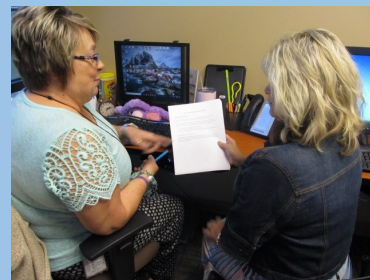




# YUBA COUNTY HEALTH AND HUMAN SERVICES DEPARTMENT STRATEGIC PLAN 2018-2021



# MESSAGE FROM DIRECTOR

It is my pleasure to share with you our Health and Human Services Department Strategic Plan. As we prepare to meet the current fiscal and political challenges of the coming years, it becomes increasingly important that we focus on our resources and work cooperatively with our partners to maximize our efforts. Through this plan, the department renews its commitment to protect and improve the health and well-being of all Yuba County residents.

We believe that this Strategic Plan is broad enough to capture the essence of all of the department's programs and administrative issues. Each identified goal and associated action has the potential to be modified or expanded based upon changes in our internal and external environment. It represents an integrated approach to the services we provide to our community.

This Strategic Plan will serve as a template as we engage and respond to the needs of our constituents and community members. In doing this, we recognize that our greatest organizational asset is our staff. They have been engaged throughout this entire process and their input has been invaluable.

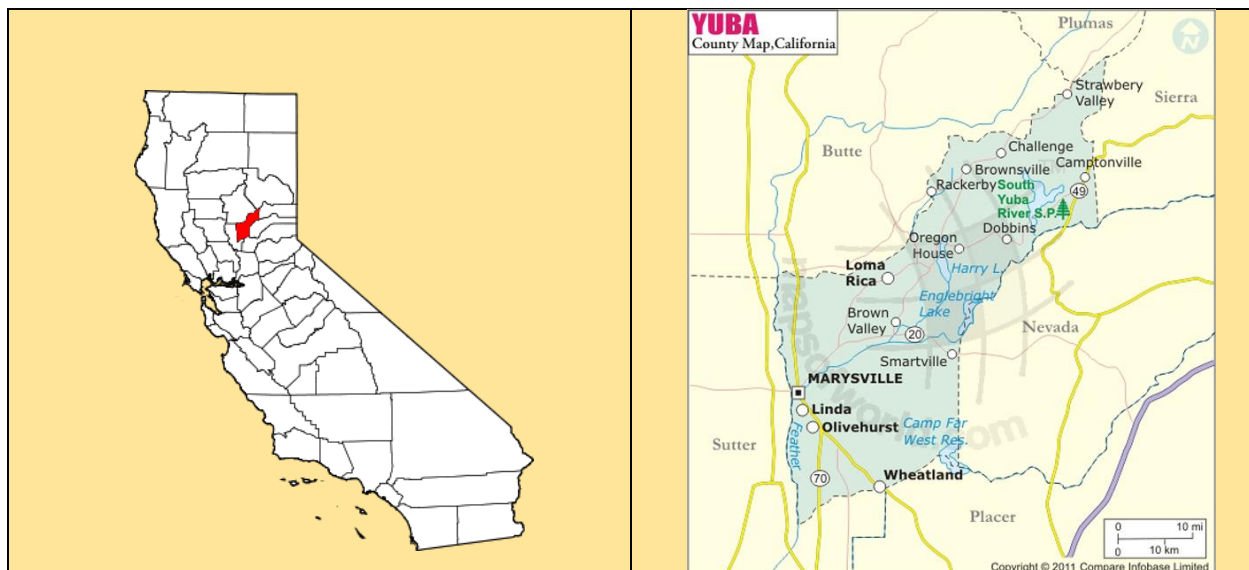
I would personally like to thank everyone who contributed to this process. I know how valuable your time is and without your input, the creation of this Strategic Plan document would not have been possible. Through our internal and external partnerships, we will continue to build on our success and overcome the challenges of today and the future. I look forward to working with all of you as we prepare to embark on our journey to implement our Strategic Plan and reach our goals for the future.



