

R-15

April 20, 2021

HONORABLE MAYOR AND CITY COUNCIL
City of Long Beach
California

RECOMMENDATION:

Receive a report and adopt the proposed Health and Human Services Department Strategic Plan 2021-2026. (Citywide)

DISCUSSION

In December 2016, the Health and Human Services Department (Health Department) began a highly inclusive process of updating its five-year Strategic Plan, which was due to expire at the end of 2020. The Strategic Plan provides a blueprint for the Health Department's five-year efforts to improve health and health equity outcomes in Long Beach and the role of the Health Department in driving these efforts. It outlines goals, objectives, and strategies to guide prioritized current and future work. Health Department staff developed the plan with equity, trauma, and resiliency-informed lenses, using a population health perspective, and an understanding of the need for health in all policies.

The data collection period for the proposed Strategic Plan occurred from December 2016 through October 2020. During this time period, City staff engaged in a comprehensive planning process that involved engaging Health Department staff, from leadership to line staff; interviewing community members; and, reviewing programs and plans from each of the seven Bureaus. More than 120 staff members participated in planning committees focusing on each of the 11 priorities. Each committee met regularly over a course of several months to develop goals, objectives, and strategies. City staff also facilitated 8 community engagement meetings involving more than 50 community residents. Outreach events in each Council District engaged more than 1,000 people across Long Beach. Additional community recommendations were obtained through a total of 79 community-based organizations that had already provided input to other City plans. These plans include the *Early Childhood Education Strategic Plan*, *Safe Long Beach Plan*, *My Brother's Keeper*, *Everyone Home Long Beach Task Force Recommendations*, *the Long Beach Land Use Element*, and the *City's Economic Blueprint for Economic Development*. As a result, the proposed Strategic Plan is highly informed by the community and aligns with other plans across the Health Department and the City.

The proposed Health Department Strategic Plan identified eleven priorities:

- **EQUITY:** Equity is the lens through which the Health Department assesses, prioritizes, and implements all City policies and services.
- **WORKFORCE:** The Health Department workforce is competent, valued, and supported in promoting and protecting the public's health.

- **DATA:** Data are effectively used to plan, monitor, measure, and drive City policies and programs toward the Health Department's vision, with an emphasis on equity and social determinants of health.
- **SERVICES:** Health Department services are efficient, responsive, and address the diverse needs and strengths of the public, partners, and colleagues.
- **COLLABORATION:** The Health Department is a leader for collaboration among private, public, and neighborhood level partners to improve the health and well-being of everyone in Long Beach.
- **PHYSICAL AND MENTAL HEALTH:** All people have quality physical and mental health resources in Long Beach.
- **COMMUNICABLE DISEASES:** All people in Long Beach have minimal exposure to communicable diseases and have the knowledge and resources to prevent them.
- **HEALTHY LIFESTYLES:** All people in Long Beach are able to engage in healthy lifestyle behaviors to improve health outcomes.
- **HOMELESSNESS:** Everyone in Long Beach has a safe and affordable home.
- **SOCIAL AND ECONOMIC CONDITIONS:** Social and economic conditions build and support individual and community health.
- **SAFETY:** Everyone in Long Beach will have safe physical and social environments in their homes, neighborhoods, schools, and workplaces.

Each of these priorities represent sets of goals, objectives, and strategies that will work toward the desired outcomes. Each priority is equally important to the other and in some cases, interdependent on the success of the other. The final rough draft of the proposed Strategic Plan was circulated and reviewed by the Board of Health and Human Services and Health Department staff in November 2020 for additional feedback.

This matter was reviewed by Deputy City Attorney Taylor M. Anderson on January 20, 2021 and by Revenue Management Officer Geraldine Alejo on February 26, 2021.

EQUITY IMPACT

The Health Department is committed to making Long Beach a healthy, safe, and thriving community for all. This Strategic Plan was developed with extensive community input. To ensure the Strategic Plan's goals, objectives and strategies have an equitable impact, the Health Department will continue to work closely with the many community-based organizations we currently partner with, and also widen our reach to ensure we better reach populations that are disproportionately impacted by inequities and advance health equity in Long Beach. Internally, the Health Department will continue to focus on incorporating equity and inclusion into our policies, programs, and services.

TIMING CONSIDERATIONS

City Council action on this matter is not time critical.

FISCAL IMPACT

The proposed Strategic Plan provides a blueprint for the Health Department's five-year efforts to improve health and health equity outcomes in Long Beach. Funding required to implement the plan has not yet been identified and cost estimates will be developed as part of implementation. Implementing the plan is intended to be phased in over time and as resources are made available through City resources, as well as grant funding and partnerships within the community. This recommendation has no staffing impact beyond the normal budgeted scope of duties and is consistent with existing City Council priorities. There is no local job impact associated with this recommendation.

SUGGESTED ACTION:

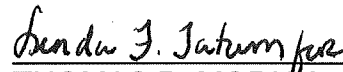
Approve recommendation.

Respectfully submitted,



KELLY COLOPY
DIRECTOR
HEALTH AND HUMAN SERVICES

APPROVED:



THOMAS B. MODICA
CITY MANAGER



LONG BEACH
HEALTH & HUMAN SERVICES

2021 – 2026

Strategic Plan



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April 20, 2021

Dear City of Long Beach Colleagues, Neighbors, and Partners,

We present this Strategic Plan in the midst of the COVID-19 pandemic that has elevated to the world the value, meaning, role, and necessity of Public Health. This plan is timely, as we emerge from the pandemic and as the nation grapples with reconciling racial injustices of the past and not perpetuating them into the future. Our Strategic Plan will guide our work collectively and as a Health Department, offering its goals and objectives, like signposts, through the predictable and the uncertainty of the next five years.

This Strategic Plan was developed with care and thoughtfulness, with input from thousands of Long Beach community members across a diverse range of communities. It is informed by data that tell us where we excel, where we are making progress toward a healthier Long Beach, and where we still have work to do. The Strategic Plan is framed using a population health perspective, with an eye toward what must take place to ensure all communities in Long Beach can thrive. While the Health Department serves individuals and families, we must also shed light on the ways in which policies, environments, opportunities and removal of barriers pave the way for individuals, families and communities to achieve greater health and wellness.

This Strategic Plan begins with optimism and hope. It takes on issues of equity and social conditions such as safe neighborhoods, housing access, poverty, and racism. We specify these approaches because we know these are some of the greatest factors affecting health and wellness, and because we know together, we can take responsibility for increasing equity and improving social conditions in Long Beach.

We also are pleased to continue and build upon our highly effective traditional public health services, such as public health nursing, communicable disease prevention and control, public health emergency management, measuring the quality of our beach water, ensuring our restaurants comply with food safety measures, providing clinical services, supporting healthy lifestyles and so much more.

We are fortunate that Long Beach has its own City Health Department and is also within the jurisdiction of the Los Angeles County Department of Public Health. Together, we can work collectively at the city and county levels to make a noticeable impact as Long Beach benefits from a local and regional focus. Our city is large enough to be exciting and vibrant, and small enough to make a difference in our community's health. We invite your partnership in realizing the ambitions of this 2021-2026 Strategic Plan.



Kelly Colopy, MPP
Director of Health & Human Services



Anissa Davis, MD, MPH
City Health Officer

ACKNOWLEDGEMENTS

Strategic Plan Leads

Kelly Colopy
Ginger Lee
Julie Leung

Health Department Planning Committee Members

Equity

Teresa Ayala-Castillo
Katie Balderas
Carol Blackmon
Tyies Brown
Brett Bruhanski
Teresa Chandler
Deborah Collins
Jasmine Croom
Francheska Deras
Angie Dixon-Hamlett
Cathy Guevara
Matthew Franco
Norma Hamilton
Alexandra Hatch
Nate Khem
Alison King
Ginger Lee
Ana Lopez
Lucero Marquez
Leandra McLaurin
Calvin Moore
Heidy Orellana
Cynthia Poole
Sundaram Rama
Mechell Roberts
Kim Rodriguez
Erica Valencia-Adachi
Debra Williams
Robyn Williams
Veronica Williams

Work Force

Gilbert Alzona
Teresa Ayala-Castillo
Jerry Campos
Monica Cardenas
Anissa Davis, MD
Ariel Dianzon
Jennifer Gonzalez
Terri Hays
Gaby Hurtado
Lam Keophan
Nelson Kerr
Kieshia Nathaniel
Milena Orduna
Tom Papademetriou
Elsa Ramos
Sandy Wedgeworth

Services

Teresa Ayala-Castillo
Rosie V-Gutierrez
Nelson Kerr
Ginger Lee
Judeth Luong
Michelle Mel-Duch
Rene Miyasato
Carmen Piro
Usha Pocha
Sandy Wedgeworth

Collaboration

Bertha Aguilar
Tiffany Cantrell-Warren
Danny Flores
Louisa Franco
Mary Jo Foresta
Porche Jones
Nelson Kerr
Ana Lopez
Patrick Nwosu
Miguel Orozco
Debra Smith
Jonathan Smith
Patricia Tritz

