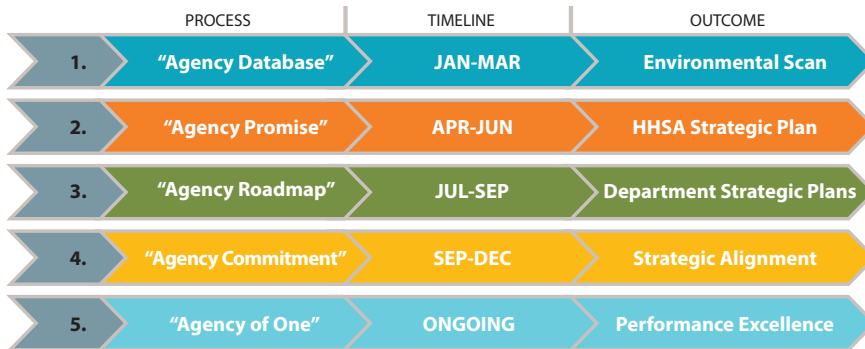# 2024-26 HHSA STRATEGIC PLAN

The **2024-26 Health and Human Services Agency Strategic Plan** was developed using the *Agency Playbook*, a five-step process in alignment with the *County of San Diego Strategic Initiatives*, *General Management System (GMS)*, and *HHSA Vision, Mission, and Values*. Collectively, these guiding principles highlight what we do best every day: **Advancing Opportunities For All San Diegans To Live Well**.
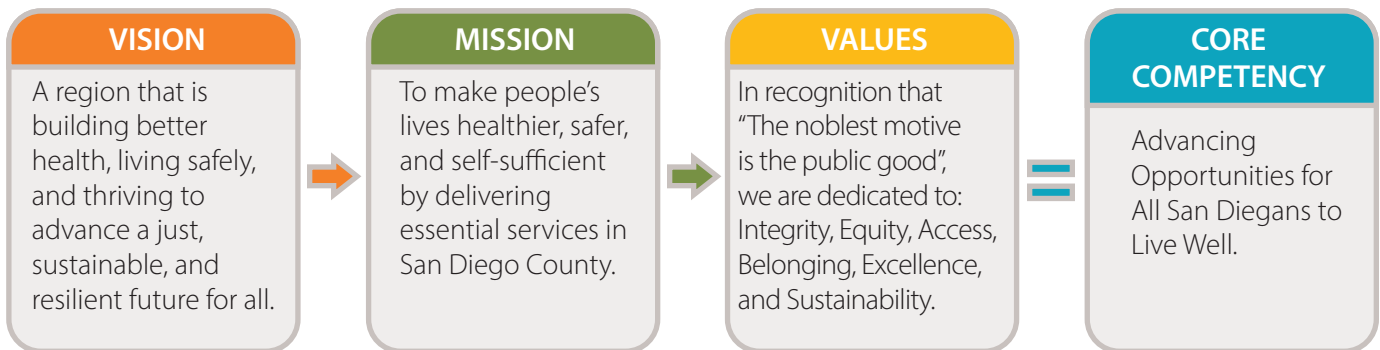
Agency Playbook

	PROCESS	TIMELINE	OUTCOME
1.	"Agency Database"	JAN-MAR	Environmental Scan
2.	"Agency Promise"	APR-JUN	HHSA Strategic Plan
3.	"Agency Roadmap"	JUL-SEP	Department Strategic Plans
4.	"Agency Commitment"	SEP-DEC	Strategic Alignment
5.	"Agency of One"	ONGOING	Performance Excellence

County of San Diego General Management System

HHSA Vision, Mission, and Values

VISION
A region that is building better health, living safely, and thriving to advance a just, sustainable, and resilient future for all.

MISSION
To make people's lives healthier, safer, and self-sufficient by delivering essential services in San Diego County.

VALUES
In recognition that "The noblest motive is the public good", we are dedicated to: Integrity, Equity, Access, Belonging, Excellence, and Sustainability.

CORE COMPETENCY
Advancing Opportunities for All San Diegans to Live Well.

Strategic Initiative Alignment

HHSA has identified six Agency Strategic Initiatives *(Sustainability, Workforce, Community Engagement, Equity, Service Delivery Coordination, and Systems & Technology)* that drive long-term Agency-wide performance excellence and focus our efforts on Agency goals to deliver increasing value to the people we serve. These Agency Strategic Initiatives directly support our County Strategic Initiatives *(Sustainability, Empower, Community, Equity, and Justice)*.

