SCCPHD Strategic Plan
2012-2015

Presentation to HHC
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Strategic Plan for the Public Health Department

Purpose:
• Creates a roadmap for the Department
• Identifies gaps and solutions
• Highlights a set of Health Priorities

Audience:
• Department staff
• County stakeholders
• Our community partners and residents
Strategic Plan for SCCPHD

Background:

Four important contexts:

• Strongest predictors of health and well-being is outside of the health care setting
  • Environment → education → housing → transportation → safety
• National movement focused on prevention through the Affordable Care Act
• National focus on health disparities and health inequities
• Movement to strengthen performance improvement in local health departments
  • Accreditation
Strategic Plan - Framework

External Outcomes:
- Policy Change
- Research

18 Capacities Assessment
PHLT Input
PH Department Organizational Structure

Operational Capacities

Focus Areas

Health Priorities

Systems Change

Community Input
PHLT Input

Root Causes
Disparities
County Health Status
Health Status Profile
Data

PH Department System Improvement Plan
Strategic Plan for SCCPHD

Process:

Phase I:
Develop a 3-year strategic plan

Part I
Planning for Success

Part 2
Mission, Values

Part 3
Health Priorities

Part 4
Community Engagement

Part 5
Internal Assessment

Communication

Mid Management Design Team

Mission, Vision, Core Values

Review Data

Develop Goals & Objectives

SWOT

Define team assignments

Solicit feedback from over 150 community residents

Causal Mapping

Review of PHD capacities along 18 Core National Benchmarks

Causal Feedback on Plan

Develop Implementation Plan with ELT Leadership

Develop Benchmarks & Metrics

Annual Progress Update

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<table>
<thead>
<tr>
<th>Nutrition</th>
<th>Tobacco</th>
<th>Injury &amp; Violence</th>
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<tbody>
<tr>
<td>Increase healthy eating and physical activity to prevent obesity and chronic diseases</td>
<td>Decrease tobacco use and exposure to prevent chronic diseases</td>
<td>Promote safety and reduce violence to prevent injuries</td>
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Goal 1: Improve health outcomes and health equity, and create commitment to addressing the social determinants of health

1. Expand and institutionalize knowledge about the social determinants of health through staff training and workforce development opportunities.
2. Build community understanding of how policies, practices, and programs affect health equity.
3. Improve the Department’s capacity to conduct neighborhood level analysis to better illustrate health inequities and health disparities.
4. Create a local health policy agenda to prioritize and address key health inequities.
5. Reduce health disparities for specific infant health outcomes, including birth weight, immunization status, and developmental milestones.
6. Provide opportunities for staff to enhance their competence to engage with diverse communities (racial and ethnic, cultural, income, age, gender, sexual orientation, religious/faith, geographic, etc.).
7. Collaborate with key stakeholders to increase housing quality and safety (child proofing; environmental hazards; second- and third-hand smoke; fire safety, etc.).
8. Collaborate with key stakeholders to promote school environments that close the achievement gap and foster physical and social-emotional health.
Goal 2: Advance the Department’s ability to prevent chronic diseases and injury through the prevention of obesity, tobacco use, injury, and violence in Santa Clara County.

1. Promote the community’s knowledge and support for policy and systems change strategies for chronic disease prevention.
2. Partner with the Health and Hospital System and the health care community to promote the chronic care model and expand evidence-based preventive clinical services.
3. Expand city and county healthy eating policies to increase access to healthy food and beverages and decrease access to food and beverages with low nutritional value in communities with the highest rates of obesity and least access to healthy food.
4. Promote healthy eating and physical activity in all Santa Clara County schools.
5. Expand access to physical activity in communities with the highest rates of obesity and the least access to safe and affordable physical activity opportunities.
6. Support cities and the county in implementing land use, transportation, and organizational policies that promote active living.
7. Expand city and county tobacco-free policies to reduce exposure to second-and third-hand smoke and increase access to cessation/treatment.
8. Establish and implement a Departmental injury prevention plan that addresses the unique role of public health in preventing violence and incorporates other aspects of injury, including senior falls, motor vehicle injuries, and infant/child injuries.
9. Develop a sobering/transition system that better aligns treatment to patient need and reduces the impact on traditional EMS, hospital, health and public safety partners.
10. Increase the Department’s capacity to conduct neighborhood level analysis to inform chronic disease, injury and violence prevention strategies.
Goal 3:
Establish a Departmental focus on environmental health issues related to climate change and sustainability.

1. Increase community awareness and preparedness for the public health effects of climate change/global warming.
2. Engage in county and city efforts to improve the environment, including sustainability, transportation, and development initiatives.
3. Promote the inclusion of health in all policies in county and cities general plans and encourage land policies that support and promote health.
4. Conduct health impact assessments to determine the positive and negative health impacts of policies related to the physical environment.
Strategic Plan Goals & Objectives

**Goal 4:**
Engage diverse communities at multiple levels to create and implement a community health improvement plan.

1. Establish a community health improvement planning process that uses community engagement and mobilization as its cornerstone.
2. Increase the Department’s knowledge and use of effective community engagement models, and partner with community organizing and advocacy organizations to share approaches to community engagement.
3. Increase and improve the Department’s engagement of youth in community health planning and action.
4. Increase the Department’s capacity to conduct neighborhood level analysis to provide meaningful data to communities and inform planning and action.
5. Engage with governing entities, advisory boards, and elected officials about policies and/or strategies that will promote the public’s health.
Goal 5: Strengthen Public Health functional capacities to improve population health.

1. Strengthen the Department’s capacity to develop, implement and evaluate policies that lead to improved health status.
2. Increase the Department's capacity to develop and deliver social marketing and communication plans that are effective with diverse sectors and communities.
3. Develop and implement core competency training for all public health professionals to strengthen their understanding of their roles and responsibilities during a medical health disaster.
4. Increase the Department’s capacity to lead and engage the community in health assessment and community health improvement planning.
5. Develop and implement core competency training for all public health professionals to strengthen their understanding of their roles and responsibilities during a medical health disaster.
Goal 6:
Strengthen the Public Health Department’s infrastructure to support a culture of performance improvement

1. Establish a department-wide accountability system and metrics for measuring and monitoring effectiveness, quality, and efficiency performance.
2. Establish a continuous quality improvement process across all Public Health programs and functions.
3. Develop fiscal strategies to support successful implementation of the Department’s strategic plan.
4. Increase awareness about the Department’s strategic direction, services, priority health issues, and outcomes among internal and external stakeholders.
5. Improve data sharing capabilities through strengthening the use of health information technology (HIT) and establishing agreement across internal and external partners.
6. Develop program and agency/division level performance metrics into a balanced scorecard of indicators (For example: EMS System non-response and call-referral, scene-based treat and release, alternate vehicle transports, and alternate treatment providers, etc.)
7. Achieve National Public Health Accreditation.