

## VISION

Healthy people in healthy communities.

## MISSION

To promote health and improve quality of life by preventing disease, injury and disability, and by protecting against, and responding to, health threats and disasters.

## VALUES

- Collaboration
- Diversity
- Respect
- Responsiveness
- Transparency



## BRANCH GOALS

### ADMINISTRATION, PUBLIC HEALTH SERVICES (PHS Admin)

- ◆ Provide leadership that guides the organization, advances health equity for all residents, and establishes an environment for success;
- ◆ Promote strategy development that stimulates innovation, guides operations, and leverages opportunities in order to have the greatest impact;
- ◆ Create a culture of Customer Service within PHS that enables staff to serve, engage, innovate, and always be responsive to feedback from customers;
- ◆ Manage data, analytics, and information in a continuous fashion to ensure decisions are evidence-based and data driven;
- ◆ Ensure that the County and its residents are served by an agile, adaptable, highly-skilled public health workforce;
- ◆ Design, manage, improve, and innovate work processes to increase operational effectiveness;
- ◆ Monitor and share information that “tells the story” of the contributions of Public Health Services to the collective impact effort of *Live Well San Diego*;
- ◆ Maximize federal revenues with Medi-Cal dollars available for benefits outreach in order to strengthen the region’s healthcare safety net; and
- ◆ Facilitate communication, collaboration, and coordination at the Local, State and Federal levels in the US and Mexico to address public health issues of mutual concern in the San Diego-Tijuana border region.



### CALIFORNIA CHILDREN’S SERVICES (CCS)

- ◆ Coordinate efforts to improve health equity in services provided while also encouraging family participation in CCS programs;
- ◆ Ensure that all CCS clients have a medical home and that their care is coordinated;
- ◆ Ensure optimal utilization of Special Care Center (SCC) Services to improve health outcomes for CCS clients;
- ◆ Engage Medical Therapy Program (MTP) patients in activities to improve their functional level;
- ◆ Ensure timely transition planning services for CCS clients to promote optimal health and independence once these clients leave the CCS program; and
- ◆ Promote operational excellence throughout for the benefit of customers and staff alike.



### EPIDEMIOLOGY AND IMMUNIZATION SERVICES (EISB)

- ◆ Provide a comprehensive Immunization Information System (IIS) to the community;
- ◆ Promote high-quality immunization practices among public and private providers;
- ◆ Promote the importance of immunizations throughout the County and monitor coverage across schools and childcare centers;
- ◆ Minimize the spread of vaccine-preventable disease through timely investigation of suspect cases;
- ◆ Reduce childhood lead poisoning through education, outreach, and early identification and treatment of children with elevated blood lead levels;
- ◆ Provide effective surveillance, investigation and response to protect the community from disease; and
- ◆ Ensure timely and complete reporting of HIV cases and AIDS cases;



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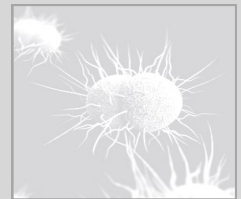
## EPIDEMIOLOGY AND IMMUNIZATION SERVICES (EISB)

- ◆ Maintain a state-of-the-art reference laboratory that incorporates the latest tools to support outbreak investigations and operates with the greatest efficiency to protect community health;
- ◆ Provide quality training for community death registration stakeholders in the use of Electronic Death Registration System (EDRS);
- ◆ Provide timely and accurate death certificates for grieving families in San Diego County so that they may conduct necessary business after the loss of their loved one; and
- ◆ Provide timely and accurate birth certificates to new parents in San Diego County.



## HIV, STD, AND HEPATITIS (HSHB)

- ◆ Test—Identify all persons infected with HIV and STDs so that they can be informed and linked to care;
- ◆ Treat—Link all persons living with HIV or STDs to treatment services that follow national guidelines;
- ◆ Prevent—Link all persons at risk for HIV and STD infection to prevention resources;
- ◆ Engage—Mobilize community efforts to achieve collective impact in reducing HIV and STD transmission; and
- ◆ Improve—Continually seek to improve outcomes for all services and activities.



## MATERNAL, CHILD, AND FAMILY HEALTH SERVICES (MCFHS)

- ◆ Create environments and policies that promote health equity and encourage healthy behaviors and healthy communities in order to reduce chronic disease and promote health equity for all residents;
- ◆ Reduce the disproportionate African American infant mortality rate;
- ◆ Promote early detection and prevention of disease and disabilities of CHDP-eligible children, all first grade enterers, and high-risk infants in San Diego County;
- ◆ Reduce morbidity and mortality among low-income women and their infants through enhanced prenatal care;
- ◆ Ensure that children entering kindergarten receive an oral health screening;
- ◆ Strengthen families and improve men's health;
- ◆ Reduce preventable fetal and infant deaths; and
- ◆ Prevent, reduce, and respond to family violence in San Diego County.



## PUBLIC HEALTH PREPAREDNESS AND RESPONSE (PHPR)

- ◆ Strengthen community resilience to ensure timely assessment and sharing of essential information to reduce exposure to disaster/public health risk;
- ◆ Strengthen the incident management framework to ensure earliest possible identification and investigation of an incident as well as timely implementation of intervention and control measures;
- ◆ Enhance technology, information management, and sharing systems to ensure timely communication of situational awareness and risk information;
- ◆ Facilitate countermeasures and mitigation to ensure continuity of emergency operations management during emergency response and recovery; and
- ◆ Strengthen surge management through timely coordination and support of response activities with partners to ensure timely care.






