

2018

# Tuolumne County Community Health Improvement Plan



**TUOLUMNE COUNTY  
PUBLIC HEALTH**  
PREVENT · PROMOTE · PROTECT

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# I. Introduction

In the Fall of 2016, Tuolumne County Public Health and Sonora Regional Medical Center completed the 2016 Tuolumne County Health Needs Assessment, which presents measurements that allow for a course to be set to improve the public’s health. Tuolumne County Public Health and Sonora Regional Medical Center teamed up to work with a large and diverse committee representing Tuolumne County agencies and businesses to build on the 2013 Community Health Needs Assessment. Both documents reflect the content of the Let’s Get Healthy California Task Force’s guidelines.

Throughout the Summer and Fall of 2017, a representative task force met three times to develop the Community Health Improvement Plan, in which they conducted an environmental scan, selected priority strategies and indicators, and identified partner roles and responsibilities. In addition, they developed key concepts for a coordinated communications plan to address substance use, one of the priorities highlighted in the needs assessment.

Members of the Task Force represented the following community partners:

- Adventist Health Sonora
- Amador Tuolumne Community Action Agency
- First 5 Tuolumne County
- Mathiesen Memorial Health Clinic
- Tuolumne County Human Services Agency
- Tuolumne County Probation
- Tuolumne County Public Health
- Tuolumne County Superintendent of Schools
- Tuolumne Me-Wuk Indian Health Center

The following Community Health Improvement Plan (CHIP) highlights the top strategic priorities for the next few years and a roadmap to coordinate and implement key strategies that will improve the health and quality of life for Tuolumne County residents.

*“The future is not some place we are going to but one we are creating. The paths are not to be found but made, and the activity of making them changes both the maker and the destination.” [John Schaar]*

## Strategic Priority Areas

As a result of this most recent needs assessment, three Strategic Priority Areas were identified:

1. Access to Care
2. Substance Use
3. Healthy Beginnings

### 1. Access to Care



The Tuolumne County Community Health Needs Assessment (CHNA) identified significant gaps in access to care for residents. This applies to primary care, mental health care, specialty care, and dental care. Difficulty accessing care has been identified in patients who have Medi-Cal, Medicare, County Medical Services Program (CMSP), private insurance, and those with no health insurance.

### 2. Substance Use

Substance use and abuse affects all sectors of the community, from pre-conception throughout adulthood. Like the rest of the country, the opioid epidemic has had a devastating impact in Tuolumne County. Youth substance use remains a significant challenge, while excessive alcohol use among all ages persists in the county. Substance use is also one of the top factors impacting chronic disease and death rates in the county and includes tobacco use.



### 3. Healthy Beginnings

Ensuring good health in the beginning of life sets the foundation for health throughout the lifespan. A healthy childhood is essential to children having the opportunity to thrive and reach their full potential. The CHNA highlights both the good news and bad news regarding healthy beginnings. Most of our pregnant mothers are receiving high rates of prenatal care and are breastfeeding, teen births are decreasing, and most young children are receiving dental care.



However, the number of childcare slots has reduced, kindergarten immunization rates are low, childhood obesity rates are still of concern, late entry into prenatal care still occurs, and the current substance abuse and neglect rate for the county is quite high.



## II. Environmental Scan for each Strategic Priority Area

In early Fall 2017, members of the CHIP Task Force conducted an analysis of the Strengths, Opportunities, Aspirations, and Results (SOAR) for each of the three Strategic Priority Areas.



Common themes across all areas included:

- Tuolumne County has a spirit of collaboration and willingness to partner in real ways. “All issues are solvable with partners in Tuolumne County.”
- Like other rural areas, Tuolumne County has a high poverty rate, an aging population, and is combating high rates of drug use and abuse.
- The county has many dedicated programs and services that meet the education and health care needs of the community. However, we are lacking medical and behavioral health providers, which limit access to health care and substance use programs.
- Since it is a small community, strong partnerships have been built among agencies, including county-wide coalitions. However, there are opportunities to better partner with the schools, parents, students, local tribes, and local businesses.
- Tuolumne County leaders would like to develop a collective vision and partnership across agencies, focusing on equal access to health care and building healthy places for recreational and sports activities.