# YUBA COUNTY BACKGROUND



Yuba County has a well-established and rich history. Located in the northern Central Valley, it is one of the original counties of California, formed in 1850 at the time of statehood. The county was named after the Yuba River by Captain John Sutter. Today it has a population of approximately 75,000 and Marysville serves as the County Seat. Agriculture plays a major role in Yuba County's economy, especially fruit orchards, rice fields, and cattle grazing. Other major employers include Government and Healthcare.



The 2010 United States Census reported that Yuba County had a population of 72,155. The racial makeup of Yuba County, at the time of the Census, was 49,332 (68.4%) White, 2,361 (3.3%) African American, 1,675 (2.3%) Native American, 4,862 (6.7%) Asian, 293 (0.4%) Pacific Islander, 8,545 (11.8%) from other races, and 5,087 (7.1%) from two or more races. Hispanic or Latino of any race were 18,051 persons (25.0%).

# YUBA COUNTY BACKGROUND

## COUNTY GOVERNANCE



Yuba County is governed through a system of elected County Supervisors who serve as the legislative and executive body for the county and provide direction for all branches of County Government. They, in turn, select and hire a qualified County Administrative Officer and together they assemble a set of highly qualified Department Directors to assure that all Federal, State and local mandated functions are properly discharged.

### **Board of Supervisors**

**District 1 Andrew Vasquez**

**District 2 Mike Leahy**

**District 3 Doug Lofton**

**District 4 Gary Bradford**

**District 5 Randy Fletcher**

**County Administrator Robert Bendorf**

# HHSD OVERVIEW

The Yuba County Health and Human Services Department provides a wide array of services through a diverse system of holistic programs. It is responsible for planning, managing, coordinating, and delivering a continuum of these services in a manner that is responsive to the needs of the community. The department is committed to promoting a safe, healthy and self-sufficient environment and investing in the Yuba County community to improve the overall well-being of our residents.

There are several major Divisions within the Department including: Adult Services; Child Welfare Services; Public Assistance; Employment Services; Housing and Integrated Services; Public Health; Veterans Services; and Finance and Administration.

As local government continues to experience reduced funding and staffing levels, creative HHSD approaches to service delivery are being relied upon to bridge these gaps. It is becoming increasingly important to look for new and innovative ways to lower costs and still provide quality services through alternative service delivery models.

# HHSD PROGRAMS & SERVICES

**ADMINISTRATION & FINANCE** supports the department's administrative and financial functions as set forth by county policy.

- Department Budget
- Department Claiming
- Division Contracts
- Employee Payroll
- Facilities
- Privacy, Security & Civil Rights Compliance
- Appeals
- Benefit Issuance
- Purchasing/Supplies
- Staff Development
- Vehicle Reservation & Dispatch

**CHILD & ADULT PROTECTIVE SERVICES** is dedicated to assisting families in providing safe, healthy, and nurturing homes to children and promoting health and safety for elders and dependent adults that allows them to remain in their own homes free from abuse and neglect.

- Adoption
- Child & Family Team Meetings
- Domestic & Personal Care Services
- Emergency Response
- Family Maintenance
- Family Reunification
- Family Visitation
- In Home Supportive Services
- Independent Living Services
- Non-Minor Dependents
- Permanent Placement
- Public Authority
- Referrals for Substance Abuse & Mental Health Services
- Resource Parent Recruitment & Licensing

**EMPLOYMENT SERVICES** is committed to assisting parents in their efforts to become self-sufficient by providing a variety of workforce development programs and supportive services.