Physical & Mental Health

Jose Aguilar
Lupe Barragan
Cynthia Brayboy
Armando Cervantes
Stephanie Chmelik
Michael Crump
Angie Dixon-Hamlett
Iris Gibbs
Jennifer Gonzalez
Cathy Guevara
Nate Khem
Sophy Kol
Anthony Ly
Eileen Margolis
Brandi Nicholson
Nneka Nnoham
Jennifer Rooney
JoAnn Smith
Jonathan Smith
Denise Tong
Robyn Williams
LaTrussel Williams

ACKNOWLEDGEMENTS

Healthy Lifestyles

Kathy Alexander
Sandra Arroyo
Jill Bowles
Cynthia Brayboy
Dez Campos
Yolanda Castro
Michael Crump
Betty de la Cruz
Kari Faithful
Yolanda Gomez
Aida Honey
Leila Judd
Lucero Marquez
Leandra McLaurin
Yu-Horng Nguyen
Luz Parra
Lavenia Quach
Jennifer Rooney
Christabel Sanchez
JoAnn Smith
Lara Turnbull

Social & Economic Conditions

Ciro Aguilar
Khemarak King
Michelle Lim
Leandra McLaurin
Terry Nuntametha
Kim Rodriguez
Nina Salvador
Serafina Sarmiento
Erica Valencia-Adachi
Veronica Williams
LaTrussel Williams

Safe Environments

Kurt Anhalt
Yesica Bravo
Candace Facemyer
Louisa Franco
Eligio Garcia
Norma Hamilton
Lucinda Hayes
Ruben Jubinsky
Margaret Lira
Leandra McLaurin
Veronica Morales
Shannon Parker
Steven Santos
Alex Ucelo
Steven Wilson
Ka Xiong

Data

John Browning
Ariel Dianzon
Emily Holman
Gaby Hurtado
Bou Jaradao
Aida Honey
Chris Kau
Nelson Kerr
Sarady Kong
Mimi Lachica
Ginger Lee
Michelle Mel-Duch
Rene Miyasato
Mike Netter
Belinda Prado
Jonathan Smith
Mitch Yamada

Review & Alignment Committee

Katie Balderas
Nora Barin
Tiffany Cantrell-Warren
Teresa Chandler
Anissa Davis, MD
Alison King
Mimi Lachica
Ginger Lee
Ana Lopez
Judeth Luong
Kieshia Nathaniel
Judy Ogunji
Tom Papademetriou
Shannon Parker
Nancy Riano
Lara Turnbull
Sandy Wedgworth

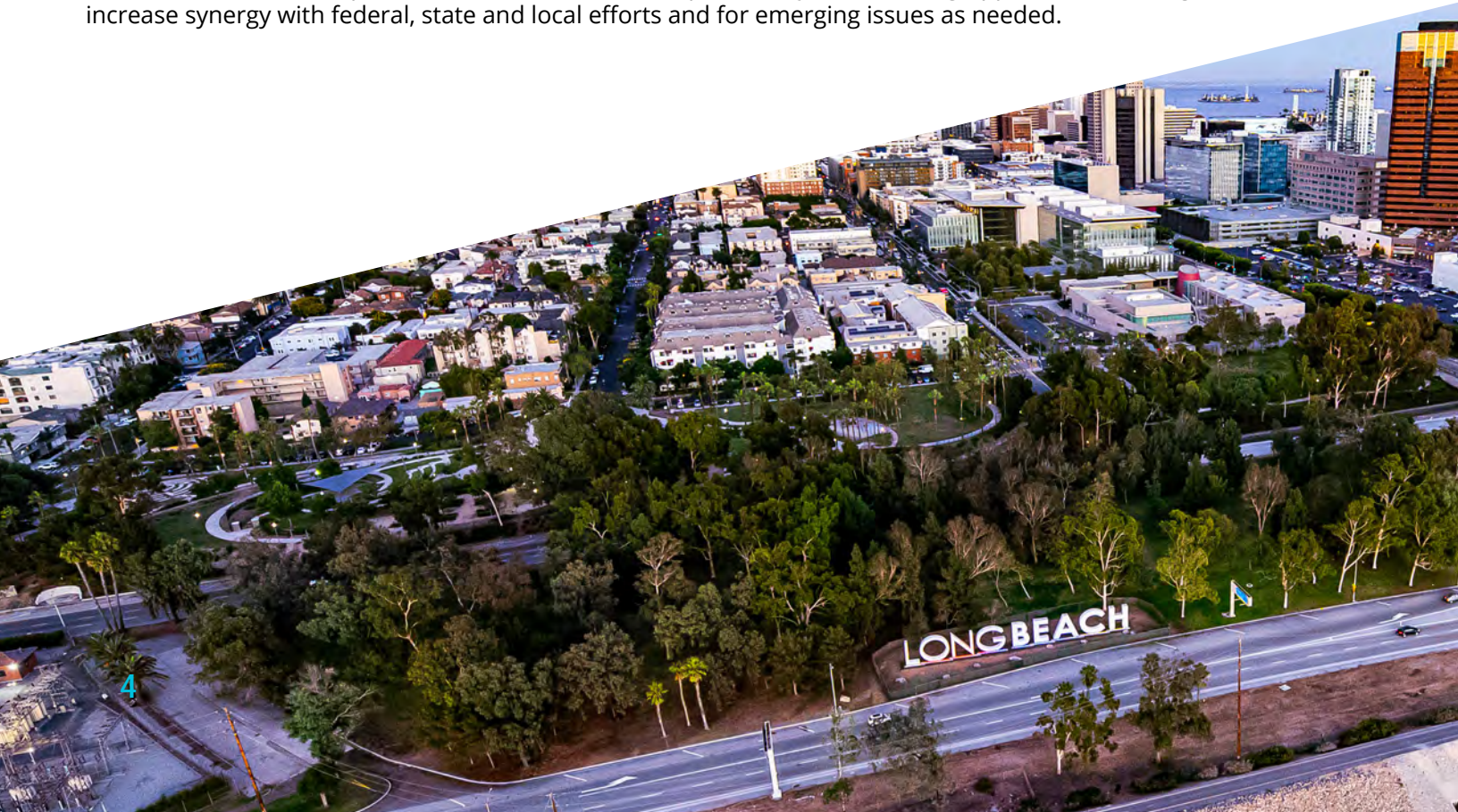
INTRODUCTION

The Long Beach Department of Health and Human Services, also known as the Health Department, is pleased to present our 2021-2026 Strategic Plan. The intent of this plan is to focus on our priorities and to move our City into a healthier and brighter future for all. Through this plan, the Health Department seeks to pave the way for opportunities that will enable everyone in Long Beach to enjoy their full potential. This Strategic Plan was created with equity and trauma- and resiliency-informed lenses, utilizing a population health perspective, and an understanding of the need for health in all policies.

This plan incorporates perspectives of more than 100 internal content experts, as well as the voices of 95 community members from nine groups representing various communities, older adults, youth, and faith-based groups. This plan draws from and aligns with, other existing Health and Human Services Department plans, such as the Early Childhood Education Strategic Plan, Everyone Home Long Beach Task Force Recommendations, Older Adult Strategic Plan, Safe Long Beach Plan and My Brother's Keeper as well as the 2019 Community Health Needs Assessment. These plans relied heavily on community input. In all, a total of 79 organizations and more than 1,000 people provided input to these plans and were incorporated into this Strategic Plan. It was important to us to honor previous work and to build in support for one another so that we can all move forward together.

The strategic priorities in this plan include internal facing core priorities to ensure a strong and vibrant Health Department as well as external community core priorities focusing on health, safety and other priorities that underlie the health of our communities such as housing and economic conditions. While these core priorities do not specifically set goals for all the work that we do, all Health Department programs are essential to meeting our goals for those living and working in the City of Long Beach. We will continue to advance all our programs and work to improve health and safety in communities throughout our city.

Much of the work of the Health Department is aligned with federal, state and local legislation and relies on funding from these jurisdictions. We offer this plan with the understanding that shifts in external governmental priorities will occur, which will require us to remain nimble. We proactively seek funding opportunities to align resources and increase synergy with federal, state and local efforts and for emerging issues as needed.



Equity

We envision a Long Beach where a person's zip code or identity does not determine the chances they and their family have for a healthy and prosperous life. When we take an equity lens, we ask ourselves who might be harmed by an action we may take or not take, and who may benefit. We ask how we might work together to change the odds for communities whose life expectancy is so much lower than other neighborhoods in our city. We ask how we can accelerate change in collaboration with communities by having difficult conversations and by making bold choices. We recognize that the status quo is the result of historical oppression, and that when communities are disempowered and not civically engaged, health and wellness suffers. To take an equity lens is to invite communities to help make policy decisions in matters that affect them. The goal is to increase opportunities for inclusion, health and wellness within communities that historically have not had a voice, and with those for whom generational success has been undermined by historical government policies.