Sustainability	Workforce	Community Engagement	Equity	Service Delivery Coordination	Systems & Technology
SUSTAINABILITY	EMPOWER	COMMUNITY	EQUITY	EMPOWER, JUSTICE, COMMUNITY, EQUITY	EMPOWER, JUSTICE, COMMUNITY, EQUITY, SUSTAINABILITY

ALIGNMENT OF AGENCY GOALS

SUSTAINABILITY: A resilient economy, climate, environment, and region for all.

Agency Goal: Sustainable Practices: Protect the region, economy, climate, environment, and communities through a comprehensive HHSA Sustainability Plan as part of the County's Sustainability Plan to reduce disparities for current and future generations.

Agency Goal: Sustainable Knowledge: Ensure resilient and engaged employees, within HHSA and our community partners, through focused knowledge-sharing efforts to sustain organizational knowledge and foster ongoing success.

WORKFORCE: Engaged employees who feel valued, have a sense of belonging and are motivated to work together toward one vision.

Agency Goal: Work Environment: Ensure a safe and effective work environment by investing in a skilled, competent, diverse, and inclusive workforce culture that is strengths-based, flexible, supportive, and promotes self-care and belonging.

Agency Goal: Workforce Engagement: Commit to workforce engagement, development, and wellbeing through a comprehensive plan focusing on recruitment and retention, enhancing leadership and management skills, and other succession planning strategies.

COMMUNITY ENGAGEMENT: Engaged, informed, and connected communities with equitable access to culturally responsive programs and services, designed to meet their needs.

Agency Goal: Inclusion: Strengthen and expand partnerships and community engagement through outreach and education approaches that embed the region's current and future needs in programs and resources, with equity at the core.

Agency Goal: Transparency: Provide timely, accurate, and culturally responsive services and information that promotes transparency, equity, and two-way communication so the community has access and can support the decision-making process effectively.

Agency Goal: Collective Impact: Seek equitable opportunities to intentionally work together toward shared goals and actions that strengthen healthy, safe, and thriving communities.

EQUITY: Equitable access to better health, safety, and opportunities to thrive that enhance well-being.

Agency Goal: Accessible Services: Apply an equity lens to maximize accessible services and resources, with an emphasis on budgeting and contracting, that meet the needs of Black, Indigenous, and People of Color (BIPOC), low-income, and other historically under-resourced communities.

Agency Goal: Cultural Responsiveness: Cultivate inclusion, diversity, equity, and anti-racism through culturally responsive efforts that address inequities in the workforce and community.

SERVICE DELIVERY COORDINATION: Integrated performance excellence framework that delivers ever-improving value and contributes to the Agency's ongoing success.

Agency Goal: Maximize Service Delivery: Innovate, integrate, and evaluate existing services and resources to increase equitable opportunities that address high-priority needs.

Agency Goal: Monitoring and Evaluation: Ensure ethical and evidence-based decision-making through an integrated monitoring and evaluation plan that provides relevant information for better-informed decision-making.

Agency Goal: Continuous Improvement: Embed learning and continuous improvements into daily work and leverage technology to cultivate high performance and stimulate meaningful innovations for better outcomes.

SYSTEMS & TECHNOLOGY: Innovative information systems with enhanced technical infrastructure and data sharing capabilities.

Agency Goal: Data Modernization: Support a highly skilled workforce by assessing and updating data training, policies, practices, and standards to enhance and modernize data linking, sharing, analysis, and visualization that informs effective decision-making.

Agency Goal: Data Availability: Prioritize innovative opportunities to enhance easily understandable, transparent data sharing and availability that maintains data fidelity and security for our employees and the people we serve.

Agency Goal: Customer Experience: Increase the reliability, availability, and accessibility of information, resources, and services by enhancing the infrastructure of our service delivery system through a continuum of culturally responsive traditional and digital channels.

For more information visit: www.sandiegocounty.gov

Jennifer Kadas, MSW, HHSA Strategy Manager
Email: Jennifer.Kadas@sdcounty.ca.gov
Office of Strategy and Innovation
County of San Diego Health & Human Services Agency

COUNTY OF SAN DIEGO
HEALTH & HUMAN SERVICES AGENCY

LIVE WELL
SAN DIEGO

06Jun2024