

## 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 and leverages opportunities to make an impact on key issues—such as healthy aging, the opioid epidemic, increasing rates of Hepatitis C, and TB elimination;
- ◆ Create a culture of customer service within PHS that enables staff to serve, engage, and always be responsive to feedback from customers;
- ◆ 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;
- ◆ Use information, data, and analysis in a continuous fashion so that decisions are data-driven;
- ◆ Develop, curate, and disseminate population data to inform action for collective impact;
- ◆ 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 United States 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 all CCS clients have a medical home and that their care is coordinated;
- ◆ Ensure optimal utilization of Special Care Center Services to improve health outcomes for CCS clients;
- ◆ Engage Medical Therapy Program patients in activities to improve 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)

- ◆ Promote a comprehensive Immunization Information System 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 investigations 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;
- ◆ Ensure timely and complete reporting of HIV and AIDS cases;
- ◆ Maintain a state-of-the art laboratory that incorporates best practice and technology to support outbreak investigations and operates with the greatest efficiency to protect community health; and
- ◆ Ensure superior service delivery by providing timely and accurate birth and death certificates.



## HIV, STD, AND HEPATITIS (HSHB)

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



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

- ◆ Create environments and policies that 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;
- ◆ Improve pregnancy, child health, development, and safety; and enhance parent life course development;
- ◆ Reduce morbidity and mortality among low-income women and their infants through enhanced prenatal care;
- ◆ Ensure that pregnant women receive services and infants are born healthy;
- ◆ Ensure that children entering kindergarten receive an oral health screening;
- ◆ Strengthen families and improve men's health;
- ◆ Reduce fetal and infant deaths; and
- ◆ Prevent, reduce, and respond to family violence in San Diego County through trauma-informed practices.



## PUBLIC HEALTH PREPAREDNESS AND RESPONSE (PHPR)

- ◆ Foster preparedness within communities by supporting health and medical system response through readiness activities;
- ◆ Support County efforts to respond to public health threats and events through collaborative activities in monitoring and planning of responses; and
- ◆ Promote preparedness through drills, training, and exercises to ensure that County public health and medical staff have the ability to effectively respond to disasters and emergencies.



## TUBERCULOSIS CONTROL AND REFUGEE HEALTH (TBC-RH)

- ◆ 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.



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 some measures also align with the Living Safely or the Thriving component, as shown here.

Building Better Health		Target
	MCFHS: Timely preventive health examinations for children in out-of-home placements	95% of 2,000 children
	MCFHS: Timely dental exams for children in out-of-home placements	95% of 1,600 children
	MCFHS: Infants breastfed until 6 months of age	61% of 200 infants
	MCFHS: Smoke-free behavioral health treatment programs	20% of 190 programs
	TBC-RH: Refugees complete the health assessment process within 90 days	90% of 1,000 refugees
Living Safely		Target
	PHPR: Activation of public health emergency response system for drills, exercises, and actual responses	7 exercises annually
	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 120 clients
Thriving		Target
	MCFHS: Cities that make policy, systems, or environmental changes supporting healthy environments	3 additional cities adopt healthy food system policy; 3 additional cities adopt active transportation policy
	MCFHS: Small to medium-sized retailers participate in the Live Well Community Market (Healthy Retail) Program	5 markets annually
	MCFHS: Support provided to implement objectives in the County's Climate Action Plan related to building healthy food systems that are environmentally sustainable	Increase in consumption of locally-grown and raised food through outreach and education
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	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 2018-21 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 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* capture the collective impact of programs, services, and interventions using evidence-based practices.

## PUBLIC HEALTH ACCREDITATION

On May 17, 2016, the County of San Diego HHSA, received accreditation from the Public Health Accreditation Board (PHAB). 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 over 230 state, local, tribal and territorial jurisdictions that have achieved accreditation as of June 2018. 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 13 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.



## LINKS TO MORE INFORMATION

- [Live Well San Diego](#)
  - [Live Well San Diego Indicators data](#)
  - [County of San Diego, Public Health Services](#)
  - [PHS operational goal results and budget information](#)
  - [Community Leadership Teams, Community Health Assessments, and Community Health Improvement Plans](#)
- New 2018-21 versions will be available by mid to late 2018.
- [Baldrige Performance Excellence Program](#)