Trauma- and Resiliency-Informed

When we take a trauma- and resiliency informed lens, we acknowledge that exposure to violence, poverty, racism and inequity can have persistent traumatic impacts on communities. Exposure to persistent trauma, such as unsafe family situations and communities, can result in higher rates of disease and behavioral health conditions and lower social mobility. Persistent trauma has an impact on community members and on our workforce. Through our action, we have the potential to either help mitigate the effects of trauma, or to make it worse. We must be aware of our impact on others and understand how to appropriately engage with people experiencing trauma. We also know that people are resilient, and that certain actions and factors can support and build that resilience. That's why in 2016, the Long Beach Department of Health and Human Services launched Trauma- and Resiliency-Informed Long Beach, or TRI-LB. TRI-LB is a city-wide initiative to shape policies and practices to reduce the re-traumatization of those who use city services and the workforce that serves them. By ensuring a workforce trained in the concept that what has happened to us affects how well we are today, we seek to promote healing and movement toward greater wellness.



Health in All Policies and a Population Perspective

This Strategic Plan, while continuing to embark on strategies that address individuals' behaviors, reaches beyond the individual. People do what they do, often because of policies and practices that make what they do the easiest choice. For instance, people eat healthier food when access to it is easier. People choose to exercise outside when there are safe and appealing places to exercise. People choose to become civically engaged for their families and communities when they feel safe to speak and have spaces to express their voice for their health and wellness. This Strategic Plan addresses policies and programs that can affect entire groups of people, such as safe mobility, healthy retail, community safety and so much more. This approach is needed to increase equity and health for all.

Finally, we recognize that we cannot make Long Beach a healthier city by considering health in a vacuum. We must think about health in everything we do. Health is affected by land use, by economic development policies and by the location of grocery stores and what they have on their shelves, for example. Since health is being affected by nearly any decision made in our City and beyond its borders, we must build a conscious consideration of health into new or revised actions or policies.



Data

We utilize data to determine the condition of the people and communities across our city. These data provide the context to determine health and human service priorities and resourcing. These data also provide the story of what is happening in our city. We use data to establish baselines and to measure impacts over time to see if we are trending in a positive direction, or if we need to redouble our efforts to improve conditions. The Health and Human Services Department strives to be data informed. We examine community-level data to establish priorities; inform policies, practices and resources; and examine data from our own programs and services to make adjustments as needed. Further, we help to promote data sharing among community partners for certain functions, such as tracking disease outbreaks and focusing community-based efforts.



Join Us

Knowing that health is “not merely the absence of disease or infirmity, but a state of complete physical, mental and social wellbeing” (World Health Organization), this plan incorporates elements related to many factors that support or undermine health. These factors, also known as the social determinants of health, cannot be influenced by the Health Department alone. We invite all City policy makers, departments and our non-profit, education, and health care sector partners, as well as everyone who cares about health and wellbeing, to join us in creating a healthier Long Beach for all.

METHODOLOGY

To develop the Strategic Plan, the Health and Human Services Department (Health Department) engaged in a comprehensive planning process that involved engaging Health Department staff, from leadership to line staff; interviewing community members, and reviewing programs and plans across the Department. In the first phase of planning, more than 120 staff members participated in planning committees focused on each of the 11 priorities. Each committee met regularly over a course of several months and used a visioning process to develop goals, objectives and strategies.

The Health Department recognizes that many community groups and community members have long been leading efforts to reduce racial and health inequities. Community input was incorporated into the Strategic Plan in two ways. First, Health Department staff conducted eight community engagement meetings to gather feedback on the Strategic Plan with Best Start Collaborative, Houghton Park Neighborhood Association, Jordan High School, The LGBTQ Center, Long Beach Advocates for Change, United Cambodian Community, the faith-based community and an older adult group.

Second, community recommendations were obtained through a total of 79 community-based organizations and more than 1,000 people who had already provided input to other City plans and the 2019 Community Health Needs Assessment. These plans include the Early Childhood Education Strategic Plan, Safe Long Beach Plan, My Brother's Keeper, Everyone Home Long Beach Task Force Recommendations, City of Long Beach Strategic Plan for Older Adults, Racial Equity and Reconciliation Initiative, Long Beach Land Use Element and the City's Economic Blueprint for Economic Development. Conversations were held with community members in all Council districts, Council members, City Commissioners from many Departments and with community groups including: Long Beach Forward, United Cambodian Community, Housing Long Beach, Long Beach Immigrant Rights Coalition, the Early Childhood Education Committee, Long Beach Aging Services Collaborative and many more. As a result, this Strategic Plan is informed by our community, policy makers, and other advisors and it aligns with other plans across the Health Department and the City.

What emerged from staff feedback, community input and research were fine-tuned goals, objectives and strategies that were synthesized and informed by current areas of focus and innovations planned for the next five years.



STRATEGIC PLAN 2021 – 2026 OVERVIEW

STRATEGIC VISION:

Everyone within our diverse communities is safe, healthy, and has the resources to thrive.



WE ACHIEVE THIS BY:

BUILDING A STRONG INTERNAL INFRASTRUCTURE



- Ensuring our workforce is competent, valued and supported
- Effectively utilizing data to plan, monitor and measure impact
- Ensuring services are efficient and responsive
- Building the Health Department as a collaborative health leader
- Utilizing a health, equity and trauma informed lens in all we do

BUILDING A HEALTHIER LONG BEACH



- Improving quality and access to physical and mental health services
- Supporting healthy lifestyles
- Preventing the spread of communicable diseases
- Ensuring that people are safely housed
- Improving social and economic conditions
- Ensuring safe physical and social environments

EQUITY

The Health and Human Services Department stands for Equity: Everyone in Long Beach has the opportunity to be healthy, safe and thriving regardless of their race, color, sex, gender, nationality, sexual orientation, income or where they live. We do this by ensuring:



- Equity and social justice are integrated into all Health Department programs, policies and services.
- The Health Department centers the community voice.
- Systems change is informed by making inequities visible (utilizing data and community voice).
- Equitable practices are operationalized within the Health Department.
- Specific populations most affected by inequities are healthy and thriving.

OUR FRAMEWORK

The graphic below captures the vision and goals, focusing on both the importance of a strong internal Health Department infrastructure needed to meet the vision and goals of our City's health as well as the importance of achieving the vision and goals for our individuals, families and communities across the City.



TIME FRAMES

This Strategic Plan provides time frames for each strategy. Many of the strategies are multiyear and will begin during the time frame assigned and will continue and build throughout the term of the plan. Where multiple time frames are listed, the strategy has multiple parts that will start at different times.

Short Term (ST)
Less than one year



Medium Term (MT)
1-3 years



Long Term (LT)
3-5 years



PRIORITY: EQUITY

Equity, is the lens through which we assess, prioritize, and implement all policies and services.



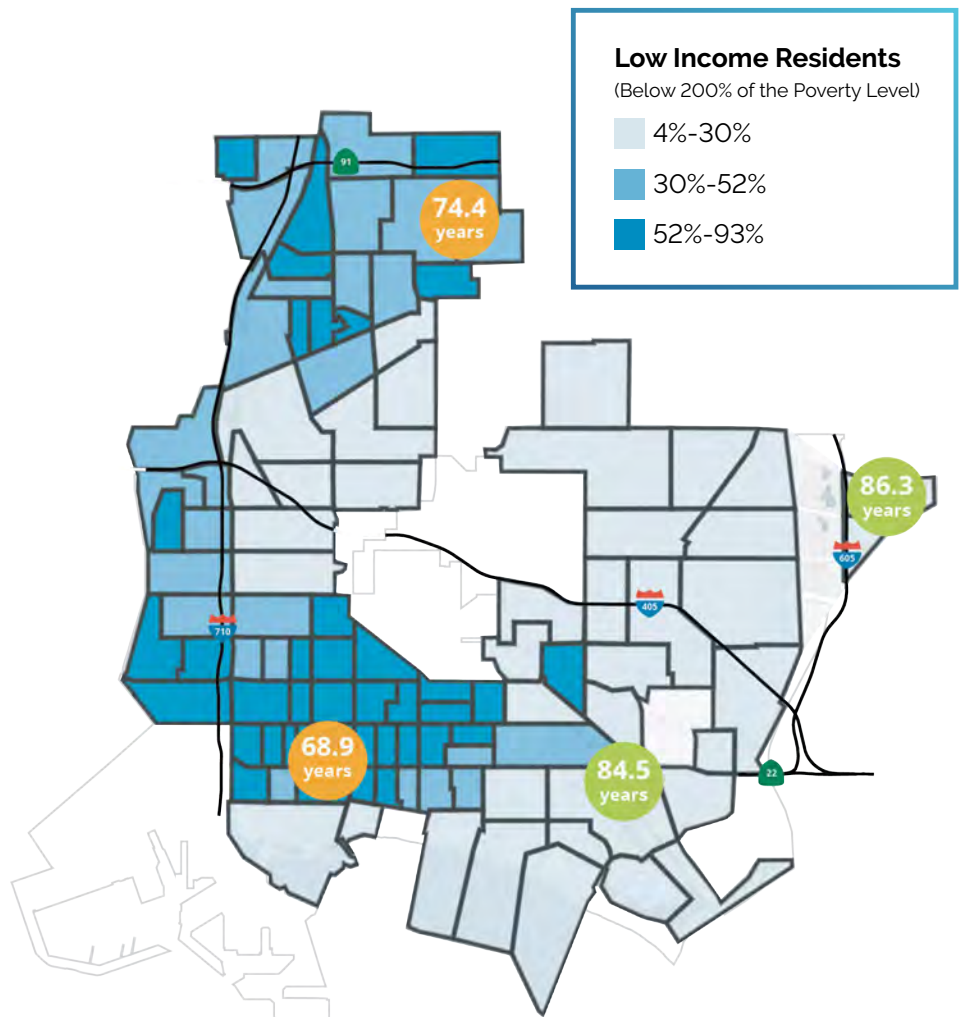
PRIORITY: EQUITY

72% Of people identify as people of color

47% Speak a language other than English at home

Across Long Beach, babies born just a few miles apart have up to a 17.4 year difference in life expectancy

17.4 YEARS



PRIORITY: EQUITY

GOAL

1

Equity and social justice are integrated into all Health Department programs, policies and services.