The following is a summary of the environmental scan findings for each Strategic Priority Area. (A full report of the SOAR Findings is available upon request from the Tuolumne County Public Health Department.)

### 1. Access to Care Environmental Scan

#### Challenges:

- Lack of providers, long wait times for appointments
- Residents don’t know services are available and/or that they are eligible
- Rural lifestyle might not be desirable to potential providers (crime data misleading due to small total population, wage base)

#### Community Assets:

- Effective community outreach and engagement
- Small social networks that can get things done quickly and nimbly
- Many programs, services and facilities that can be tapped
- Exquisite natural beauty to draw people to the area

## 2. Substance Use Environmental Scan

### Challenges:

- Opioid Epidemic
- Lack of affordable inpatient and outpatient behavioral health services (both Medi-Cal and private)
- Stigma
- Legalization of marijuana
- Housing/homelessness/ poverty
- Decreased legal leverage to motivate people into treatment

### Community Assets:

- Many program and services focused on prevention and treatment.
- Strong relationships between behavioral health, public health, health care, education, faith-based, and law enforcement partners.
- Annual California Healthy Kids Survey (CHKS) data
- Exquisite outdoor spaces that provide people with healthy, positive alternatives
- Opioid Safety Coalition
- YES Partnership

## 3. Healthy Beginnings Environmental Scan

### Challenges:

- Family/prenatal substance abuse
- Poverty, poor nutrition
- Lack of quality, licensed child care, especially non-subsidized care
- Pediatricians are not routinely doing early developmental screenings
- Lack of foster care resources
- Entrenched, intergenerational family economic and social challenges
- Lack of medical and dental screenings

**Community Assets:**

- Women Infants and Children (WIC), First 5, Head Start and State Preschool programs; subsidized licensed care
- Some early developmental screening is conducted through early education and family support programs
- School-community-family partnerships
- Columbia College Early Childhood Education program
- Infant Child Enrichment Services (ICES)





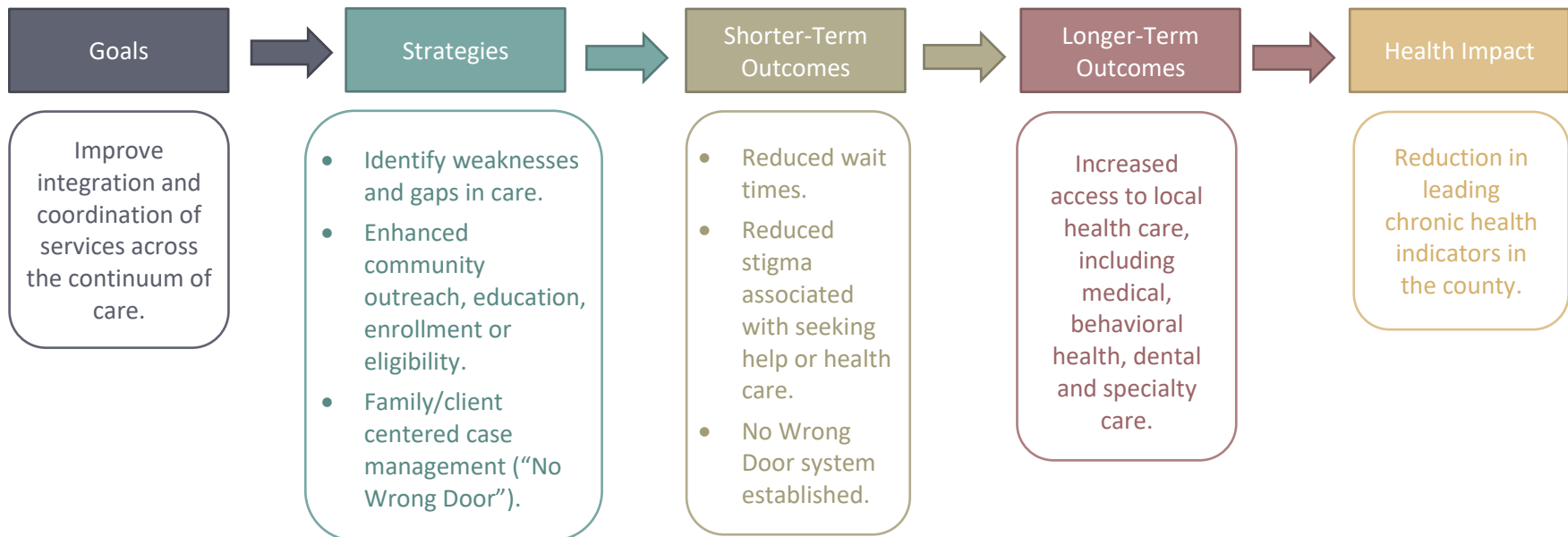
### III. Improvement Strategies for each Strategic Priority Area

