



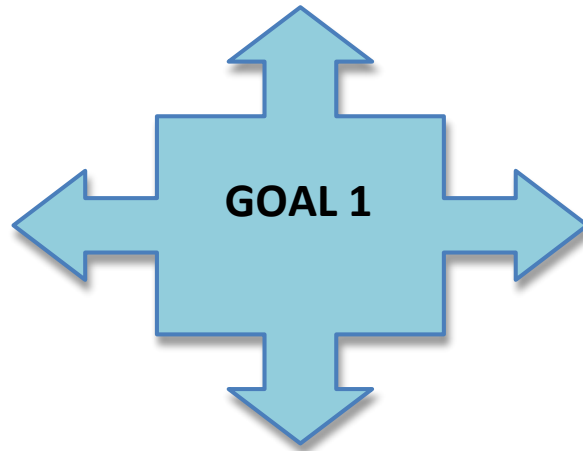
Goal 1: LMCHD will improve availability of and access to direct health services for all residents of the District, with a focus on reducing the District’s health disparities.

Goal 2: LMCHD will support preventative and public health efforts that promote and protect the personal, community, and environmental well-being and health of District residents.

Goal 3: LMCHD will engage in population-specific efforts to address the needs of those residents in the District that are historically underserved or particularly impacted by health disparities.

Goal 4: LMCHD supports research and educational programming that moves the community towards improved and innovative practices.

Goal 5: LMCHD will work to establish solid, sustainable agency infrastructure components guided by fair and ethical governing principles and fiscally sound policies to ensure sufficient resources to achieve LMCHD’s vision, mission, and strategic plan.



LMCHD will improve availability of and access to direct health services for all residents of the District, with a focus on reducing the District’s health disparities.

Central to the promotion of health and wellness in the District are efforts to improve both the availability of and access to health services, especially for those sub-populations suffering from elevated rates of disease or mortality for particular diseases and health conditions. The District will take a multi-faceted approach to this Goal that will begin with its continued support for existing programs and initiatives that have demonstrated effectiveness in improving access to healthcare for District residents. New programs will also be initiated that address identified needs and efforts will be undertaken to create more linkages and collaborations with other community-based efforts to further enhance access to healthcare services. In order to gain better understanding of health issues in the District and to facilitate efforts to reduce health disparities, the Board of Directors will support efforts to carry out District-wide assessments of health needs and health disparities. The District’s staff will also maintain an active role in advocating on a local, state and federal level for policies, programs and funding to address healthcare needs within the District. Finally, in order to maximize the effectiveness of its programs and initiatives in improving access to healthcare, the District will improve its fund allocation procedures and strengthen its monitoring and evaluation efforts, including implementing reporting requirements and defining measurable outcome measures focused on improved access to healthcare.

Outcomes:

1. District residents have improved access to direct health services.
2. District residents will experience a reduction in health disparities including those in diabetes, childhood obesity, and heart disease.
3. A stronger network of health care assistance is in place, supporting a reduction in health disparities. This is measured by LMCHD's increasing collaboration with appropriate organizations and establishing work plans to launch and sustain new and existing programs.

Strategy 1.1

Fund new or existing programs and create linkages, partnerships, and collaborations with community-based efforts that support this goal through Health and Wellness District-direct Initiatives activity and the LMCHD Health and Wellness Funding Program.

Action Step 1:

Monitor and support programs funded. Programs supported each funding cycle will be monitored.

Action Step 2:

Continue to monitor and support the Health and Wellness District-Direct Initiatives , including the Eyeglasses Program.

Action Step 3:

Coordinate, strengthen and maintain monitoring, supporting, and evaluating the LMCHD Health and Wellness Funding Program and its participants.

Action Step 4:

Follow the established LMCHD Health and Wellness Funding Program guidelines to coordinate staff activities around funding application submissions, monitoring, reporting, fund disbursement, and communication with awardees.

Strategy 1.2

Utilize existing data and support new efforts for District-wide assessments of health needs and health disparities in the District.

Action Step 1:

Coordinate assessments of health needs and health disparities of District residents.

Action Step 2:

Conduct assessments of health needs and health disparities in the District.

Strategy 1.3

Advocate for improved access to health care as well as strengthened healthcare goals, policies, and outcomes throughout the community, including local, state, and federal levels of government.

Action Step 1:

Serve as a resource for information regarding the new federal healthcare legislation’s impact on District’s residents’ access to healthcare, community-based agencies health care models, and community healthcare policy.

Action Step 2:

Research and propose support and legislative advocacy efforts for policies that favor District residents and healthcare needs.