OBJECTIVE

- 1.1** Utilize an equity lens in planning and implementing programs, policies and practices, and to effectively design health and race equity initiatives.

STRATEGIES

- 1.1.a** Develop common language and collective understanding around health and race equity. **ST**
- 1.1.b** Normalize conversations about health equity in meetings, media presentations, and other forums by explicitly including equity data and concepts that include social justice, racism, oppression, and power. **ST**
- 1.1.c** Use actionable tools on health and race equity that also ensure systematic consideration of older adults, LGBTQ+, people with disabilities, women, and other populations most impacted by inequities in Health Department frameworks and decision-making processes. **MT**
- 1.1.d** Use an equity assessment tool in grants decision making, program planning, implementation, and quality improvement projects. **MT**
- 1.1.e** Use external data sources, such as community-based population assessments, to better track outcomes for Health Department programs and services. **ST / MT**

PRIORITY: EQUITY

GOAL

2

The Health Department centers the community voice.

OBJECTIVE

2.1 Center the community voice in Health Department policies and plans that directly or indirectly affect the community.

STRATEGIES

- 2.1.a** Establish guidelines for how the Health Department will engage with community partners, organizations, and community members. **ST**
- 2.1.b** Maintain a trained cohort of staff members that is ready to engage with community using equity principles. **ST**
- 2.1.c** Apply equitable community engagement strategies that actively incorporate input into the Health Department's plans, policies and programs. **ST**
- 2.1.d** Develop communication strategies that invite participation in development of plans, policies, and programs. **ST**
- 2.1.e** Work with communities experiencing inequities and other stakeholders to develop, use, and promote a shared narrative that frames health outcomes primarily through the social determinants of health including power and oppression. **MT**

PRIORITY: EQUITY

GOAL

3

Systems change is informed by making inequities visible.

OBJECTIVE

- 3.1** Utilize disaggregated data to inform and influence all new and expanded policies or programs.

STRATEGIES

- 3.1.a** Consult population-specific data to inform decision making when polices are being revised or developed to consider equity impacts. **ST**
- 3.1.b** Utilize qualitative data from communities most impacted by inequities to provide opportunities for community members to help inform decision making. **ST**

GOAL

4

Equitable practices are operationalized within the Health Department.

OBJECTIVE

- 4.1** Develop a Health Department Equity Action Plan.

STRATEGIES

- 4.1.a** Using the city-wide Office of Equity Action Plan and community recommendations, develop a Health Department Equity Action Plan that operationalizes how Bureaus will incorporate an equity lens into all policies and practices. **ST**

PRIORITY: EQUITY

GOAL

5

Populations most affected by inequities are healthy and thriving.

OBJECTIVE

5.1 Create or modify policies and practices to improve the underlying conditions that cause inequities.

STRATEGIES

- 5.1.a** Use population specific data to assess which populations and communities have disproportionately lower health and wellness outcomes, including the factors impacting these outcomes. **ST**
- 5.1.b** Design and implement all programs and services at the Health Department using an equity lens. **MT**
- 5.1.c** Support local and statewide policy, program and funding efforts to improve the social determinants of health. **ST / MT**

OBJECTIVE

5.2 Focus efforts to improve the birth outcomes of Black women in Long Beach.

STRATEGIES

- 5.2.a** Ensure Black mothers and babies have the resources and support they need for healthy pregnancies, births and postpartum care. **MT**
- 5.2.b** Increase investment in Black mental health and trauma services by expanding facilities, community outreach and ensuring the availability of culturally affirming services and resources by expanding access to Black-serving behavioral health professionals. **LT**
- 5.2.c** Expand Fatherhood initiatives that support Black fathers by promoting healthy family relationships through support programs that include male-centered case management, care coordination, parenting education and skill building. **MT**
- 5.2.d** Partner with local providers and institutions that care for pregnant and postpartum Black mothers to develop and implement policies and tools for the improvement of their birth care, experiences and outcomes. **MT**

25% of very low birth weight babies are born to African American mothers, although they only make up **13%** of the total population.



PRIORITY: EQUITY

OBJECTIVE

5.3 Reduce the incidence of chronic diseases (asthma, hypertension, cardiovascular disease and diabetes) among Black residents in Long Beach.

STRATEGIES

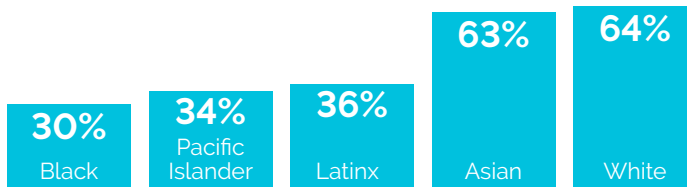
- 5.3.a** Promote access to healthy food (such as healthy food in local markets, community gardens, and pop-up farm stands) and opportunities for active living (such as safe park spaces, community activities, and walking groups) to decrease the impact of obesity and chronic diseases. **MT**
- 5.3.b** Support community-based organizations that serve Black communities and communities of color through increased funding and capacity building to create a network of early prevention and intervention activities. **ST**
- 5.3.c** Identify structural funding to invest in health care initiatives, programs, and providers that are working to reduce health inequities for the Black community, such as birth outcomes, diabetes rates, respiratory issues, and hypertension where these health outcomes are significantly below city averages. **MT**
- 5.3.d** Explore the creation of a community health center that connects existing Black health focused programs and organizations as a network for holistic health approaches and patient navigation services. **MT**
- 5.3.e** Partner with Black serving non-profit organizations, provider agencies and small businesses promoting health and wellness that have demonstrated success forming authentic and affirming relationships with Black Long Beach residents. **MT**

OBJECTIVE

5.4 Increase economic equity in Black, Latino/Latinx and Cambodian communities.

STRATEGIES

- 5.4.a** Partner with Long Beach Unified School District and local institutions of higher education to support educational achievement, college preparedness, and employment readiness for our Black, Latino/Latinx and Cambodian communities. **MT**



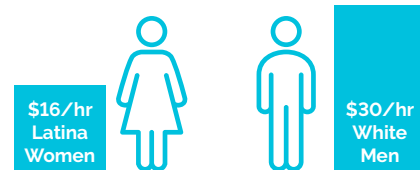
Percent of graduates meeting UC/CSU requirements

The high school graduation rates for Black and Latino students are more than 80%, but less than half are considered prepared for college or career success after high school.

PRIORITY: EQUITY

5.4.b Partner with Pacific Gateway and other employment-related training opportunities to increase access to job skills development. ST

5.4.c Partner with the City Manager’s Office of Equity to support the City’s Reconciliation Framework and the Economic Development Department to support the Economic Development Blueprint. ST



Among all full-time workers, **White men earn nearly 2x** as much as **Latina women**.

OBJECTIVE

5.5 Implement partnerships, programs and services focused on improving the social determinants of health that affect obesity, chronic diseases and violence for the Latino/Latinx population in low income and high density areas of Long Beach.