#### Logic Models

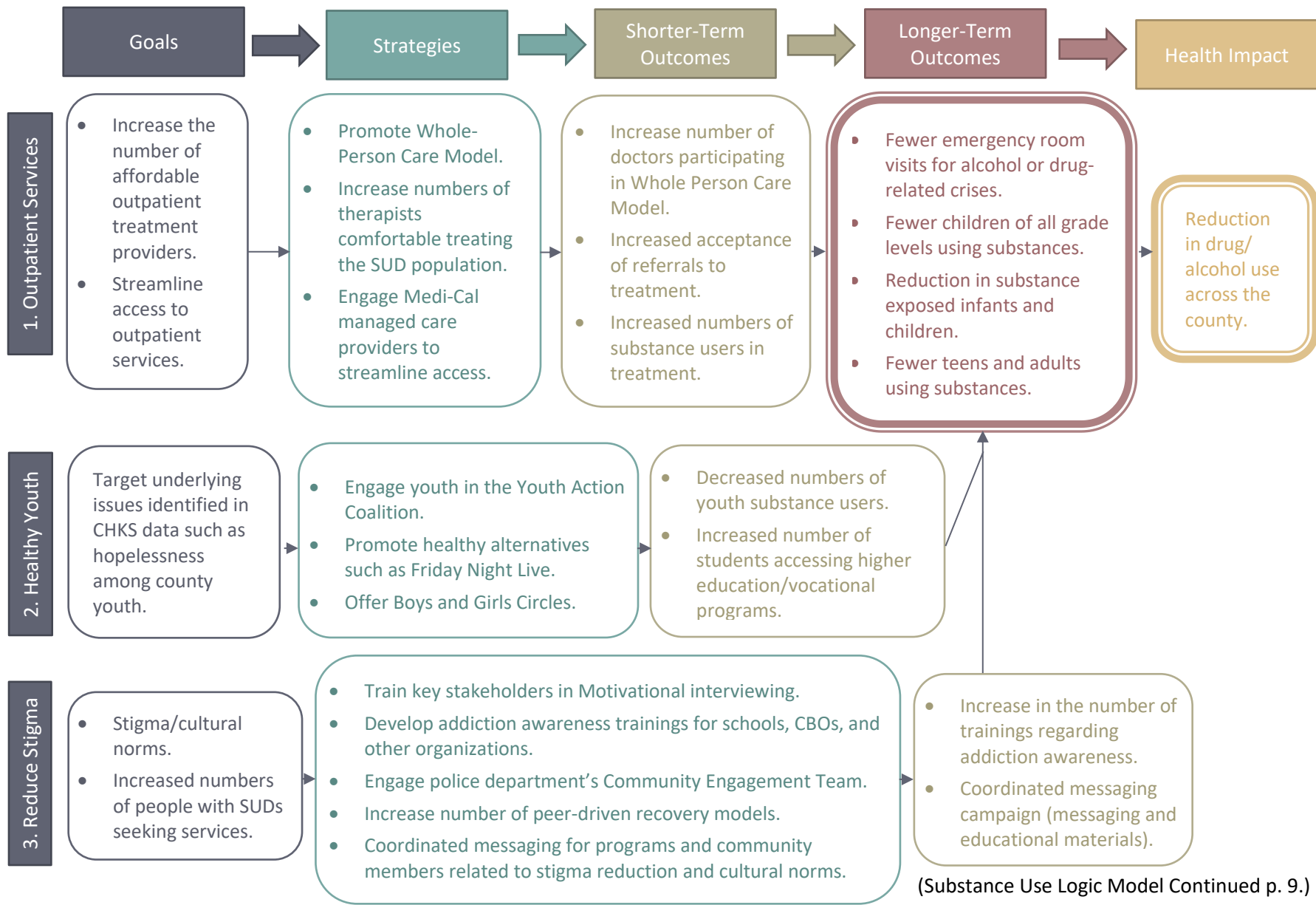
Based on the findings of the environmental scan, the Task Force met to identify priority indicators. Those top indicators for each Strategic Priority Area were then the basis of the selection of improvement strategies. The Task force developed Logic Models, which included proposed strategies and outcomes. These were then fleshed out and partners identified the roles they would each take in coordinating and participating in implementing each of the strategies. Below are the three Logic Models, followed by the identification of partner roles for each strategy.

