, accessibility, and quality of surveillance systems.

GOAL 5.3: Improve DPH capacity to prepare for, respond to, and recover from emergencies.

GOAL 5.4: Improve the ability of communities to withstand and quickly recover from emergencies.

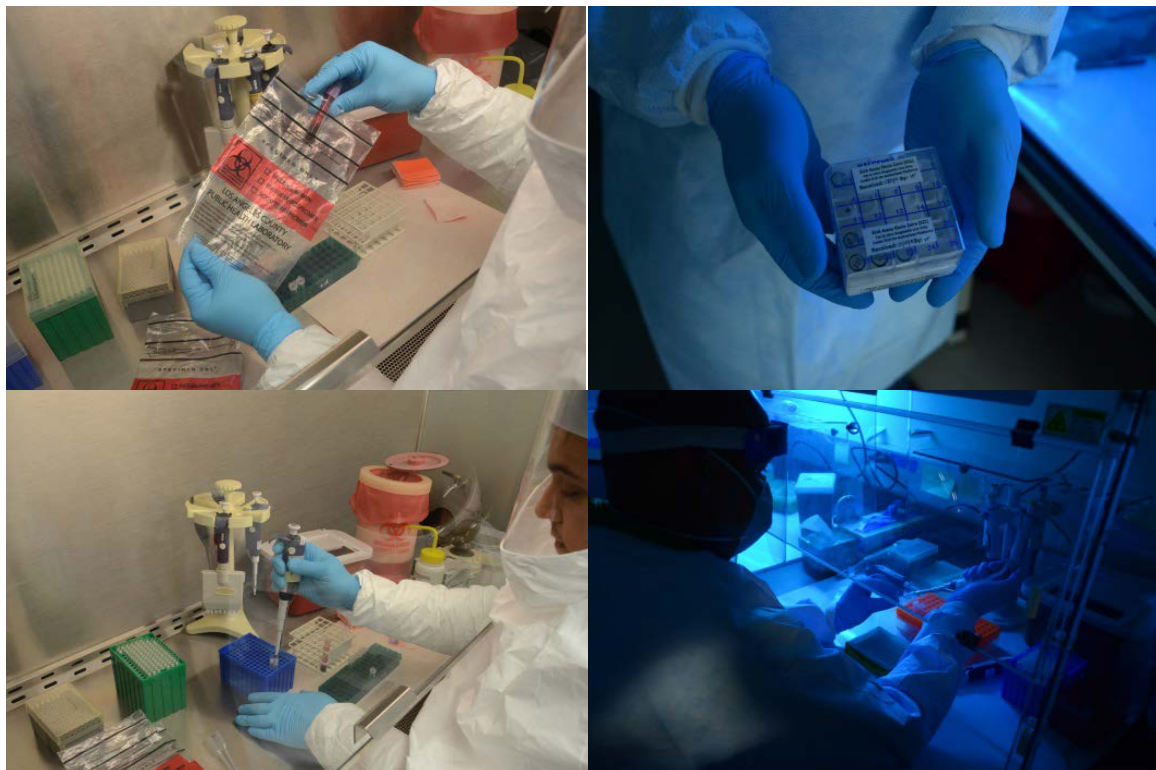
### EXAMPLES OF 5-YEAR ACCOMPLISHMENTS:

- Strengthened HIV prevention efforts by launching a new public health campaign to provide on-site technical assistance to medical providers in local hospitals, clinics, and DPH and DHS facilities on the use of medication to prevent HIV infection, referred to as Pre-Exposure Prophylaxis (PrEP), reaching over 1,000 clinicians through nearly 500 visits.



- Improved communicable disease reporting process and systems for providers through the use of the Community Reporting Module in the Visual Confidentiality Morbidity Report (vCMR) system, which has enabled hospital infection control personnel to report suspected cases electronically rather than by fax or telephone, as previously required.

- Provided continuing education workshops for physicians and laboratory staff to increase awareness on topics such as best practices for testing for infectious disease and proper specimen/sample packing and shipping.



- Provided direct communications to an average of 2,800 local child care sites, 2,100 kindergarten and 1,200 7<sup>th</sup> grade sites annually to promote staff awareness of school immunization laws and monitor state data to increase the number of students receiving immunizations for preventable childhood diseases.
- Developed comprehensive plans to protect against and respond to health threats from infectious disease outbreaks and natural disasters, with lessons learned and best practices from past responses.
- Collaborated with community coalitions on pilot projects across the eight Service Planning Areas to train coalition members on emergency preparedness and resilience-building methods, resulting in all coalitions developing and implementing projects tailored to their communities, such as producing an emergency survival video and translating it into American Sign Language.



## STRATEGIC PRIORITY AREA 6: IMPROVED DPH INFRASTRUCTURE

GOAL 6.1: Maintain a skilled, competent and empowered workforce.

GOAL 6.2: Maximize administrative efficiencies through effective use of technology.

GOAL 6.3: Improve DPH use of and contributions to the evidence base.

GOAL 6.4: Increase capacity to pursue policy and legislative approaches.

GOAL 6.5: Ensure effectiveness of communications.

GOAL 6.6: Ensure readiness for and obtain national accreditation.

GOAL 6.7: Effectively assess, utilize, and improve departmental facilities.

### EXAMPLES OF 5-YEAR ACCOMPLISHMENTS:

- Received accreditation from the national accreditation agency.
- Deployed smart phones and tablet computers to staff to increase efficiency in activities, such as Environmental Health inspections.
- Completed an overhaul of the Department's web site front page and provided oversight and consistent look for programmatic website content to improve user experience and make health information more accessible.
- Provided training and technical assistance to DPH staff so they are able to develop social media content to share health information; increased social media presence to 10,000 followers.
- Disseminated best practices in epidemiological methods and Health Impact Assessment Methodology by publishing the MyEpiNews letter and the Health Impact Assessment Toolkit.



- Conducted an assessment of the Department's workforce training and development needs, identified five priority areas (Communication, Cultural Competency, Conflict Resolution, Creativity, and Coaching/Mentoring), and developed an improvement plan for each.
- Implemented new computer software to improve efficiencies and service delivery in Environmental Health inspections, investigations, and other services.

