

COUNTY HEALTH EXECUTIVES ASSOCIATION OF CALIFORNIA (CHEAC) 3-YEAR STRATEGIC PLAN

January 1, 2021– December 31, 2023

About CHEAC

The County Health Executives Association of California (CHEAC) is a statewide organization of county and city Health Department and Agency Directors, who are responsible for the administration, oversight, and delivery of a broad range of local public health and indigent health care services. Members represent a variety of administrative and health professional disciplines.

What We Do

- ☐ **Promote** effective public policy through legislative, state budget, and administrative advocacy.
- ☐ **Evaluate** program structures, including administrative and fiscal elements, and educate policy makers on strategies to successfully deliver local health services.
- ☐ **Collaborate** with key health and professional organizations to further our common health improvement goals.

2021– 2023 Strategic Plan

Strategic Plan Vision

Over the next 3 years CHEAC will seek to: 1) ensure stable funding levels for our membership and enhance our collective ability to shape and inform legislative and regulatory decisions; 2) improve community health by supporting member population health and health equity efforts; and 3) support the development of department/agency leaders. The proposed strategic plan priorities, while maintaining our commitment to foundational CHEAC member support roles and functions, are intended to increase the impact of our collective work and value to our membership.

Strategic Plan Priorities and Strategies

Policy and Advocacy <i>Conduct policy and advocacy activities to protect public health funding and educate legislators and other stakeholders about the role and value of public health departments/agencies</i>	Population Health and Health Equity <i>Assist members in their efforts to positively impact population health and health equity through innovative, integrated and upstream approaches that address prevention and the social determinants of health</i>	Member Support <i>Facilitate peer education and other targeted assistance to support members</i>
1.1. Tell the Public Health Story and “Cultivate” Champions 1.2. Leverage Partnerships 1.3. Equip Members for Advocacy 1.4. Empower Members to Expand Policy Role	2.1. Promote Best Practices Exchange 2.2. Conduct Education and Advocacy to Advance Population Health 2.3. Support Efforts to Revitalize the Public Health Infrastructure	3.1. New Member Orientation and Mentorship 3.2. Workforce and Leadership Development 3.3. Peer Education on Priority Topics

Description of Strategic Plan Priorities, Strategies and Outcomes

PRIORITY 1. Policy and Advocacy

Conduct policy and advocacy activities to protect public health funding and educate legislators and other stakeholders about the role and value of public health departments/agencies

STRATEGIES

- 1.1 Tell the Public Health Story and Cultivate “Champions”.** Implement a communications strategy to educate legislators and key stakeholders about the role and impact of public health departments and health service agencies, as well as cultivate a cohort of legislators to serve as public health champions.
- 1.2 Leverage Partnerships.** Enhance formal collaboration and joint advocacy with other traditional and non-traditional associations addressing similar issues.
- 1.3 Equip Members for Advocacy.** Provide technical assistance, training and tools for local members to advocate and educate their legislators and local elected officials.
- 1.4 Empower Members to Expand Policy Role.** Prepare organization for a more pro-active role in developing and sponsoring California legislation that aligns with member priorities.

PRIORITY 2. Population Health and Health Equity

Assist members in their efforts to positively impact population health and health equity through innovative approaches that address prevention, social needs, and the social determinants of health

STRATEGIES

- 2.1 Promote Best Practices Exchange.** Create forums for members to share innovative and proven practices, programs and community partnerships that impact population health and health equity, including programs that address prevention and the social determinants of health. Expand partnerships with external organizations who can facilitate best practice learning opportunities.
- 2.2 Conduct Education and Advocacy to Advance Population Health.** Educate legislators, Board of Supervisors, and other stakeholders, including the general public about population health, health equity and the social determinants of health.
- 2.3 Support Efforts to Revitalize the Public Health Infrastructure.** Advocate for innovative and flexible funding models that address public health infrastructure needs and promote population health, health equity, and an integrated service approach.

PRIORITY 3. Member Support

Facilitate peer education and other targeted assistance to support members

STRATEGIES

- 3.1 New Member Orientation and Mentorship.** With member leadership, establish a standard orientation and mentor program for new public health executives.
- 3.2 Workforce and Leadership Development.** Convene member forums/ committees to explore and pursue new initiatives and advocacy to achieve a sufficient and highly-skilled public health workforce.
- 3.3 Peer Education on Priority Topics.** Annually assess member education priority issues and develop forums for peer-led information exchange about best- practices.

ATTACHMENT: Strategic Plan Activities

The enclosed attachment describes major activities for each of the strategies.

PRIORITY 1. POLICY AND ADVOCACY

STRATEGY

MAJOR ACTIVITIES

1.1 Tell the Public Health Story and Cultivate Champions

- Compile a list of elected officials that may become (or are currently) public health champions and design approach for engaging them
- Continue to foster relationships with members of the Legislature and state agencies/continue priority briefings
- Compile relevant/impactful public health data/information
- Leverage opportunities based on legislative priorities to create brief public health one-pagers
- Create a process to identify and engage bill sponsors
- Create LHD profile templates that can be shared with the legislature and key stakeholders
- Launch public health champion campaign - Identify Senators and Assembly Members each year as public health champions
- Develop a communication and education plan to ensure these legislators are well-versed in and supportive of CHEAC's priorities
- Solicit sponsors for key public health bills based on CHEAC priorities and when deemed appropriate
- Create publication(s), based on CHEAC priorities and data requests, demonstrating role and impact of public health
- Outline a process for local health departments to invite Legislators for site visits/public health tours.
- Create a process that encourages routine engagement with Legislators in the district.