STRATEGIES

5.5.a Invest in health care initiatives, programs, and providers that are working to reduce health inequities for the Latino/Latinx community, such as improved obesity, heart disease, cardiovascular rates, where health outcomes are significantly below city averages. ST

5.5.b Support community-based organizations that serve Latino/Latinx communities and communities of color through increased funding and capacity building to create a network of early prevention and intervention activities. ST

5.5.c Partner with non-profit organizations that have expertise in reaching the Latino/Latinx population with services and information. ST

5.5.d Prioritize Latino/Latinx communities in high density underserved areas of the city with culturally appropriate health department programs and services that focus on prevention of violence among youth. MT

5.5.e Partner with community groups to increase awareness of the link between alcohol and violence and to address the concentration of alcohol outlets in low-income Latino/Latinx neighborhoods, such as the Washington neighborhood. MT

5.5.f Work with markets in West Long Beach to improve access to healthful and culturally specific foods. MT

5.5.g Support efforts to reduce rent burden and increase employment and incomes. MT

5.5.h Ensure that Health Department programs are safe and welcoming for undocumented people and for people where English is their second language. ST

PRIORITY: EQUITY

OBJECTIVE

5.6 Improve the mental and physical health of the Cambodian population in Long Beach. ←

STRATEGIES

- 5.6.a** Support policies and advocacy agendas that benefit Cambodian communities, including those focused on safe and affordable housing (e.g., renter protections and inclusionary housing) and funding for programs to address health priorities such as hypertension, Hepatitis B and C. **ST** / **MT**
- 5.6.b** Prioritize the Cambodian community in high density underserved areas of the city with culturally appropriate health department programs and services that focus on decreasing social isolation and increasing physical activity for older adults. **MT**
- 5.6.c** Prioritize youth leadership development and supporting pathways to higher education among Cambodian youth. **MT**
- 5.6.d** Partner with non-profit organizations that have expertise in reaching the Cambodian community with services and information. **MT**
- 5.6.e** Ensure that Health Department programs are safe and welcoming for people where English is their second language. **ST**

OBJECTIVE

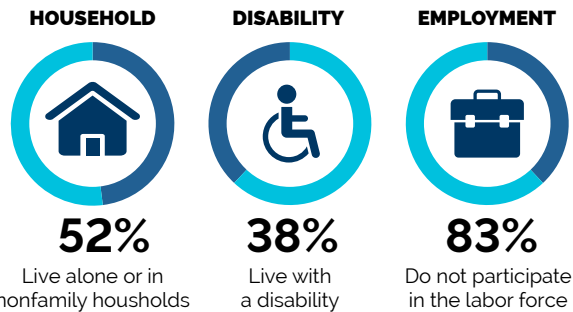
5.7 Improve the health outcomes of older adults in Long Beach. ←

STRATEGIES

- 5.7.a** Develop an age friendly action plan that focuses on community design, transportation, quality of life, health and safety for older adults. **MT**
- 5.7.b** Address accessibility and cultural competency issues such as deepening understanding of the needs for LGBTQ+ community and meeting language access needs when engaging older adults. **MT**
- 5.7.c** Increase the number of social, civil, and inter-generational engagement opportunities for older adults. **MT**

PRIORITY: EQUITY

- 5.7.d** Work with partners to increase the number of affordable older adult housing options in the city. LT
- 5.7.e** Increase case management capacity to serve adults age 55 and older requiring special assistance to maximize overall physical, mental and social wellbeing. MT
- 5.7.f** Strengthen the caregiver network to care for diverse aging populations including those experiencing memory loss. MT
- 5.7.g** Partner with community stakeholders and organizations that have expertise in reaching the older adult population with services and information. ST



OBJECTIVE

5.8 Improve health and wellness outcomes for Veterans in Long Beach. ←

STRATEGIES

- 5.8.a** Recognize Veterans for their strengths and as assets in the community. MT
- 5.8.b** Improve coordination between agencies to facilitate a successful transition from military service to civilian life and a successful post-service life. LT
- 5.8.c** Facilitate access to available resources and services by serving as a clearing house of information focused on key areas such as education, employment, housing and mental and physical health. MT
- 5.8.d** Improve programs for Veterans who are precariously housed or experiencing homelessness. MT

PRIORITY: WORKFORCE

The Health Department workforce is competent, valued and supported in promoting and protecting the public's health.



PRIORITY: WORKFORCE

GOAL

6

Health Department staff are knowledgeable about core public health competencies, Health Department services and the communities we serve.

OBJECTIVE

- 6.1 Ensure programmatic staff and management are knowledgeable in established core health competencies and understand the communities we serve.

STRATEGIES

- 6.1.a Create and implement a core competency training plan designed to increase competency in areas including core public health, population health, equity, communications, customer service and cultural competency topics. **MT**
- 6.1.b Create mentoring and job shadowing opportunities to allow employees to have an understanding and experience of public health and human service systems, and the importance of program coordination. **MT**
- 6.1.c Increase opportunities for staff to attend quality training and professional development courses. **ST**
- 6.1.d Ensure hiring practices continue to intentionally promote a workforce that is reflective of the communities we serve. **ST**

PRIORITY: WORKFORCE



GOAL

Employees are successful in their positions at the Health Department.

OBJECTIVE

7.1 Build systems and supports to ensure the Health Department supports their employees' success.

STRATEGIES

- 7.1.a** Ensure all new staff participate in New Hire Orientation specific to Health Department programs. **MT**
- 7.1.b** Build a culture of feedback and ensure all staff have a minimum of an annual performance review relevant to their position as well as ongoing feedback to support growth and expertise. **MT**
- 7.1.c** Update on-line trainings to include: equity, department values, tutorials, FMLA, maternity leave, grants, occupational health, procedures, supervisor and other leadership training, travel requests, and mileage. **MT**
- 7.1.d** Support relationship building among staff through activities such as cultural events, circulating new employee bios, and updating photos on Outlook. **ST**
- 7.1.e** Develop training to build communications skills. **MT**
- 7.1.f** Collaborate with Technology and Innovation Department to develop and deliver services and identify mechanisms to ensure all Health Department staff have tools they need. **MT**
- 7.1.g** Prioritize maintenance and improvements to the Health Department buildings by conducting routine inspections, fixing issues as they arise, and improving sites when funding is available. **ST**

PRIORITY: WORKFORCE

GOAL

8

The Health Department has a culture of employee appreciation and transparency.

OBJECTIVE

- 8.1** Promote an organizational culture of transparency and inclusion in which Health Department staff feel valued and appreciated for their contributions.

STRATEGIES

- 8.1.a** Create an Appreciation Campaign which provides internal recognition of accomplishments from a manager or co-worker and external recognition from our customers and the community. **MT**
- 8.1.b** Improve mechanisms for supervisors and managers to gather and address feedback from staff across the Health Department. **MT**
- 8.1.c** Improve communication from managers and supervisors to staff by establishing a uniform system for the distribution of information throughout the Department. **MT**
- 8.1.d** Develop a plan within each Bureau to ensure robust communication across the Health Department. **MT**
- 8.1.e** Provide Department-wide training on communication skills and conflict resolution. **MT**

PRIORITY: DATA

Data are effectively used to plan, monitor, measure, and drive policies and programs toward the Health Department's vision, with an emphasis on equity and social determinants of health.



PRIORITY: DATA



The Health Department's equity lens is data informed.

OBJECTIVE

- 9.1** Seek and use internal and external data for all Health Department policies, programs and services.

STRATEGIES

- 9.1.a** Create a framework to incorporate internal and external data into new and current program planning and implementation. **MT**
- 9.1.b** Create mechanisms to ensure each program is informed by disaggregated, community-level data. **MT**
- 9.1.c** Conduct an annual review of gaps in the Health Department's response based on population level data. **MT**
- 9.1.d** Create a data repository accessible to all staff. **MT**
- 9.1.e** Use data to change the narrative from health as an individual behavior choice to one focused on systemic issues that determine opportunities that support or undermine health, inform and inspire policy change, and support partnerships and engagement. **MT**
- 9.1.f** Use tools such as data collection, reports, presentations, assessment, and program evaluation to identify health inequities and demonstrate how they are connected to policy, system, and environmental conditions and opportunities. **MT**
- 9.1.g** Support local, state and national efforts to disaggregate Asian population data to specifically identify Cambodian, Filipino and other sub populations. **MT**
- 9.1.h** Support efforts to collect and disaggregate data specific to the Long Beach LGBTQ+ population. **MT**

PRIORITY: DATA

GOAL

10

The Health Department has a culture of data informed performance and quality improvement.

OBJECTIVE

10.1 Develop and implement a common intake and data platform to support an integrated system of care to improve health outcomes.

STRATEGIES

- 10.1.a** Identify and engage a customizable universal software system platform to capture data and allow for common intake, eligibility screening and closed loop internal referrals between programs. **ST**
- 10.1.b** Train staff on the use of the shared platform to increase efficiencies, inform performance metrics and management strategies, and increase participant referrals among Health Department programs. **ST**

OBJECTIVE

10.2 Develop robust and internal data tracking and reporting systems for both internal performance and external education and reporting. Implement and maintain an on-line internal performance tracking data dashboard with indicators updated on a quarterly basis.

STRATEGIES

- 10.2.a** Develop internal performance tracking data dashboard to demonstrate progress on the strategic plan and other efforts. **MT**
- 10.2.b** Share data on health and social determinants of health in various platforms and methods that are clear and useful to the public and community partners. **MT**

PRIORITY: SERVICES

Services are efficient, responsive and address the diverse needs and strengths of the public, our partners and our colleagues.



PRIORITY: SERVICES

GOAL

11

Program services are efficient, responsive and address diverse needs.

OBJECTIVE

11.1 Increase the number of referrals between the Health Department's internal programs.

STRATEGIES

11.1.a Create an internal integrated system of care, which allows for a "no wrong door" approach to services, focusing on multiple entry points and closed loop referrals. **ST**

11.1.b Develop and implement tools to educate staff about programs and referral options within the Health Department to increase intradepartmental knowledge, collaboration and referrals. **ST**

OBJECTIVE

11.2 Increase public utilization of the Health Department's programs and services.

STRATEGIES

11.2.a Assess knowledge and opinion of Health Department services and identify reasons community members may not be using Health Department services. **MT**

11.2.b Implement strategies suggested by community members who do not use Health Department services but who are eligible, such as program hours, assurances about confidentiality, and distrust of government programs. **MT**

11.2.c Continue to identify structural and grant funding opportunities to increase service opportunities in the City. **MT / LT**

PRIORITY: SERVICES

OBJECTIVE

11.3 Further focus Health Department efforts to ensure program participants and partners are satisfied with Health Department services and interactions.