- California Work Opportunity and Responsibility to Kids (CaWORKs)
- Referrals for Domestic Violence Services
- Job Readiness and Preparation Workshops
- Learning Disability Screening
- Resume Writing & Job Search Assistance
- Mental Health Counseling
- High School Diploma & GED Classes
- Job Retention Services
- Supportive Services (transportation, child care)
- Referrals for Substance Abuse Services
- Work Experience/ Subsidized Employment

# HHSD PROGRAMS & SERVICES

**PUBLIC ASSISTANCE** determines eligibility to improve the health, nutrition, and well-being of individuals and families.

- CalFresh
- Cash Assistance Payment for Immigrants
- Child Only CalWORKs
- County Medical Services Program
- Covered California
- Medi-Cal
- Revenue Recovery

**PUBLIC HEALTH** aspires to ensure a strong and healthy community by assessing needs and promoting healthy lifestyles through health education, prevention and intervention services.

- Birth and Death Certificates
- California Children's Services
- Child Injury Prevention Classes (Car Seat, Bike Helmet, Life Vests)
- Communicable Disease Investigations
- Emergency Preparedness
- General Assistance
- Housing Support Services
- Intensive Case Management for Vulnerable Population
- Oral Health Program
- Public Health Nurse Home Visiting Program
- Social Security Administration Advocacy
- Tobacco Cessation Education

**SPECIAL INVESTIGATIONS UNIT** focuses on early fraud prevention, ongoing program investigations, and provide workplace safety for county employees and customers.

- Department Security
- Enforcement of Compliance for Rules and Regulations
- Initial Application Home Visits
- Investigate Allegations of Misconduct
- Law-Enforcement Officers
- Rights and Responsibilities Reminders and Overview

**VETERAN SERVICES** serves honorably discharged bi-county military veterans and their dependents with disability assistance and healthcare benefits.

- Benefit Claims
- Case Management
- Client Advocacy
- Counseling Referrals
- Rehabilitation Referrals

# STRATEGIC PLANNING TEAM

## Executive Team

**Jennifer Vasquez, Director**

Health and Human Services

**John Corniel, Deputy Director**

Administration and Finance

**Homer Rice MPH, PhD, Health Administrator**

Public Health

**Erma Thurman, Deputy Director**

Public Assistance, Veterans Services and

SIU Services

**Karleen Jakowski, Deputy Director**

Employment Services, Child and

Adult Protective Services

## Core Management Team

**Michele Mazerolle, Program Manager**

Public Assistance Programs

**Julie Mahon, Program Manager**

Child and Adult Protective Services

**Erich Runge, Program Manager**

Child and Adult Protective Services

**Tracy Bryan, Program Manager**

Public Health

**Courtney Pyse, Program Manager**

Employment Services

**Tony Gordon, Program Manager**

Special Investigations

**Marvin King Jr., Program Manager**

Veterans Services

**Donna Young, Program Manager**

Administration and Finance

**MRG Consultant/Facilitator, James T. Gandley DDS, MPH**



# EXECUTIVE SUMMARY

The Yuba County Health and Human Services Department (HHSD) is pleased to present our FY 2018-2021 Strategic Plan. The Department engaged MRG, LLC in August, 2017 to assist in facilitating this process and developing a Strategic Plan that will best position the Department to effectively and efficiently deliver its services to the residents of the County. The Strategic Plan is all about delivering the future through initiatives and activities that will guide the organization for the next three years. It is broad enough to capture the full scope of programmatic and administrative issues and priorities, while at the same time addressing individual and divisional service delivery challenges.

The Department was aware that this process represented a significant individual and organizational investment in the future. MRG's facilitation greatly assisted our department in streamlining this process to the greatest degree possible. The consultant engaged our entire team, to assure a successful process resulting in "best practice" service delivery outcomes.

This plan was built on rigorous and detailed Organizational and SWOT Assessments and it presents identified Organizational Priorities, Strategic Objectives and SMART Goals. Cumulatively, they address the complex array of interventions and services that impact Yuba County residents at all levels.

Overall, our HHSD Strategic Plan will demonstrate commitment to:

- Organizational investment in staff and healthy communities;
- Collaboration with Community Based Organizations;
- Ongoing commitment to serve as the organizational hub of the community safety net.

