



PUBLIC HEALTH SERVICES SNAPSHOT OF STRATEGIC PLAN FY 2023-24 & FY 2024-25

VISION:

Healthy people in healthy and equitable 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





This is a “snap shot” of the Public Health Services Strategic Plan for Fiscal Years 2023-2024 and 2024-2025. The full plan is posted here [Public Health Services \(sandiegocounty.gov\)](https://www.sandiegocounty.gov/public-health-services). It features:

Health equity goals and stories of what we are doing together with our partners to address important health disparities.

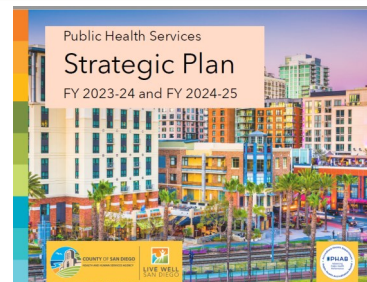
Population health goals that reflect our shared aspiration for community change (based on Healthy People 2030).

Measurable objectives and targets so that we can monitor changes in population and health equity goals, and track progress in the implementation of each Branch plan.

Alignment of goals to County, Agency, and PHS priorities is indicated throughout the full Strategic Plan with icons. Because two goals appear in each Branch plan, these goals are listed here instead to avoid repetition:

- ◆ Strengthen and invigorate communities through community engagement efforts. 
- ◆ Promote equitable access to opportunities to thrive that enhance well-being. 

All icons that are used to show alignment appear in the “Alignment” Section below, including the icon **AP** that shows alignment to the Agency Promise, which is the HHS Strategic Plan.



BRANCH GOALS:

ADMINISTRATION BRANCH OF PUBLIC HEALTH SERVICES (PHS Admin)

Health Equity Goal: Strengthen the workforce and infrastructure.

Population Health Goal: Make sure the local health department has the necessary infrastructure for key public health services.

- ◆ Provide leadership that guides the organization, advances health equity for all residents, and establishes an environment for success.
- ◆ Create a culture of customer service within Public Health Services (PHS) that enables staff to always serve, engage, and be responsive to feedback from customers.
- ◆ Strengthen and invigorate communities through community engagement efforts.
- ◆ Advance health equity for all residents and establishes an environment that promotes success through diversity and inclusion.
- ◆ Manage data, analytics, and information in a continuous fashion to ensure decisions are evidence-based and data driven.
- ◆ Design, manage, improve, and innovate work processes to increase operational effectiveness.
- ◆ Promote equitable access to better health, safety, and opportunities to thrive that enhance well-being.
- ◆ Maximize Medi-Cal Administrative Activities and Targeted Case Management revenue in compliance with State and Federal regulations.
- ◆ Ensure clinical nursing practice across core public health programs and initiatives through compliance of State and Federal regulations, policies, and quality improvement.
- ◆ Advance County sustainability efforts by promoting economic stability for all, combating climate change, cultivating a natural environment, and promoting resiliency for all San Diego residents.
- ◆ Ensure that the County and its residents are served by an agile, adaptable, highly skilled public health workforce.



CALIFORNIA CHILDREN'S SERVICES (CCS)

Health Equity Goal: Transition successfully from care.

Population Health Goal: Improve health and well-being in people with disabilities.

- ◆ 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.
- ◆ Promote operational excellence throughout for the benefit of customers and staff alike.



EPIDEMIOLOGY AND IMMUNIZATION SERVICES BRANCH (EISB)

Health Equity Goal: Address childhood lead poisoning.

Population Health Goal: Promote healthy and safe home environments.

- ◆ Provide effective surveillance, investigation, and response to protect the community from disease.
- ◆ Ensure timely and complete reporting of HIV cases and AIDS cases.
- ◆ Reduce childhood lead poisoning through education/outreach, and early identification/treatment of children with elevated blood lead levels.
- ◆ 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 diseases through timely investigation of suspect cases.
- ◆ 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 timely and accurate death certificates for grieving families in San Diego County.
- ◆ Provide timely and accurate birth certificates to new parents in San Diego County.

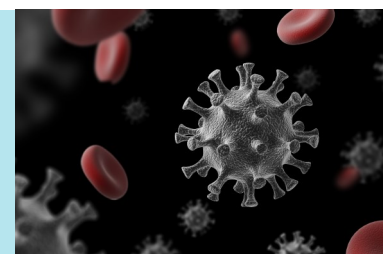


HIV, STD, AND HEPATITIS BRANCH (HSHB)

Health Equity Goal: Prevent HIV infection and address rising STD rates.

Population Health Goal: Reduce the number of new HIV infections.