*“To do great and important tasks, two things are necessary: a plan and not quite enough time.” [Anonymous]*

#### 1. Access to Care Logic Model

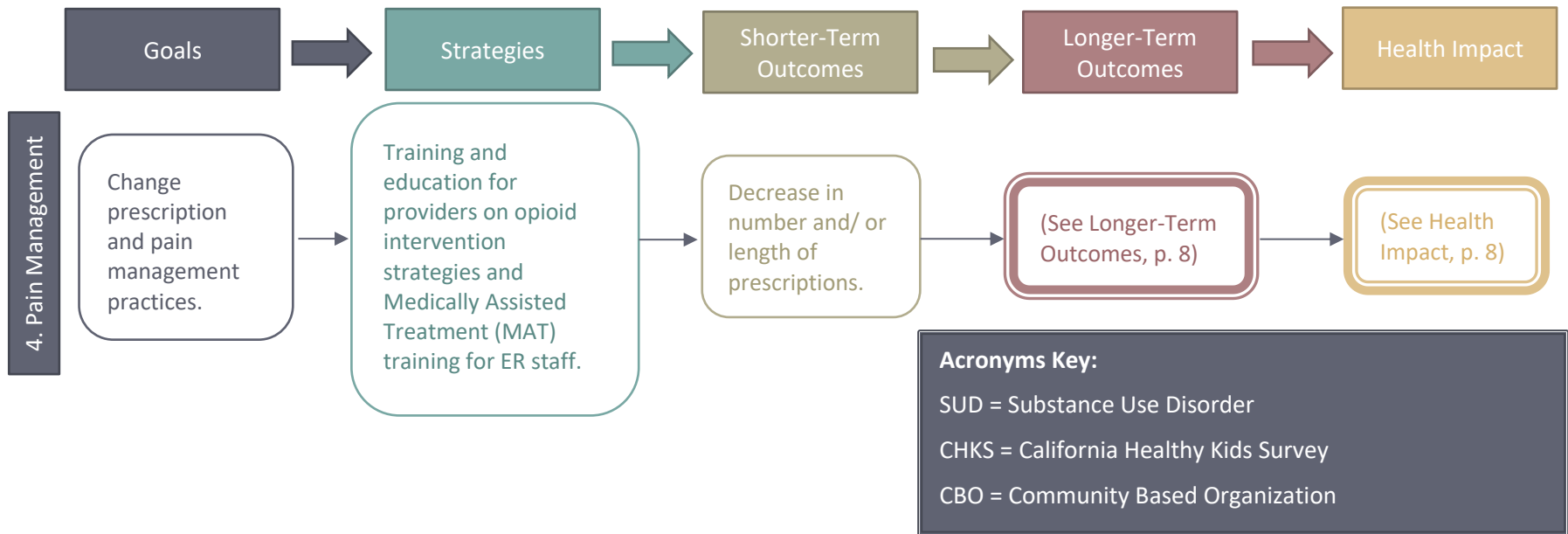


## 2. Substance Use Logic Model

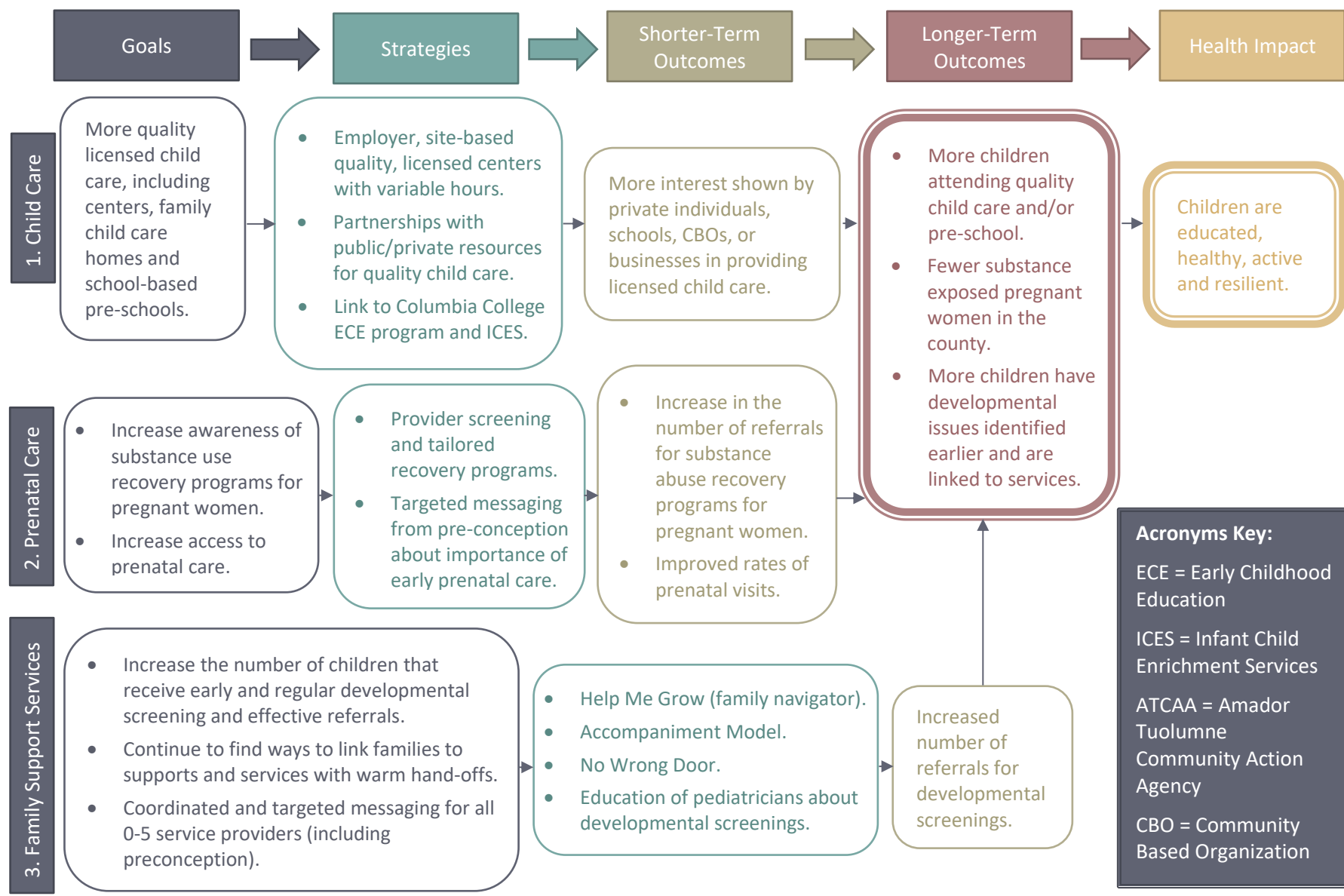


(Substance Use Logic Model Continued p. 9.)

(Substance Use Logic Model Continued from p. 8.)



### 3. Healthy Beginnings Logic Model



## Partner Roles/Responsibilities



Recognizing that the CHIP is a collaborative planning tool, the Task Force members identified a convener and participating partners for each of the strategies identified in the Strategic Priority Area Logic Models.

### 1. Access to Care Partner Roles

Strategy	Convening Organization	Participating Partners
<b>Identify weaknesses and gaps in care.</b>	Adventist or Clinics	Clinics (Mathieson, Tuolumne Me-Wuk)
<b>Enhanced community outreach, education, enrollment/eligibility.</b>	Department of Social Services	Public Health (County Medical Services Program)
<b>Family/client centered case management (“No Wrong Door”).</b>	Amador Tuolumne Community Action Agency (ATCAA)	Clinics, Adventist, Human Services Agency (Public Health, Social Services, and Behavioral Health)