These commitments will be accomplished through:

- Optimizing current resources – both fiscal and human;
- Improving service delivery efficiencies that enhance client outcomes;
- Aligning with local, statewide, and federal resources and initiatives to achieve our organizational mission.

# STRATEGIC ACTION PLAN SUMMARY & OVERVIEW 2018-2021

## YUBA COUNTY HEALTH & HUMAN SERVICES

<b>VISION:</b> A healthy and thriving community.			
<b>MISSION:</b> Be a catalyst for building a healthy and thriving community			
<b>VALUES:</b> <ol style="list-style-type: none"> <li>1. Quality services are delivered with commitment.</li> <li>2. Individual diversity is respected.</li> <li>3. Interpersonal relationships and services are ethical, empathetic, and empowering.</li> </ol>			
<b>Priority 1</b>	<b>HHSD will commit to fostering teamwork and collaboration through improved communication.</b>		
Objective 1	Enhance effective vertical and horizontal communication.		
Goals		<b>Date</b>	<b>Responsible Party</b>
	1.1.1 Departmental supervisor meetings will be scheduled on a quarterly basis.	<b>07/18</b>	Program Manager(PM) Group Lead: Special Investigative Unit (SIU)
	1.1.2 Develop and identify the membership of a Communication Workgroup to improve and monitor the effectiveness of departmental communication.	<b>09/18</b>	PM Group Lead: Employment Services (EMP)
	1.1.3 Develop and deliver department-wide staff trainings with a focus on effective communication.	<b>01/19</b>	Communication Workgroup Chair
Objective 2	Develop interdepartmental teamwork opportunities.		
Goals		<b>Date</b>	<b>Responsible Party</b>
	1.2.1 Redesign New Employee Orientation (NEO).	<b>08/18</b>	Assistant PM Eligibility(ELG)
	1.2.2 Review and update NEO semi-annually.	<b>02/19</b>	Assistant PM ELG
	1.2.3 Schedule department-wide trainings that provide enhanced opportunities for staff integration and sharing of cross-divisional knowledge.	<b>04/19</b>	PM Group Lead: Administrative & Finance (ANF) & ANF Administrative Analyst
	1.2.4 Implement new employee onboarding experiences.	<b>07/18</b>	PM Group Lead: ELG
	1.2.5 Create division open houses.	<b>07/19</b>	PM Group Lead: EMP

# STRATEGIC ACTION PLAN SUMMARY & OVERVIEW 2018-2021

## YUBA COUNTY HEALTH & HUMAN SERVICES

<b>Priority 2</b>	<b>HHSD will address community need and associated workload through proactive, compassionate services provided by qualified staff.</b>		
Objective 1	Identify and prioritize community needs.		
Goals		<b>Date</b>	<b>Responsible Party</b>
	2.1.1 Analyze recently completed community Needs assessments.	<b>08/18</b>	PM Group Leads: Child Adult Protective Services (CAPS) & Public Health (PH)
	2.1.2 Create a plan to address unmet community needs.	<b>08/19</b>	PM Group Leads: CAPS & PH
	2.1.3 Engage our HHSD grant writer in efforts to locate and secure additional funding sources.	<b>12/19</b>	PM Lead: ANF
	2.1.4 Implement a plan.	<b>06/20</b>	Executive Team
	2.1.5 Evaluate the plan.	<b>06/21</b>	Executive Team
Objective 2	Identify, prioritize and appropriately distribute workload.		
Goals		<b>Date</b>	<b>Responsible Party</b>
	2.2.1 Review program requirements, deadlines and associated workloads.	<b>07/19</b>	Divisional PM
	2.2.2 Conduct business process review.	<b>11/19</b>	Divisional PM
	2.2.3 Create an improvement plan.	<b>01/20</b>	Divisional PM
	2.2.4 Implement an improvement plan.	<b>04/20</b>	Divisional PM
	2.2.5 Offer stretch assignments to identified staff to create trainings for others that will increase productivity and ease workload concerns.	<b>05/20</b>	Divisional PM and Supervisors
Objective 3	Ensure proactive, compassionate services are provided to the community.		
Goals		<b>Date</b>	<b>Responsible Party</b>
	2.3.1 Identify staff mentors within divisions and utilize their skills in promoting improved best practices.	<b>05/20</b>	Divisional Supervisors
	2.3.2 Identify and incorporate best practices to increase staff's skills in providing proactive and compassionate services.	<b>07/20</b>	Executive Team

