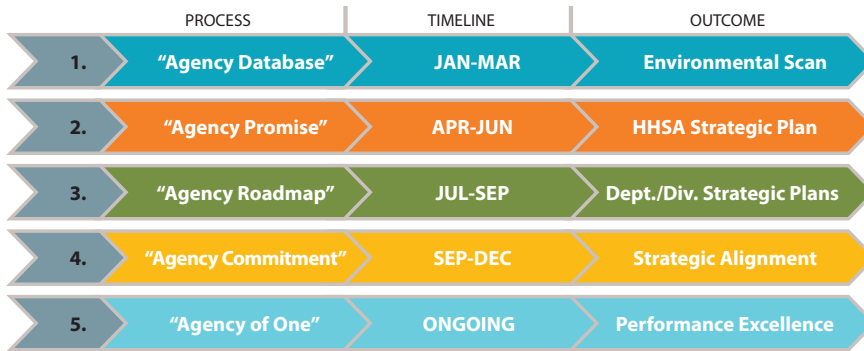


The **2022-24 Health and Human Services Agency Strategic Plan** was developed using the **Agency Playbook**, a five-step process in alignment with the **County of San Diego Strategic Initiatives, General Management System (GMS)**, and **HHS A Vision, Mission, and Values**. Collectively, these guiding principles highlight what we do best every day: **Advancing Opportunities For All San Diegans To Live Well.**

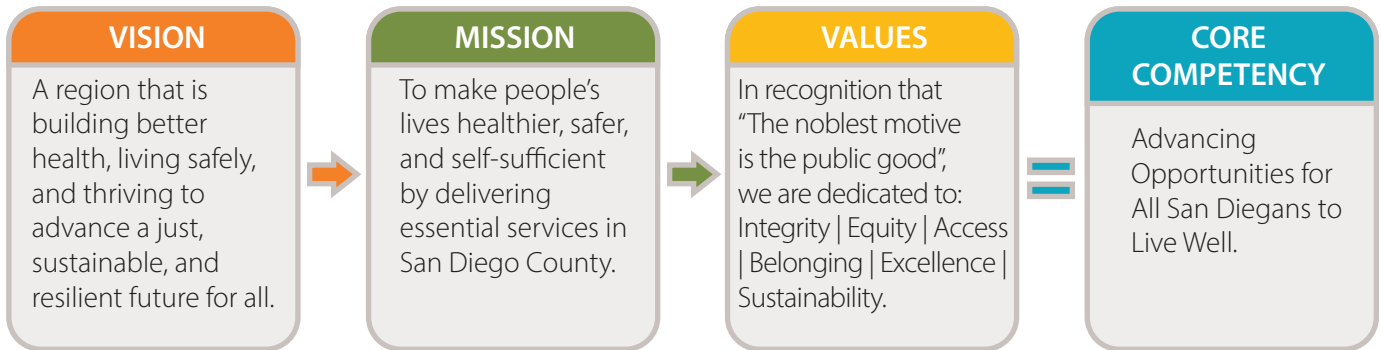
## Agency Playbook



## County of San Diego General Management System



## HHS A Vision, Mission, and Values



## Strategic Initiative Alignment

HHS A 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**).



# ALIGNMENT OF AGENCY GOALS

**SUSTAINABILITY:** Promote 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 that 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 competent, diverse, and inclusive workforce culture that is strengths-based, flexible, supportive, and promotes self-care.

**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:** Strengthen and invigorate communities with opportunities to grow, connect, and thrive.

**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.

**Agency Goal: Transparency:** Provide timely, accurate, and culturally relevant services and information that promotes transparency and two-way communication so the community can understand the decisions made and how they can contribute.

**Agency Goal: Collective Impact:** Seek 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 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 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](http://www.sandiegocounty.gov)

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Office of Strategy and Innovation

County of San Diego Health & Human Services Agency