STRATEGIES

11.3.a Update and implement the Quality Improvement Plan to ensure a continuous quality improvement process and framework. **ST**

11.3.b Regularly assess participant and partner satisfaction to improve service planning and delivery. **MT**

11.3.c Analyze data in health reporting systems such as NextGen and the new integrated care system to assess efficiencies and quality. **MT**

11.3.d Increase efficiencies through annual quality improvement projects that are informed by feedback from staff, partners, program participants and other data. **MT**



PRIORITY: SERVICES

GOAL

12

The Health Department effectively communicates its programs and services within a health equity framework.

OBJECTIVE

12.1 Increase awareness of people that live or work in Long Beach, so they are aware of and able to access Health Department services.

STRATEGIES

- 12.1.a** Build the internal Public Affairs Officer role and the capacity to conduct proactive public information activities. MT
- 12.1.b** Develop a communications plan to elevate the value of public health and equity in public discourse and within other City Departments. MT
- 12.1.c** Increase the public's engagement with the Health Department's website and social media accounts. MT
- 12.1.d** Build relationships and capacity to communicate available services and programs through advertising outlets. MT
- 12.1.e** Ensure language access for all programs and services. ST
- 12.1.f** Communicate Health Department programs and services into areas of the City that need additional support through community partners, trusted messengers, media, newsletters, and public events. MT
- 12.1.g** Increase awareness of conditions that create health and health inequities through media, newsletters, and public events. MT
- 12.1.h** Develop publications that frame messaging connecting individual health outcomes to the social issues and inequities that drive these outcomes. MT
- 12.1.i** Strengthen the Basic Needs Resource Line to connect people to information and services, such as housing information and food access. ST

A group of young people are participating in a community cleanup activity. They are digging a trench in a lawn. One person is using a shovel to dig, while others are observing and holding shovels. The scene is outdoors, with trees and a building in the background. The image is split into two horizontal sections by a blue banner containing text.

PRIORITY: COLLABORATION

The Health Department is a leader for collaboration among private, public and neighborhood level partners to improve the health and well-being of everyone in Long Beach.

PRIORITY: COLLABORATION

GOAL

13

The Health Department leads collaborative partnerships to increase collective impact efforts for improving health and well-being.

OBJECTIVE

13.1 Further build collaborative partnerships and mobilize resources to promote health, equity and safety.

STRATEGIES

- 13.1.a** Ensure a coordinated approach that includes appropriate external partners and City Departments to address complex regional issues. **MT / LT**
- 13.1.b** Proactively build relationships with community members and community groups to support collaboration to address root causes, to promote wellness and community cohesion, and to prevent disease and inequities. **ST**
- 13.1.c** Implement place-based efforts in Long Beach neighborhood(s) to engage community members and partners to achieve improved health, safety and wellness. **MT / LT**
- 13.1.d** Offer Health Department resources, trainings and qualified, professional expertise to community members, schools, and other service partners to build capacity, extend our reach and advance public health goals. **MT**
- 13.1.e** Ensure community and other stakeholder input on significant policy, programming and planning decisions before they are made. **ST**
- 13.1.f** Share Health Department data and analyses with community partners and stakeholders. **ST**
- 13.1.g** Develop collaborative funding goals and strategies to allow for building resources for health and wellness across partnering agencies. **MT / LT**



PRIORITY: PHYSICAL & MENTAL HEALTH

All people have quality physical and mental health resources in Long Beach.

PRIORITY: PHYSICAL & MENTAL HEALTH

GOAL

14

Everyone in Long Beach has access to and utilizes quality preventive and healthcare services.

OBJECTIVE

14.1 Increase the number of individuals that have healthcare and knowledge of how to use and access healthcare services.

STRATEGIES

- 14.1.a** Assist the public with health care enrollments into Medi-Cal, Medicare, Covered CA, My Health LA, or private/union coverage. **ST**
- 14.1.b** Increase participation in prenatal and postpartum care through focused, intensive case management programs and home visitation programs. **MT**
- 14.1.c** Increase participation in chronic disease management and treatment adherence for all age groups through focused awareness campaigns and partnerships with medical providers. **MT / LT**
- 14.1.d** Increase individuals' awareness of the dangers of hypertension, the signs of hypertension, and when to seek urgent medical attention. **MT / LT**
- 14.1.e** Increase individuals' awareness of the importance of early detection of cancer and utilization of preventive cancer screenings. **MT / LT**
- 14.1.f** Increase medical, developmental, behavioral, and psychosocial screenings for infants, children, and adolescents. **LT**
- 14.1.g** Develop a system to track internal and external referrals and educate the Health Department staff about existing mental and physical health care resources in Long Beach. **MT**
- 14.1.h** Implement the Unite Us referral platform to increase the ability of the Health Department and its partners to refer people to the services they need across Long Beach and surrounding jurisdictions. **ST**

PRIORITY: PHYSICAL & MENTAL HEALTH

OBJECTIVE

14.2 Increase utilization of dental services among children, adults and older adults in Long Beach.

STRATEGIES

14.2.a Provide education, outreach materials and information to pregnant women and mothers (parents) of babies to educate them about the recommended age of first dental visit. **ST**

14.2.b Work with pediatricians and Child Health and Disability Program providers to incorporate oral health assessments and referrals to a dental home during well-child visits. **MT**

14.2.c Coordinate efforts with managed care organizations and community-based agencies to link individuals to a dental home. **MT / LT**

14.2.d Develop and maintain an online directory of Medi-Cal dental providers. **MT**



PRIORITY: PHYSICAL & MENTAL HEALTH

GOAL

15

People have the culturally competent health care and social supports they need to be healthy.

OBJECTIVE

15.1 Strengthen referral and linkage systems for Health Department clients to ensure they have the supports they need.

STRATEGIES

- 15.1.a** Integrate a social determinants of health screening into the Health Department's client-facing services to identify barriers and potential opportunities for optimal health. **ST**
- 15.1.b** Implement a closed loop referral system. **ST**
- 15.1.c** Expand formal referral relationships with community partners and networks. **MT**
- 15.1.d** Participate in collaboratives and support policies and legislative agendas that address social determinants of health and systems change. **MT / LT**
- 15.1.e** Provide education about social determinants of health and cultural competency resources to medical providers and healthcare professionals about racial bias and LGBTQ+ competency. **MT**
- 15.1.f** Increase access to culturally competent, safe, affirming healthcare services and educational materials for LGBTQ+ and communities of color. **MT / LT**

PRIORITY: PHYSICAL & MENTAL HEALTH

GOAL

16

Behavioral health services citywide have the capacity to prevent and reduce mental illness, substance use and trauma.

OBJECTIVE

16.1 Prevent and reduce mental illness and trauma in communities with the highest rates.

STRATEGIES

16%
OF ADULTS ARE
DIAGNOSED
WITH DEPRESSION



**THE COVID-19 PANDEMIC
INCREASED MENTAL HEALTH
STRUGGLES.**

**42% OF ADULTS REPORTED
RECENT ANXIETY AND DEPRESSION.**

- 16.1.a** Develop a communications campaign to reduce mental health stigma. ST
- 16.1.b** Partner with Los Angeles County to increase mental health services in Long Beach and better align existing efforts with Long Beach priorities. MT
- 16.1.c** Increase the number of drug and alcohol detox and treatment opportunities in Long Beach by engaging funders and substance use providers to expand services. MT / LT
- 16.1.d** Expand postpartum depression screenings into additional clinical settings; and increase awareness of postpartum depression and services into the community. MT / LT
- 16.1.e** Integrate and support Health Department alternate mental health response models across the City. MT
- 16.1.f** Connect persons experiencing homelessness to mental health, substance use and health services through street outreach, emergency response, improved technologies, and community partnerships. ST / MT

PRIORITY: PHYSICAL & MENTAL HEALTH

OBJECTIVE

16.2 Build trauma informed practices into Health Department and partner responses.

STRATEGIES

16.2.a Improve awareness and knowledge of trauma, prevention of trauma, and resiliency approaches in the Health Department and other organizations and systems through trainings and staff development. **ST**

16.2.b Adopt policies and procedures that enhance the delivery of services and internal processes through trauma- and resiliency-informed approaches. **MT**

16.2.c Engage Promotoras in prevention and early intervention to prevent family violence and improve the social determinants of health. **ST / MT**



PRIORITY: COMMUNICABLE DISEASES

All people in Long Beach have minimal exposure to communicable diseases and have knowledge and resources to prevent them.



PRIORITY: COMMUNICABLE DISEASES

GOAL

17

The Health Department prevents the spread of communicable diseases in Long Beach.