# STRATEGIC ACTION PLAN SUMMARY & OVERVIEW 2018-2021

## YUBA COUNTY HEALTH & HUMAN SERVICES

<b>Priority 3</b>	<b>HHSD demonstrates adaptability by collaborating with community partners to maximize resources.</b>		
Objective 1	Develop a holistic community approach to serving customers/clients.		
Goals:		<b>Date</b>	<b>Responsible Party</b>
	3.1.1 Identify stakeholders/community partners.	<b>09/18</b>	PM Group Lead: CAPS
	3.1.2 Evaluate gaps in services/needs and partnerships.	<b>02/19</b>	PM Group Lead: CAPS
	3.1.3 Conduct semi-annual community stakeholder meetings to assess community needs, evaluate stakeholder capacity, and identify available resources.	<b>04/19</b>	PM Group Lead: PH & Project Manager
<b>Priority 4</b>	<b>HHSD seeks to provide professional growth training opportunities for our valued staff.</b>		
Objective 1	Develop a comprehensive growth plan.		
Goals		<b>Date</b>	<b>Responsible Party</b>
	4.1.1 Create a Steering Committee and identify Membership to develop a comprehensive Growth Plan.	<b>11/19</b>	PM Group Lead: Veterans Services (VA)
	4.1.2 Submit the plan to the Executive Team for review and final approval.	<b>11/20</b>	Steering Committee
	4.1.3 Implement the comprehensive Growth Plan.	<b>01/21</b>	PM Group Lead: VA
Objective 2	Develop job specific training opportunities.		
Goals		<b>Date</b>	<b>Responsible Party</b>
	4.2.1 Purchase Learning Management System (LMS) to encourage opportunities for career development.	<b>01/19</b>	PM Group Lead: ANF
	4.2.2 Train staff on LMS.	<b>07/19</b>	ANF Administrative Analyst
	4.2.3 Provide trainings utilizing LMS.	<b>08/19</b>	ANF Administrative Analyst

# STRATEGIC ACTION PLAN SUMMARY & OVERVIEW 2018-2021

## YUBA COUNTY HEALTH & HUMAN SERVICES

<b>Priority 5</b>	<b>HHSD will enhance organizational adaptability through increased use of mobile and cutting edge software/technology.</b>		
<b>Objective 1</b>	HHSD will improve access to technology.		
<b>Goals</b>		<b>Date</b>	<b>Responsible Party</b>
	5.1.1 Create an IT Committee to identify department needs.	<b>07/18</b>	Executive Team Lead: Admin & Finance Deputy Director
	5.1.2 Identify funding through budget development process.	<b>08/18</b>	Executive Team Lead: Admin & Finance Deputy Director
	5.1.3 Committee will make recommendations to Management for approval.	<b>04/19</b>	Executive Team Lead: Admin & Finance Deputy Director HHSD IT Committee Chair
	5.1.4 Develop policy and train staff.	<b>08/19</b>	HHSD IT Committee Chair
	5.1.5 Implementation of identified software and hardware will be initiated and completed.	<b>03/20</b>	HHSD IT Committee Chair
	5.1.6 Implementation will be evaluated in “real time” and necessary adjustments or course corrections will be addressed as necessary.	<b>07/20</b>	HHSD IT Committee Chair