### 2. Substance Use Partner Roles

Strategy	Convening Organization	Participating Partners
<b>Promote Whole-Person Care Model.</b>	Adventist or Clinics	Public Health (County Medical Services Program)
<b>Increase numbers of therapists comfortable treating the Substance Use Disorder population.</b>	Behavioral Health	Tuolumne Me-Wuk, Adventist, Mathieson, Schools
<b>Engage Medi-Cal managed care providers to streamline access.</b>	Clinics	Public Health, Hospital, Opioid Safety Coalition
<b>Engage youth in healthy alternatives such as Friday</b>	Public Health (Tobacco)	YES Partnership, 4-H, Scouts,

Strategy	Convening Organization	Participating Partners
<b>Night Live.</b>		schools
<b>Offer Boys and Girls Circles.</b>	ATCAA	Schools
<b>Train key stakeholders in Motivational Interviewing.</b>	Behavioral Health, ATCAA/YES Partnership	Public Health, ATCAA, schools, First 5
<b>Develop addiction awareness trainings for schools, CBOs, and other organizations.</b>	Opioid Safety Coalition, YES Partnership	ATCAA, Public Health, County Superintendent of Schools
<b>Involve law enforcement Community Engagement Teams.</b>	Tuolumne County Sheriff Department's Tuolumne Narcotics Team (TNT) Sonora Police Department	Schools, Public Health
<b>Increase number of peer-driven recovery models.</b>	Behavioral Health	ATCAA
<b>Coordinated messaging for programs and community members related to stigma reduction and cultural norms.</b>	Opioid Safety Coalition	Public Health, Behavioral Health, ATCAA, First 5, YES Partnership
<b>Training and education for providers on opioid intervention strategies.</b>	Opioid Safety Coalition	Adventist, Emergency Medical Services

### 3. Healthy Beginnings Partner Roles

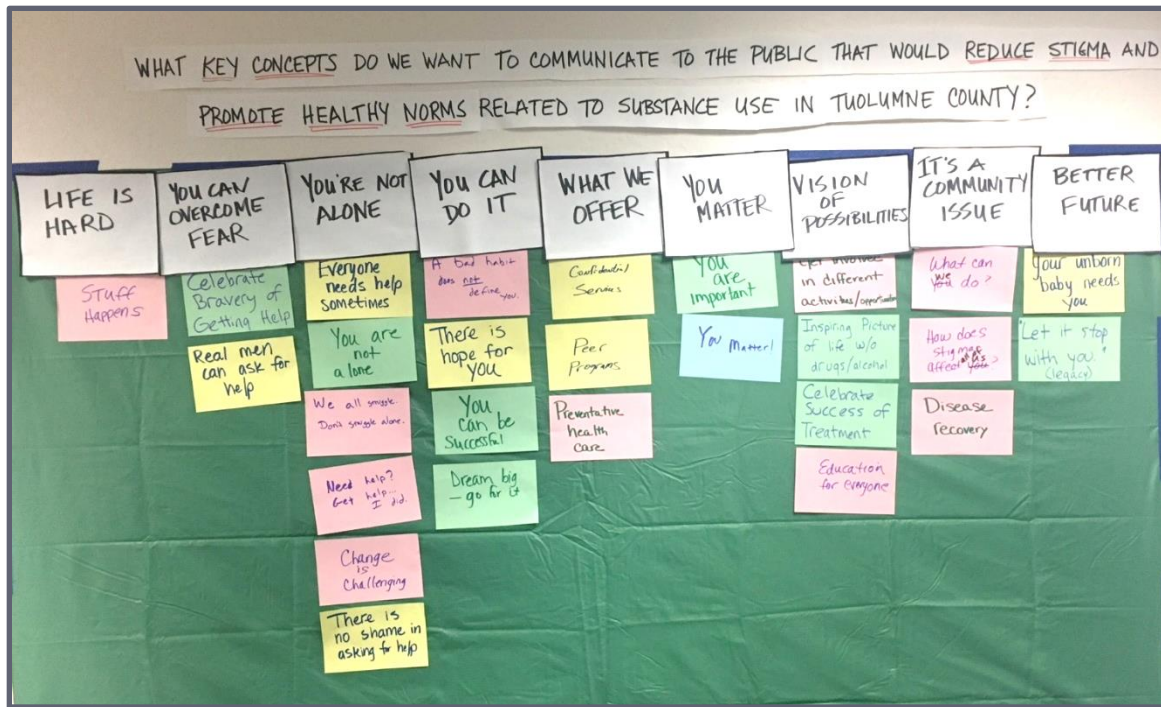
Strategy	Convening Organization	Participating Partners
<b>Employer, site-based quality, licensed centers with variable hours.</b>	Infant Child Enrichment Services (ICES)	Department of Social Services
<b>Partnerships with public/private resources for quality child care.</b>	First 5	ATCAA (Head Start)
<b>Link to Columbia College Early</b>	First 5	County schools, ICES