OBJECTIVE

17.1 Reduce the rate of COVID-19 cases in Long Beach to fully open based on the State's COVID-19 classification system.

STRATEGIES

- 17.1.a** Ensure sufficient testing and vaccine in geographic areas and populations disproportionately affected by COVID-19, such as the Black and Latino/Latinx communities. **ST**
- 17.1.b** Continue to educate the public about safe prevention practices, isolation and quarantine. **ST**
- 17.1.c** Support businesses in complying with City health orders, including accessible testing opportunities for employees. **ST**
- 17.1.d** Maintain readiness to assist with surge capacity if needed for healthcare and other services. **ST / MT**
- 17.1.e** Build trust in the community on vaccination and public health practices. **ST**
- 17.1.f** Build vaccination protocols and capacity to ensure all those seeking vaccine are vaccinated, particularly those in high-risk populations, to reach herd immunity. **ST**

PRIORITY: COMMUNICABLE DISEASES

OBJECTIVE

17.2 Reduce the number of new HIV cases in African American and Latino/Latinx communities.

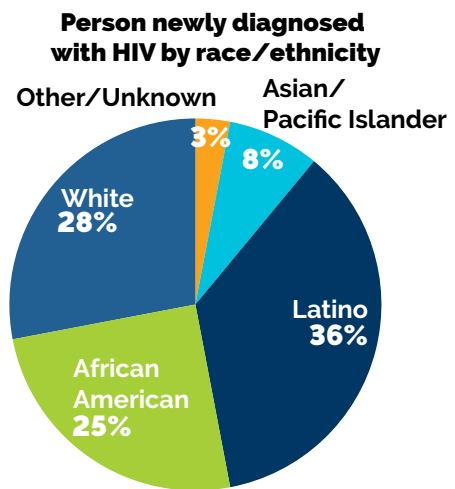
STRATEGIES

17.2.a Increase PrEP usage among high-risk individuals in order to decrease transmission of HIV. **MT**

17.2.b Focus testing in neighborhoods with higher risk and communities with a higher proportion of African American and Latino/Latinx people. **ST / MT**

17.2.c Increase condom utilization by partnering with educational institutions and community-based partners. **ST / MT**

17.2.d Utilize mobile testing unit(s), co-location of services, and community and local partners within the City of Long Beach to reach clients in areas who have less access to testing and treatment centers. **MT / LT**



17.2.e Increase the availability of HIV testing to include evening and weekend hours. **ST / MT**

17.2.f Provide culturally and linguistically appropriate outreach and education to African American and Latino/Latinx communities. **ST**

17.2.g Focus on supporting strategies that address socioeconomic factors that may directly/indirectly impact HIV/STD infection rates such as access to health care, housing, education and immigration status. **MT / LT**

17.2.h Engage with non-traditional partners and community leaders to combat stigma and build trust in the healthcare system. **MT / LT**

17.2.i Partner with providers that focus on substance use disorders and mental illness. **ST / MT**

17.2.j Implement a syringe exchange program to reduce syringe-based infections. **ST / MT**

PRIORITY: COMMUNICABLE DISEASES

OBJECTIVE

17.3 Reduce vector borne cases in Long Beach such as West Nile Virus, Zika, Typhus and Dengue. ←

STRATEGIES

17.3.a Develop, implement and evaluate a customized education and outreach plan addressing specific vector control issues. **MT**

17.3.b Investigate and implement emerging, innovative vector control methodologies. **MT / LT**

OBJECTIVE

17.4 Prevent congenital syphilis cases. ←

STRATEGIES

17.4.a Implement the objectives and strategies of the HIV/STD Strategy 2019-2022 related to congenital syphilis. **MT**

17.4.b Provide outreach and connection of at-risk populations throughout the City (e.g., homeless encampments, substance users) to engage in testing and treatment. **MT / LT**

17.4.c Provide education to providers to identify, test and treat congenital syphilis. **ST / MT**

PRIORITY: HEALTHY LIFESTYLES

All people in Long Beach engage in healthy lifestyle behaviors to improve health outcomes.



PRIORITY: HEALTHY LIFESTYLES

GOAL

18

People engage in healthy behaviors and have access to healthy foods and safe, affordable physical activity opportunities.

OBJECTIVE

18.1 Increase access to affordable fruits, vegetables, and other healthy foods in communities with limited healthy food access.

STRATEGIES

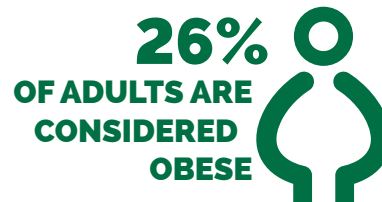
18.1.a Implement policy, systems, and environmental change strategies to ensure all residents have access to affordable fruit, vegetables, and other healthy foods.

MT / LT



18.1.b Implement policy, systems, and environmental change strategies to decrease the oversaturation of harmful foods and marketing of unhealthy foods and beverages in communities with high rates of heart disease and Type II Diabetes.

MT / LT



18.1.c Increase proven food access strategies such as healthy market partnerships, farmers markets, community gardens and pop-up farm stands in communities with low access to healthy foods (North and West Long Beach).

MT / LT

18.1.d Increase participation in nutrition assistance programs.

ST

18.1.e Provide age and culturally appropriate nutrition and chronic disease prevention education in the community.

ST

18.1.f Strengthen support networks and programs within the community that focus on supporting healthy lifestyles.

ST / MT

18.1.g Support, promote, and protect breastfeeding for optimal health outcomes for babies.

ST / MT

PRIORITY: HEALTHY LIFESTYLES

OBJECTIVE

18.2 Increase access to healthy foods and healthy eating for young children and older adults living in underserved communities.

STRATEGIES

18.2.a Increase knowledge and self-efficacy to promote food growing and consumption of healthy foods through educational and skill-building opportunities.

ST / MT

18.2.b Promote healthy food consumption via school dining centers, classrooms and school gardens.

MT / LT

18.2.c Increase meal and grocery delivery systems to older adults to support healthy eating.

ST

18.2.d Increase access to healthy food by linking families with young children and older adults to resources in the community such as healthy markets, farmers' markets, community gardens, community supported agriculture programs and nutrition assistance programs such as the Women Infant and Children (WIC) program, Summer Meals Program, and CalFresh.

ST



PRIORITY: HEALTHY LIFESTYLES

OBJECTIVE

18.3 Increase participation in physical activity throughout Long Beach for adults and children. ←

STRATEGIES

18.3.a In partnership with Long Beach Unified School District, the City's Parks, Recreation and Marine Department and community organizations, implement policies and programs that encourage daily, high-quality, fun physical activity for students from pre-k through 12th grade. **MT**

18.3.b Implement a comprehensive approach to increase physical activity and safe active transportation opportunities for everyone. **MT / LT**



18.3.c Increase awareness and education for residents regarding the importance of physical activity. **MT**

18.3.d Implement campaigns that deliver messages focused on physical activity opportunities to inform the public of safe and fun opportunities for physical activity. **MT**

18.3.e Partner with the City's Parks, Recreation and Marine Department, Long Beach Unified School District, local institutions of higher education and other organizations to increase access to safe parks and open space and to expand joint use agreements. **MT / LT**

18.3.f Create safe, inviting, affirming and welcoming spaces for people of all physical abilities. **ST**

PRIORITY: HOMELESSNESS

Everyone in Long Beach has a safe and affordable home.



PRIORITY: HOMELESSNESS

GOAL

19

People in Long Beach precariously housed or experiencing homelessness gain permanent housing.

OBJECTIVE

19.1 Increase the number of people permanently housed who are experiencing homelessness.

STRATEGIES

- 19.1.a** Lead the implementation of the Everyone Home Long Beach Taskforce Recommendations. ST / MT / LT
- 19.1.b** Seek additional funding sources for flexible rental subsidies to increase housing options. ST / MT
- 19.1.c** Identify and implement innovative housing solutions, such as purchasing motels, modular units and other alternative interim and permanent housing options. ST / MT
- 19.1.d** Proactively engage people experiencing homelessness to utilize services and promote progress towards permanent housing and self-sufficiency through increasing access to outreach and services through mobile MSC units. ST / MT
- 19.1.e** Support development and tenant assistance policies in coordination with community members, landlords and other City departments to provide increased opportunities for safe housing. MT
- 19.1.f** Finance, pilot and implement incentives commensurate to the Homeless Incentive Program for landlords accepting Housing Choice Vouchers or proposed flexible subsidy for both precariously housed and homeless households. MT / LT
- 19.1.g** Provide case management and support services for people utilizing Housing Choice Vouchers as well as flexible housing subsidies. MT / LT
- 19.1.h** Design and implement anti-discrimination training required for landlords participating in any incentive program. MT
- 19.1.i** Train staff in the Health Department, Development Services Department and non-profit organizations to communicate appropriate housing information and access. ST

PRIORITY: HOMELESSNESS

OBJECTIVE

19.2 Expand permanent and affordable housing for people with disabilities, older adults, families and pregnant women experiencing homelessness.