## TUBERCULOSIS CONTROL AND REFUGEE HEALTH (TBCRH)


- ◆ Eliminate TB in San Diego County by continuing to make progress in reducing the incidence of the disease;
- ◆ Increase awareness of TB risk;
- ◆ Enhance prevention, diagnosis, and treatment of TB disease and latent TB infection; and
- ◆ Improve the health of newly arrived refugees in San Diego County.



## HIGH PRIORITY PERFORMANCE MEASURES

The measures below are selected high priority measures for Public Health Services (PHS). These measures are displayed by the components of *Live Well San Diego*, a regional vision adopted by the San Diego County Board of Supervisors, to help all San Diego County residents be healthy, safe, and thriving. The three components are Building Better Health, adopted in 2010, which focuses on improving the health of residents and supporting healthy choices; Living Safely, adopted in 2012, which focuses on protecting residents from crime and abuse, making neighborhoods safe, and supporting resilient communities; and, Thriving, adopted in 2014, which focuses on cultivating opportunities for all people to grow, connect, and enjoy the highest quality of life. Virtually all PHS measures align with Building Better Health and Living Safely, and some measures also align with the Thriving component, as shown here.

| Building Better Health  |  | Target   |
|---|--|--|
|  | MCFHS: Timely preventive health examinations for children in out-of-home placements  | 95% of 1,700 children                                  |
|   | MCFHS: Timely dental exams for children in out-of-home placements  | 95% of 1,500 children                                  |
|   | TBCRH: Refugees complete the health assessment process within 90 days  | 90% of 600 refugees                                    |
| Living Safely   |  | Target   |
|  | PHPR: Ensure Medical Operations Center staff readiness to respond to disasters by completing training sessions of key emergency response functions | 4 training sessions of key response functions          |
|   | EISB: Tuberculosis samples tested and reported by lab within one business day  | 90% of 2,200 samples                                   |
|   | EISB: Children receive age-appropriate vaccines  | 99% of 16,000 children                                 |
|   | EISB: Selected communicable disease cases contacted/investigations initiated within 24 hours   | 100% of 270 cases                                      |
|   | HSBH: Clients have a medical visit within 30 days of newly confirmed HIV diagnosis   | 85% of 70 clients                                      |
|   | TBCRH: 95% of persons with active tuberculosis are tested for HIV  | 95% of 220 cases                                       |
| Thriving  |  | Target   |
|  | MCFHS: Advance active transportation municipal policies through the Healthy Cities, Healthy Residents (HCHR) project                               | 3 active transportation polices are drafted or updated |
|   | MCFHS: Small to medium-sized retailers participate in the Live Well Community Market (Healthy Retail) Program                                      | 5 markets annually                                     |
|   | MCFHS & PHS Admin: Align with County's Climate Action Plan to promote adaptability and resiliency  | Climate Change Adaptation Plan                         |

| Operational Excellence  |  | Target                     |
|---|--|----------------------------|
|  | CCS: Children referred to California Children’s Services who have their medical eligibility determined within State required timeframe       | 95% of 4,000 children      |
|   | EISB: Compliance of Public Health Services Laboratory with federal and state accrediting requirements (9 different lab licenses and permits) | 100% compliance            |
|   | EISB: Birth certificates registered within 10 days of birth  | 90% of 44,000 certificates |
|   | PHS Admin: Quality Improvement projects conducted to advance operational excellence through continuous improvement                           | 8 projects annually        |

## HOW THIS PHS STRATEGIC PLAN IS USED

Maintaining a strategic plan is a good management practice, consistent with the regional *Live Well San Diego* vision, the County’s General Management System. It is required of all public health departments accredited by the Public Health Accreditation Board (PHAB).

This is a snapshot of the comprehensive FY 2021-22 and 22-23 Public Health Services (PHS) strategic plan, which includes strategies, objectives, and measures, in addition to the goals identified here. How the plan aligns with other Federal and State initiatives is also provided in the full PHS strategic plan.

PHS staff within each Branch work collaboratively with other County staff to implement these goals. Community partners across every sector are integral to efforts to advance shared goals. PHS staff members also reach out to regional community leadership teams in each of the service delivery regions of Health and Human Services Agency (HHSA) in order to engage the community in mutually supportive activities. Shared objectives appear in community health improvement plans developed for the community leadership teams and also in the comprehensive PHS strategic plan.

Each year, a strategic review is conducted across HHSA to reassess and revise department priorities, including those of PHS. New public health issues, performance results, input from advisory committees, and customer service feedback are among the factors considered.

Progress in meeting objectives is monitored and reported at least quarterly, and posted annually through the Operational Plan. In addition, the *Live Well San Diego* Indicators Dashboard captures the collective impact of programs, services, and interventions using evidence-based practices, as does the new PHS Dashboard which captures indicators most impacted by public health programs and interventions.

## PUBLIC HEALTH ACCREDITATION

On May 17, 2016, the County of San Diego HHSA, received accreditation from the Public Health Accreditation Board (PHAB) is seeking reaccreditation in 2022. To become accredited, the County of San Diego successfully underwent a rigorous review of over 1,100 documents to demonstrate conformance to 100 standards. PHAB’s standards address the full array of public health functions set forth in the 10 Essential Public Health Services, as defined by the Centers for Disease Control and Prevention, as well as two additional standards related to administrative capacity and governance.

San Diego County is one of a total of 336 state, tribal, and local jurisdictions that have achieved accreditation as of November 9, 2021. San Diego County is one of the first counties to receive this designation from PHAB’s expanded standards and measures, adopted in June 2014. It is one of 23 accredited State and local health departments in California.

PHS supports the Agency’s journey toward excellence. The California Award for Performance Excellence (CAPE) Eureka Award was conferred to HHSA in December 2017. This award is modeled after the Malcolm Baldrige National Quality Award. As an accredited public health department, PHS contributed to HHSA’s success.

