

SANTA CLARA COUNTY
PUBLIC HEALTH DEPARTMENT



STRATEGIC PLAN

2015 - 2018



OCTOBER 2015

BETTER HEALTH FOR ALL

ARTWORK: JOHANNA SILVERTHORNE

GUIDING STATEMENTS

OUR VISION

All people thrive in healthy communities that promote equity and optimal health.

OUR MISSION

The Santa Clara County Public Health Department prevents disease and injury and creates environments that promote and protect the community's health.



OUR CORE VALUES

EXCELLENCE

We deliver the highest quality services using evidence and best practice models.

EQUITY

We work in partnership with others to address injustices that lead to health disparities.

DIVERSITY AND COLLABORATION

We respect all cultures and beliefs and honor diversity, community collaboration, and inclusiveness.

ACCOUNTABILITY

We make informed decisions, demonstrate the effectiveness of our work, and communicate it to the community.

INTEGRITY

We strive to earn the trust of clients, partners, and communities by holding true to our commitments and values.



PUBLIC HEALTH DEPARTMENT



Cross-functional Operations, Systems and Strategy



Major Content Areas

OFFICE OF THE DIRECTOR Sara Cody, Health Officer and PH Director Aimee Reedy, Deputy Director

Systems Improvement

- Workforce Development/Staff Training
- Performance Management/Quality Improvement
- Customer Service
- Organizational Policies

Strategic Implementation

- Accreditation Coordination
- Strategic Plan Oversight
- Communications
- Health Equity (Violence Prevention, Climate Change)

ADMINISTRATIVE SERVICES Kathy Rolland

- Budget/Finance Coordination
- Contracts and Compliance
- Facilities and Safety
- Human Resources and Labor Relations
- Information Technology Support Coordination
- Medical Marijuana ID-Card Program
- Vital Records

INFECTIOUS DISEASES & RESPONSE BRANCH Executive Manager (Vacant)

- PH Emergency Preparedness
- PH Laboratory
- PH Pharmacies
- Communicable Diseases
- Hepatitis B
- Immunization
- Surveillance Epidemiology
- Tuberculosis
- STD/HIV Prevention and Control

HEALTHY COMMUNITIES BRANCH Rocio Luna

COMMUNITY HEALTH ASSESSMENT, PLANNING AND EVALUATION

- Community Health Epidemiology
- Community Health Planning and Action
- Healthy Aging
- Evaluation

CHRONIC DISEASE AND INJURY PREVENTION

- Healthy Food and Beverage Environments
- Active and Safe Communities
- Tobacco Free Communities
- Clinic-Community Linkages
- Diabetes Prevention

MATERNAL, CHILD & FAMILY HEALTH BRANCH Laura Brunetto

- California Children's Services (CCS)
- Child Health and Disability Prevention
- Maternal, Child and Adolescent Health
- Public Health Nursing Home Visiting
- Black Infant Health
- Adolescent Family Life Program
- Childhood Lead Prevention
- Women, Infants and Children (WIC)
- SCVHHS Transitions

AT A GLANCE

Strategic Planning Process

Aug – Sept '14

Strategic Planning Committee, project plan, and timeline

Brief report on 2012-2015 strategic plan

Groundwork

Oct '14

Online SWOT survey of staff and community partners

Key stakeholder interviews

Mission, Vision, Values

Sept – Dec '14

Synthesis and analysis of data sources using SWOT framework

Environmental Scan

Jan '15 – Mar '15

Executive Leadership prioritized and selected priorities with feedback from managers

Strategic Priorities

Mar – Oct '15

Workgroups defined goals and objectives

Strategic plan finalized

Document

Nov '15 - ongoing

Performance measures used to monitor progress

Implementation

PRIORITIES AND GOALS



Engage **Partners and Communities** to Improve Community Health

Promote Healthy Aging

Reduce chronic disease prevalence and disparities

Ensure children have a safe and healthy environment to maximize their developmental potential



Advance Racial and **Health Equity** to Eliminate Health Disparities

Prevent violence and its negative health impacts

Strengthen department programs, services, and policies to address racial and health equity

Build county capacity and community awareness to mitigate and address climate change health effects



Strengthen Prevention and Response to Current and Emerging **Infectious Diseases**

Increase epidemiologic, investigative, and response capability within the Infectious Disease and Response Branch



Strengthen
**Organizational
Capacity** for
Accountability and
Transparency

*Build a learning organization and
culture of continuous quality
improvement throughout the
Department*

*Improve our infrastructure and
facilities to meet current and future
operational needs*



Successfully
**Communicate the
Value** of the Public
Health Department
and Public Health

*Establish communication strategies
that increase knowledge about
public health and the Public Health
Department's initiatives*



Promote a robust
prevention-oriented
countywide **health
system**

*Support the continuum of care
between health care and community
settings*

ALIGNMENT

Santa Clara Valley Health and Hospital System Strategic Road Map



Increase number of healthy life years
Decrease burden of illness and injury

Improve customer experience and service
Reduce redundancies, delays and costs of care
Increase growth, learning and development

Santa Clara County Community Health Improvement Plan

The Community Health Improvement Plan (CHIP) is an action-oriented plan for addressing the most salient issues identified by a cross-sector partnership known as *Partners for Health Santa Clara County* to improve the health and well-being of Santa Clara County residents.



All residents will have a community conducive to safe physical activity, mobility, and social connectedness

Increase consumption of healthy foods and beverages and decrease consumption of unhealthy options through education, policy, systems and environmental change

Prevent and manage chronic disease by improving the continuum of care across health care and community settings

SCCPHD Quality Improvement Plan

As public health moves towards becoming a performance-based organization, performance measures will be used to monitor progress on the implementation of the strategic objectives. An [implementation plan](#) and annual progress report will serve as the documents to measure our progress. In addition to monitoring and tracking progress towards the goals and objectives contained in the strategic plan, staff from across the Department will address barriers to progress and enact changes in our strategies or targets if a change of direction is needed.

GLOSSARY OF TERMS

COMMUNITY HEALTH IMPROVEMENT PLAN

An action-oriented plan for addressing the most significant issues identified by a Community Health Assessment to improve the health and well-being of residents.

ENVIRONMENTAL SCAN

A process that systematically gathers data and information to understand the historical, current, and the future outlook of the organization.

GOALS

Descriptive statements that summarize what impact our work should have when effectively completed.

MISSION

The organization's purpose; what the organization does and why.

OBJECTIVES

Specifically outlines what will occur as a result of our work. Objectives provide more specific information on how to attain the identified goals. Performance measures, targets, and a time frame help make our objectives S.M.A.R.T.

PERFORMANCE MEASURES

The regular collection and reporting of data to track the work we produce and the results we achieve.

PRIORITIES

Issues that the Public Health Department will address to meet the Department's strategic direction.

STRATEGIC PLAN

A deliberate decision-making process that defines where an organization is going. The plan sets the direction for the organization through a common understanding of the mission, vision, goals, and objectives, provides a template for all employees and stakeholders to make decisions that move the organization forward.

SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS)

A structured planning method used to evaluate the organization's internal strengths and weaknesses and the external opportunities and threats or challenges.

VISION

Futuristic view regarding the ideal state or conditions that the organization aspires to change or create.

VALUES

Principles, beliefs and underlying assumptions that guide the organization.