1.2 Leverage Partnerships

- Foster better communication between PH program-specific organizations and CHEAC (i.e. MCAH, WIC, CAPHL, PHNs) and encourage presentations from public health organizations at CHEAC and partnership on key issues
- Invite affiliates to facilitate workshops at annual meeting
- Identify key partnerships that should be cultivated to move CHEAC priorities forward
- Leverage opportunities to jointly sponsor legislation
- Cultivate stronger ties to the broader PH advocacy community where their interests are tied to LHD success
- Invite partner associations to convene on specific policy issues and to brainstorm on shared priorities
- Host a policy/brainstorming session at a CHEAC Annual Meeting open to partner associations
- Leverage shared priorities across associations

PRIORITY 1. POLICY AND ADVOCACY (CONTINUED)

STRATEGY

MAJOR ACTIVITIES

1.3 Equip Members for Advocacy

- Provide a workshop/training on how members can assist in advocacy efforts; engage partner organizations
- Continue to provide samples letters, talking points and legislative alerts
- Convene regular discussions to assess additional tools and supports members may need
- Provide media training to members on how to develop messaging around key policy and advocacy issues
- Facilitate tabletop discussions on advocacy efforts and tools needed to support members
- Facilitate targeted meetings with CHEAC members and their delegation in the capitol to support CHEAC advocacy efforts and consistent ongoing communication
- Prepare members with tools and resources to advocate on CHEAC priorities and key priority bills during district visits
- Utilize the virtual community as a library of current year tools and templates for CHEAC members, such as letters of support/opposition and policy briefs.
- Host ongoing workshops and trainings for CHEAC members on how to more effectively engage legislative representatives
- Facilitate peer learning on how to navigate local political dynamics and public health

1.4 Empower Members to Expand Policy Role

- Educate members on the bill sponsoring process
- Improve the process by which proposals to sponsor bills are evaluated
- Conduct webinar for members and LHD staff on the legislative/budget process and how to craft budget and legislative proposals.
- Enhance the role of legislative committee members to ensure members are guiding policy decisions for the association
- Seek opportunities to co-sponsor bills with partner organizations
- Seek opportunities and authors to carry CHEAC sponsored bills
- Create factsheets and toolkits for sponsored bills

PRIORITY 2. POPULATION HEALTH AND HEALTH EQUITY

STRATEGY

MAJOR ACTIVITIES

2.1 Promote Best Practices Exchange

- Survey members on: key areas of interest and key areas of expertise at their department/ agency
- Support 1-3 member-led learning sessions during CHEAC membership meetings.
- Welcome an external organization to present on population health best practices during CHEAC membership meeting
- Create more opportunities for peer-to-peer sharing at GM meetings
- Incorporate one annual member learning session
- Establish an online best practices clearinghouse for access by member jurisdictions
- Explore establishing CHEAC workgroup to support and foster sharing among LHD health equity officers and related staff

2.2 Conduct Education and Advocacy to Advance Population Health

- Using member surveys, other member data, and best practices research, select 1-2 key focus areas of “upstream approach”
- Define key terms related to “population health” and “health equity” that will be consistently used in these areas
- Support CHEAC priorities and leverage legislative interests to educate legislators and stakeholders
- Launch efforts and materials to educate legislators and stakeholders on key issues
- Explore cross-departmental and cross-sector partnerships to capitalize on broader public interest in health equity
- Support local efforts in advancing conversations relative to health equity

2.3 Support Efforts to Revitalize the Public Health Infrastructure

- Determine what fiscal data members would be open to sharing publicly
- Continued budget tracking
- Explore public health infrastructure financing needs, including assessing similar work conducted by other states and jurisdictions
- Gather member fiscal data
- Utilize data to inform and support budget requests
- Begin discussions with state agencies and the Legislature about funding opportunities

PRIORITY 3. MEMBER SUPPORT

STRATEGY

MAJOR ACTIVITIES

3.1 New Member Orientation and Mentorship

- Institute an annual new member orientation; allow existing members to attend
- Institute an annual new member/EC dinner
- Identify “new” members coming into the organization in the past year
- Revisit and revamp peer-mentor program for members
- Create Topic Area Library on CHEAC Virtual Community/Website
- Continue member orientation program, peer-mentor program
- Find opportunities for new members to serve on committees
- Increase CHEAC site visits to connect with new and existing members and to explore innovative practices at the local level
- Schedule bi-annual or quarterly “new member dinner” prior to General Membership meetings

3.2 Workforce and Leadership Development

- Highlight member successes related to interns, succession planning and management retention
- Survey members on 1-2 key classifications/ positions that are difficult to recruit
- Based on above, identify 1-2 barriers (other than financial) that drive the ability to recruit/retain
- Share Member workforce successes at least annually at GM or Annual Meeting
- Identify subject matter expert jurisdictions (based on the surveys above in 2.1) that would be open to conducting learning sessions/trainings
- Continue to highlight member successes related to interns, succession planning and management retention
- Advocate for eliminating identified barriers to hiring PH classifications (e.g., Lab director requirements/PHNs)
- Develop strategies for creating a pipeline for local health department workforce

3.3 Peer Education on Priority Topics

- Facilitate learning sessions based on key policy changes
- Create caucuses based on jurisdiction size, open participation
- Add Subject Matter Expertise learning sessions to CHEAC Virtual Community/Website
- Same as 2.1
- Leveraging expertise for peer-to-peer education in smaller group settings
- Continue to facilitate learning sessions based on key policy changes