STRATEGIES

19.2.a Leverage and align funding across City departments to ensure a coordinated strategy around homelessness. **MT**

19.2.b Establish owner and tenant portals to improve customer service experience and access to services at the Housing Authority. **ST**

19.2.c Convert transitional housing programs into rapid rehousing models. **ST / MT**

19.2.d Support tenant assistance policies as developed in coordination with community members and landlords to prevent homelessness. **MT**

19.2.e Partner with County-based services for people with disabilities, pregnant women, families and older adults to increase expedience into services and increase resources for these populations. **MT / LT**



PRIORITY: HOMELESSNESS

OBJECTIVE

19.3 Reduce the number of households who lose their housing, with a focus on communities of color most affected by housing instability. ←

STRATEGIES

- 19.3.a** Increase childcare opportunities for low-income and homeless families, particularly infants and toddlers, including at provider sites to support family access to services. **MT** / **LT**
- 19.3.b** Improve coordination between organizations to increase access and utilization of physical and mental health care. **MT**
- 19.3.c** Expand availability of life-skills training for families. **MT**
- 19.3.d** Increase services, supports and housing for families experiencing domestic violence. **MT** / **LT**
- 19.3.e** Increase investment in homeless prevention services, including resources to expand the populations determined eligible for prevention services. **MT**
- 19.3.f** Provide case management and support services to people with Housing Choice Vouchers and other scattered site housing opportunities to support them in maintaining housing. **MT**

OBJECTIVE

19.4 Increase the number of housing units that are safe and healthy. ←

STRATEGIES

- 19.4.a** Promote healthy residential living conditions by addressing substandard housing conditions and eliminating lead-based paint hazards where young children or pregnant women reside. **ST**
- 19.4.b** Partner with Development Services and Housing Authority to leverage existing inspection programs to engage in healthy homes inspections. **MT**

A photograph of a library with white bookshelves filled with books. In the foreground, a young boy in a blue t-shirt and a woman in a black t-shirt are looking at books. The woman is holding a yellow book. A sign on the shelf reads "New Children's Nonfiction" with a fish illustration. The background shows more bookshelves and a blue decorative shape at the top of the page.

PRIORITY: SOCIAL & ECONOMIC CONDITIONS

Social and economic conditions build and support individual and community health.

PRIORITY: SOCIAL & ECONOMIC CONDITIONS

GOAL

20

Social and economic conditions are improved across the lifespan in Long Beach.

OBJECTIVE

20.1 Increase the number of young children who start kindergarten ready to learn.

STRATEGIES

- 20.1.a** Implement the Early Childhood Education Strategic Plan as resources can be identified with a focus on increasing the number of affordable, quality early childhood slots. **MT / LT**
- 20.1.b** Engage in partnerships with Long Beach Unified School District, libraries, and other community-based organizations designed to increase literacy rates in children 0-5 years old. **MT**
- 20.1.c** Increase parent's knowledge of and referrals to appropriate educational and health resources. **MT**
- 20.1.d** Increase Health Department programs that integrate parent engagement and early reading opportunities with the parents they serve. **MT / LT**

PRIORITY: SOCIAL & ECONOMIC CONDITIONS

OBJECTIVE

20.2 Increase opportunities for leadership and youth engagement in policy making for youth and emerging adults between the ages of 10-24 years.

STRATEGIES

- 20.2.a** Involve youth in the implementation and oversight of the Youth Strategic Plan. ST / MT
- 20.2.b** Strengthen, scale, and fund local community-based organizations to increase availability of culturally relevant wellness services for youth. MT / LT
- 20.2.c** Increase and sustain programming that promotes prosocial engagement for system impacted youth. MT / LT
- 20.2.d** Develop a citywide best practice mentorship program and other efforts to increase youth social capital. MT

OBJECTIVE

20.3 Reduce the number of families and children that live in poverty.

STRATEGIES

- 20.3.a** Support the strategies and goals of the Economic Inclusion focus of the City's Economic Blueprint. MT
- 20.3.b** Support statewide and federal reforms and policies that support and provide opportunities for people living in poverty. MT
- 20.3.c** Engage in a City-wide Equity Action Plan that addresses gaps in social and economic outcomes by race and gender. ST
- 20.3.d** Work with youth and school district programs to increase the number of youth that meet A-G requirements necessary to be considered college ready. MT / LT



PRIORITY: SAFETY

Everyone in Long Beach will have safe physical and social environments in their homes, neighborhoods, schools, and workplaces.

PRIORITY: SAFETY

GOAL

21

Preventable deaths and injuries are reduced.

OBJECTIVE

21.1 Decrease preventable deaths and injury among children and youth under 18 years old.

STRATEGIES

21.1.a Expand activities during Safe Streets Awareness Week to educate drivers on how to safely share the streets with pedestrians and bicyclists. **MT**

21.1.b Develop and implement a citywide distracted driving prevention program, DriveSafeLB, to change the behaviors of drivers through public awareness, education and informed decision-making. **MT**

21.1.c Further develop a comprehensive approach to encourage responsible cannabis use and increase awareness about how mind-altering drugs, including those prescribed for medical purposes, can impair drivers. **ST / MT**

21.1.d Increase funding, resources and services focused on youth substance use prevention. **MT / LT**

PRIORITY: SAFETY

GOAL

22

Communities are safe from violence.

OBJECTIVE

22.1 Decrease violence among youth ages 10-24 in North, West and Central Long Beach.

STRATEGIES

- 22.1.a** Strengthen collaboration with other City departments to build a more comprehensive approach to ensuring young children and families get the mental health and wellness services they need. **MT / LT**
- 22.1.b** Train City departments on trauma- and resiliency-informed policies and practices and provide technical assistance in development of these practices. **ST / MT**
- 22.1.c** Educate City departments on the core elements of violence prevention and how violence prevention efforts can be integrated into their work. **MT**
- 22.1.d** Train community providers and staff on violence prevention and trauma- and resiliency-informed practices. **MT**
- 22.1.e** Promote the use of restorative practices and other violence prevention initiatives within schools and communities most impacted by violence. **MT / LT**
- 22.1.f** Identify and engage youth and their families at greatest risk for involvement in serious violence in evidence based/evidence informed prevention, early intervention and responsive services. **MT / LT**
- 22.1.g** Create inclusive spaces for youth social connectedness. **ST / MT**

PRIORITY: SAFETY

GOAL

23

People live in safe environments and are prepared for emergencies.

OBJECTIVE

23.1 Increase compliance of regulated businesses in high-risk facilities (e.g., hazmat, food, swimming pools).

STRATEGIES

23.1.a Develop and implement a recognition program for permitted businesses with high compliance rates, such as a “Certificate of Excellence” program.

MT

23.1.b Conduct culturally and linguistically competent outreach and education in geographic areas with the highest concentrations of businesses producing hazardous waste.

MT

OBJECTIVE

23.2 Reduce critical violations in restaurants, markets, food vehicles and special events.

STRATEGIES

23.2.a Utilize data to focus on industries with the highest violation rates.

ST

23.2.b Increase efforts to proactively educate business associations, food industry groups and other stakeholders regarding critical violations in food facilities and increase compliance.

MT

OBJECTIVE

23.3 Increase the level of awareness of environmental health and environmental justice issues and impacts.

STRATEGIES

23.3.a Develop an annual environmental health conference to educate and inform businesses and the public about environmental health issues such as foodborne illnesses, waterborne illnesses, household hazardous waste, lead-based paint poisoning, indoor/outdoor air quality issues.

MT

PRIORITY: SAFETY

23.3.b Develop a community environmental health program for children and families to educate on citywide environmental initiatives to help keep people safe. **MT**

23.3.c Increase knowledge about environmental justice and support and elevate citywide environmental justice efforts. **MT**

OBJECTIVE

23.4 Improve accuracy and timeliness of reporting recreational water quality. ←

STRATEGIES

23.4.a Develop and implement an App to provide real time recreational water quality and safety data to better inform beach use decisions. **MT**

23.4.b Develop an interactive web-based map, which more clearly displays current and historic recreational water quality data. **MT**

23.4.c Install electronic signs on all beaches and bays to provide for more timely posting of beach water quality information and other public health and safety information. **MT** / **LT**

23.4.d Work with the California Department of Public Health to develop, test and validate a molecular test for recreational beach water quality to provide the public with “same day” water quality testing results. **MT**

23.4.e Obtain approval from State Water board for the performance of one single test for water quality (enterococcus) instead of the current three tests. **MT**

OBJECTIVE

23.5 Increase community emergency preparedness in Long Beach. ←

STRATEGIES

23.5.a Improve the emergency preparedness outreach strategy to better engage a larger population and communities that have previously been less engaged. **MT**

23.5.b Build community partnerships and coordinate training to ensure culturally resonate community engagement in preparedness efforts. **MT**

23.5.c Incorporate disability and functional needs into emergency plans and funding opportunities. **ST** / **MT**



City of Long Beach
411 W. Ocean Blvd.
Long Beach, CA 90802

Visit us at www.longbeach.gov

   @LongBeachCity

To request this information in an alternative format or to request a reasonable accommodation, please contact Health and Human Services at 562.570.7177. A minimum of three (3) business days is requested to ensure availability. Reasonable attempts will be made to accommodate request made within less than three (3) business days.