Action Step 3:

Continue to coordinate the intern program.

Strategy 1.4

Increase access to affordable health coverage options for working individuals and families within the District and residents that are not covered by Medi-Cal/Medicaid.

Action Step 1:

Monitor and support programs each funding cycle, including those funded by the LMCHD Health and Wellness Funding Program.

Strategy 1.5

Allocate funds effectively and define effectiveness measures for evaluating efforts to ensure that LMCHD's resources contribute to improved access to healthcare.

Action Step 1:

Implement reporting requirements and program outcome guidelines outlined in the LMCHD Health and Wellness Funding Program.

Action Step 2:

Grants and Policy Committee will review and revise report forms used by awardees to emphasize evaluation of program effectiveness and outcomes.

Action Step 3:

Finance Committee will review and coordinate resource allocation for the most effective use of LMCHD's funds, focusing on improving access to healthcare for District residents.

Action Step 4:

Develop and establish regular staff activities around visiting and evaluating funding recipients.

Action Step 5:

District-Direct program parameters and established outcomes to be achieved are determined before starting any program.



LMCHD will support preventative and public health efforts that promote and protect the personal, community, and environmental well-being and health of District residents.

Prevention, early intervention public health services, and health education are all important strategies for improving community health outcomes, particularly when aimed at the root causes of health problems and disparities. The District will continue its existing support for prevention and public health services and seek to develop new efforts. Recognizing the link between good nutrition and wellness and the need for action in the face of elevated rates of child and adult overweight and obesity, the District will promote access to healthy foods and support nutrition-oriented health education. It will also seek to enhance the physical well-being of children and other District residents through health education, violence prevention and exercise programs. On a community level, it will support public health campaigns to increase public awareness of health issues and strategies to promote wellness and it will advocate for legislation and public policies that address health needs of District residents.

Almost half of fifth graders at Pittsburg Unified are overweight.

One quarter of Contra Costa adults who are at least 20 years old are obese, and the rates are highest among people of color.

Contra Costa Health Services, 2010 Report

- Outcomes:**
1. LMCHD supports preventative and public health efforts taking place in the community which will be measured by:
 - a. A commitment of its Health and Wellness funding to support preventative and public health efforts.
 - b. The LMCHD Board and Staff actively participating in health-related community-sponsored events.
 2. District residents have increased access to healthy foods and education regarding nutrition practices to increase wellness and prevent obesity and other related diseases.

Strategy 2.1

Invest in preventative and public health services that address root causes and social determinants of health disparities and major public health concerns that impact District residents.

Action Step 1:

Monitor and support programs funded each cycle, including those recently funded by the LMCHD Health and Wellness Funding Program.

Action Step 2:

Implement and monitor the District Sponsored direct services program, including the AED/CPR initiative.

Action Step 3:

Board of Directors will continue to assign new projects to be developed by the Committees and Staff that will strengthen preventative and public health efforts.

Strategy 2.2

Foster opportunities for access to healthy foods and support education regarding nutrition practices to increase wellness and prevent obesity and other related diseases.

Action Step 1:

Monitor and support programs funded each cycle, including those recently funded by the LMCHD Health and Wellness Funding Program.

Action Step 2:

Maintain LMCHD's advocacy and support for healthy food programs and nutrition education programs.

Action Step 3:

Continue to sponsor as a direct service the "Good Health to Youth Forums" and the "Good Health to Adults Forums."

Strategy 2.3

Promote and strengthen efforts including health education, violence prevention, and exercise programs to improve the physical well-being of District residents, with a particular focus on both children and adults.

Action Step 1:

Monitor and support programs funded each cycle, including relevant programs funded by the LMCHD Health and Wellness Funding Program.

Action Step 2:

Continue to monitor and support the LMCHD Community Garden Program as a direct services initiative.

Action Step 3:

Conduct outreach efforts to provide information about LMCHD’s programs to District residents and organizations as well as participate in regular health and health disparities needs assessments.

Strategy 2.4

Integrate community-needs assessment data into Board policies and operating procedures to guide budget processes, the Health and Wellness Funding Program, and development of new services and collaborative efforts.

Strategy 2.5

Increase public awareness, promote public health campaigns, and advance legislative positions and public policies that support health promotion and address primary health concerns of District residents.



LMCHD will engage in population-specific efforts to address the needs of those residents in the District that are historically underserved or particularly impacted by health disparities.