Strategy	Convening Organization	Participating Partners
<b>Childhood Education (ECE) program and ICES.</b>		
<b>Substance use provider screening and tailored recovery programs.</b>	Adventist or Clinics	Behavioral Health, Probation, Public Health
<b>Targeted messaging from pre-conception about importance of early prenatal care.</b>	Public Health	Adventist, clinics
<b>Help Me Grow (family navigator).</b>	First 5	County Schools, Public Health, ICES
<b>Accompaniment Model.</b>	ATCAA (Promotores)	County Schools, ICES, First 5
<b>No Wrong Door.</b>	ATCAA	Health Services Agency, Child Welfare Services/Adult Protective Services, Clinics, Public Health
<b>Education of pediatricians about developmental screenings.</b>	Public Health	First 5, Adventist, Clinics

## IV. Communications Plan

The CHIP Task Force chose one Strategic Priority Area for which to develop a Communications Plan. They decided to develop key messaging around Substance Use. They used the Consensus Workshop Method to come up with key concepts and messaging.



This photo illustrates the process the CHIP Task Force used to come up with coordinated messaging for a Substance Use Communications Plan.

### Substance Use Messaging

**Life is hard.** Challenges will confront all of us at times in our life and sometimes it's hard to cope.

**You're not alone/You can overcome fear.** Change is challenging. We all struggle, and all need help sometimes. There is no shame in asking for help. It reflects your strength to get the support you need. I did!

**You can do it/You matter.** A bad habit does not define you. You are important! Dream big; choose hope; you can be successful.

**What we offer.** There are confidential services, including peer programs and preventative health care here in Tuolumne County that can support your recovery.

**Vision of possibilities/Better future.** Imagine and celebrate a life without drugs or alcohol. Your unborn baby needs you. The community needs you. You can create a new legacy for your family. Get involved in your community. We can show you how.

**It's a community issue.** We are all responsible for making Tuolumne County a healthier community. We can all take a part in reducing stigma and changing the cultural norms of our community. Those of us who struggle with addiction need compassion and support for our disease recovery.

## V. List of Resources

The following are websites for Promising or Model Practice Programs for assistance when developing programs.

- Cancer Control Planet: <http://cancercontrolplanet.cancer.gov>
- Centers for Disease Control and Prevention: [www.cdc.gov](http://www.cdc.gov)
- Community Guide Website-The Guide to Community Preventative Services:  
<http://www.thecommunityguide.org/index.html>
- NACCHO Model and Promising Practices Database:  
<https://www.naccho.org/resources/model-practices/database>
- Public Health Accreditation Board: <http://www.phaboard.org/>

## VII. Acknowledgements

The development of the Tuolumne County Community Health Improvement Plan would not have been possible without the financial support of the County Medical Services Program, leadership from the county's Public Health Department, research and facilitation services from Ellis Planning Associates Inc., and the ongoing engagement of our CHIP Task Force. We would like to thank the following people who provided their time, wisdom, and experience to this effort.

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- Melissa Parish, Director of Public Health Nursing

### Ellis Planning Associates Inc.

- Galen Ellis, MPH, President
- Shannon Eli, B.A., General Manager

### Task Force Members

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- Kenneth Renwick, Medical Director, Tuolumne Me-Wuk Indian Health Center
- Linda Downey, Probation Chief, Tuolumne County Probation
- Margie Bulkin, Superintendent, Tuolumne County Superintendent of Schools
- Mario DeLise, Director, Mission Integration, Adventist Health Sonora
- Raj Rambob, Executive Director, Amador Tuolumne Community Action Agency
- Sarah Garcia, Executive Director, First 5 Tuolumne County
- Steve Boyack, Assistant Director, Tuolumne County Human Services Agency