Data demonstrate that certain sub-populations are underserved and/or highly-impacted by health disparities. To address this issue, the District will engage in targeted efforts to address the needs of District residents that are particularly impacted by diabetes, asthma, stroke, heart disease and developmental disabilities. It will also focus on efforts to increase the health and wellness of mothers and children; enhance the community’s capacity to support seniors and their families; and improve access to care and support for low-income, homeless and at-risk individuals, youth and families.

Pittsburg residents experience higher death and disease rates than the County overall for many chronic and communicable diseases, injury and maternal and child health issues.

African-Americans are at greatest risk for poor health outcomes. Their age-adjusted death rate from all causes is 59% higher than county residents overall.

Contra Costa Health Services, 2010 Report

Outcomes:

1. District residents that are underserved or particularly impacted by health disparities experience increased access to healthcare and health education.

2. Access to healthcare needs is improved for:
 - a. Low-income, homeless, and at-risk individuals
 - b. Youth
 - c. Families
 - d. African-Americans
 - e. Latinos
 - f. Other underserved populations

Strategy 3.1:

Invest in efforts that engage and increase access to health care for populations that are particularly impacted by health concerns such as diabetes, asthma, stroke, obesity, heart disease and developmental disabilities.

Action Step 1:

Monitor and support programs funded each cycle, including those funded by the LMCHD Health and Wellness Funding Program.

Strategy 3.2:

Increase the health and wellness of mothers and children through better access to prenatal care, immunizations, access to primary health services and health and wellness education in schools.

Action Step 1:

Collaborate with WIC and other programs to provide health services to mothers and children.

Strategy 3.3:

Improve and increase the community's capacity to support seniors and their families with a variety of health care services, basic needs, nutrition, and benefits assistance.

Action Step 1:

Monitor and support programs funded each cycle, including those funded by the LMCHD Health and Wellness Funding Program.

Strategy 3.4

Improve access to care for low-income, homeless and at-risk individuals, youth, and families with a variety of healthcare-related, basic needs, nutrition, and benefits assistance.

Action Step 1:

Monitor and support programs funded each cycle, including those funded by the LMCHD Health and Wellness Funding Program.

Action Step 2:

Continue to support the African-American Health Empowerment Collaborative.



LMCHD supports research and educational programming that moves the District community towards improved and innovative practices, and enhances service delivery to District residents.

In order to provide the highest quality healthcare services possible, it is essential that the District stay abreast of emerging innovations, best practices in service delivery and the latest research outcomes. To this end, the District will facilitate and invest in ongoing training and workforce development on health issues and practices. The District will also support collaboration and information-sharing among healthcare providers, health advocates, other healthcare districts and peer associations, faith-based and nonprofit organizations, government and the community regarding service delivery, health promotion and disease prevention.

Outcomes:

1. District residents experience enhanced service delivery due to implemented innovative practices including:
 - a. More accessible healthcare
 - b. More direct and immediate healthcare
 - c. More cost-efficient healthcare
2. Schools within the District will have increased access to vision care for their students.
3. LMCHD Board Members and Staff will be aware of current healthcare trends and health issues that affect District residents, which will be measured by:
 - a. Meetings attended by Board members and Staff at peer-level and professional associations, including the Special District Institute, the Special District and Local Government Institute Seminar, the Association of California Healthcare Districts, and other healthcare related workshops and conferences.

Strategy 4.1

Invest in community programs and educational facilities that further healthcare workforce development within the District.

Action Step 1:

Monitor and support programs recently funded by the LMCHD Health and Wellness Funding Program .

Strategy 4.2

Support collaboration, coordination of efforts, and synergistic relationships among healthcare providers, health advocates, other healthcare districts, faith-based and nonprofit organizations, government, and the community.

Action Step 1:

Continue to coordinate and strengthen LMCHD’s efforts with other agencies.

Action Step 2:

Remain actively involved with statewide peer-level associations, including the ACHD and the CSDA, in order to maximize the effectiveness of the District and its grants and programs.

Strategy 4.3

Serve as a resource of information, advocacy, and training for healthcare professionals concerning health concerns and practices that impact District residents.

Action Step 1:

Participate in regular and special trainings for healthcare professionals on health concerns and practices that impact District residents.

Action Step 2:

Participate in training regarding domestic violence intervention through the Pittsburg Health Center or another entity.

Strategy 4.4

Develop and communicate LMCHD’s role in facilitating coordination among organizations, faith-based organizations, and city, state, and federal agencies at work on health promotion and disease prevention within the District.

Action Step 1:

Continue to publish community bulletin and media announcements to communicate LMCHD’s work on health promotion and disease prevention.

Action Step 2:

Monitor communications to strengthen coordination among collaborating organizations and develop new relationships with other related agencies.



LMCHD will work through the Board of Directors and Staff to establish solid, sustainable agency infrastructure components guided by fair and ethical governing principles and fiscally sound policies to ensure sufficient resources to achieve LMCHD’s vision, mission, and strategic plan.

Effectively serving the District’s residents requires solid and sustainable agency infrastructure, fair and transparent policies and fiscally sound financial management. In order to ensure successful operation of its programs and initiatives and efficient administration of resources, the District will invest in staff and Board training on key governance issues and work to develop effective Board leadership along with the structures and operational policies and procedures necessary to function well. In addition, in order to maintain appropriate accountability and ensure measurable improvements in District health problems, the Board will oversee Strategic Plan implementation and updates; monitor program and initiative workplans; closely oversee the budget; engage in periodic Board and staff performance reviews; and evaluate outcomes based on district-wide health assessment data.

Outcomes:

- 1 LMCHD will have fair, transparent, and cost-effective policies that allow for the community to have greater access to health resources evidenced by:
 - a. An adopted and implemented Policies and Procedures manual
 - b. An adopted and implemented Operations manual for Board members and Staff.
 - c. A Strategic Plan review which occurs annually to review progress on outcomes.
 - d. Annual Board and Staff performance reviews based on adopted procedures
 - e. Reviewed building lease, mortgage, and other financial terms which are renegotiated as needed.
- 2 LMCHD will have developed outcome targets for the goals identified in this strategic plan.

Strategy 5.1

Strengthen the knowledge of Board members and Staff through special trainings and presentations from healthcare and governance experts.

Action Step 1:

Develop a Board and Staff training calendar.

Action Step 2:

Continue Board Member attendance to ACHD and CSDA programs.

Action Step 3:

Prepare for and attend the California Special Districts Association Annual Conference.

Strategy 5.2

Commit to a Board culture that strives for collaboration, continuous learning, advocacy, transparency, ethical behavior, and leadership on matters affecting the health of the District's residents.

Action Step 1:

Periodically review and redefine the work delegated to the Board Committees by the Board of Directors, through Committee Chairs reporting on work underway, and putting forth motions for action as needed.

Action Step 2:

Schedule substantial Board attention on increasing effective participation in carrying out the LMCHD's healthcare-related agenda.

Action Step 3:

Develop a Board of Directors' toolkit to orient each Board member on member roles and responsibilities, Officer duties, and LMCHD's policies and procedures to review at an annual meeting.

Action Step 4:

Continue to include monthly committee meeting minutes in every Board of Directors' monthly meeting packet.

Strategy 5.3

Develop Annual Management Plans, Strategic Plan updates, and annual Board and Staff performance reviews, taking into account the need for continuous quality improvement.

Action Step 1:

Review Management Plan in REAL Committee and make recommendation on action to Board of Directors.

Action Step 2:

Annually monitor implementation of this strategic plan, setting specific action steps for the next year.

Action Step 3:

Develop annual Board and Staff performance reviews in order to recommend adoption to Board of Directors.

Action Step 4:

Amend Bylaws to update roles and responsibilities of new Board Committees, executive director, and staff.

Action Step 5:

Review District Sponsored Program work plans.

Strategy 5.4

Develop and update a financial operations manual to guide the ability to maintain a balanced budget, account for resources, and support all LMCHD activities and operations.

Action Step 1:

Continue development, review, and approval of financial operations manual in Finance Committee meetings in order to make recommendations to Board of Directors on adoption of policies.

Action Step 2:

Adopt a model guiding Board activity on budget, personnel, and undertaking of major new commitments that is "policy driven" as recommended by the Finance Committee.

Action Step 3:

Review funding parameters for the Board of Directors Community Benefit Fund Program, Health and Wellness Fall and Summer Grant Program, and the District Sponsored Program.

Strategy 5.5

Maintain an Administration and Operations Manual to guide Board and Staff actions.

Action Step 1:

Facilitate Board Study Session and REAL Committee meeting to review Administration and Operations Manual.

Strategy 5.6

Monitor and maintain the District's operations of the Pittsburg Community Health Center by reviewing and updating lease, mortgage, and other financial terms.

Strategy 5.7

Achieve measurable improvements in the health problems of the District.

Action Step 1:

Identify sources of District-wide health assessment data.

Action Step 2:

Identify and develop partnerships with community organizations in order to develop assessment methodologies and collect data.

Action Step 3:

Develop standardized performance measures related to strategic plan outcomes; link to District activity and investments in community programs.