- ◆ Test — Identify all persons infected with HIV, HCV, and STDs so that they can be informed and linked to care.
- ◆ Treat — Link all persons living with HIV or STDs to treatment.
- ◆ Prevent — Link all persons at risk for HIV, HCV, and STD infection to prevention resources.
- ◆ Engage — Mobilize community efforts to achieve collective impact in reducing HIV and STD transmission.
- ◆ Improve — Continually seek to improve outcomes for all services and activities.
- ◆ Contract — Implement and maintain a contracting process that supports and promotes strategic plan goals.
- ◆ Retain, develop, and recruit staff to support the missions of the County, HHSA, PHS and HSHB.





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MATERNAL, CHILD, AND FAMILY HEALTH SERVICES (MCFHS)

Chronic Disease & Health Equity Unit, Health Equity Goal: Advance health in all policies.

Chronic Disease & Health Equity Unit, Population Health Goal: Use health policy to prevent disease and improve health, including tobacco use policies.

Family Health & Prevention Services Unit, Health Equity Goal: Reduce infant mortality.

Family Health & Prevention Services Unit, Population Health Goal: Improve the health and safety of infants.

- ◆ Create environments and policies that promote health equity and encourage healthy behaviors and healthy communities to reduce chronic disease and promote health equity for all residents.
- ◆ Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance, and hazard mitigation.
- ◆ Reduce preventable fetal and infant morbidity and mortality with a focus on the disproportionate African American infant mortality rate.
- ◆ Promote early detection, prevention, and management of disease and disabilities, including oral health, for all children in San Diego County.
- ◆ Strengthen families by improving the health of women and men and reducing family violence in San Diego County.
- ◆ Promote oral health education and prevention for all children in San Diego County.
- ◆ Integrated performance excellence framework that delivers ever-improving value and contributes to the Agency's ongoing success.



PUBLIC HEALTH PREPAREDNESS AND RESPONSE (PHPR)

Health Equity Goal: Improve community preparedness.

Population Health Goal: Improve emergency preparedness and response by building community resilience.

- ◆ Ensure that the healthcare preparedness infrastructure is strong in order to meet the needs of communities in which conditions do not support good health outcomes.
- ◆ Strengthen the public health preparedness and response workforce readiness to support the timely implementation of intervention and control measures through robust training and exercise programs for public health responders, other agency staff and County environmental health, emergency management, and emergency medical services partners.
- ◆ Enhance technology and procedures to ensure disaster preparedness inventory is maintained, updated, and ready to deploy within four (4) hours.
- ◆ Facilitate countermeasures to mitigate and ensure continuity of emergency operations management during emergency response and recovery.
- ◆ Strengthen surge management through timely coordination and support of activities with partners to ensure timely response.



TUBERCULOSIS CONTROL AND REFUGEE HEALTH (TBCRH)

Health Equity Goal: Expand risk assessment, testing and treatment of latent tuberculosis infection to decrease rate of new active cases (TB incidence).

Population Health Goal: Reduce the rate of new active TB cases (TB incidence).

- ◆ Eliminate TB in San Diego County through mitigating and measuring the impact of active TB cases.
- ◆ Eliminate TB in San Diego County by promoting awareness of TB prevention, including risk assessment, diagnosis, and treatment of latent TB infection (LTBI).
- ◆ Improve the health of newly arrived refugees in San Diego County.



ALIGNMENT:

The icons appear in the full Strategic Plan to indicate how goals and objectives align to County, Agency, and PHS priorities.



Strategic Initiative



Health Equity Focus



Community Connection

OP





Operational Plan

AP Agency Promise, Measure in HHSA Strategic Plan Scorecard

ap Agency Promise, Additional PHS Measure that supports the Agency Promise

HIGH PRIORITY PERFORMANCE MEASURES:

The measures below are selected high priority measures for PHS that monitor operational and service needs for the community. These measures are displayed by the County's Strategic Initiatives to achieve the Strategic Plan's vision of a just, sustainable, and resilient future for all.

Sustainability		Target
 SUSTAINABILITY	Reduction in vehicle miles travelled as part of implementing remote and hybrid work environments to reduce emissions and the office footprint.	24%
Equity		Target
 EQUITY	Timely preventive health examinations for children in out-of-home placements.	90% of 1,400
	Timely dental examinations for children in out-of-home placements.	90% of 1,300
	Refugees completed the health assessment process within 90 days.	90% of 1,000
	Children served at Public Health Center clinics provided age appropriate vaccines.	99% of 25,0000
	Infants served by Black Infant Health Program with a normal birth weight.	88% of 44
	Tobacco Retailers in compliance with youth access laws.	85% of 260
Empower		Target
 EMPOWER	Audits find PHS laboratories in compliance.	100% of 10
	CCS Medical Eligibility determined within five days.	97% of 3,900
	Birth certificates registered within 10 days of event.	95% of 37,760
	Quality Improvement projects conducted.	10
Community		Target
 COMMUNITY	Clients with newly confirmed HIV diagnosis with a medical visit within 30 days.	94% of 35
	Childbearing individuals diagnosed with syphilis are screened for pregnancy status.	98% of 88
	Selected communicable diseases cases contracted/investigations initiated within 24 hours.	100% of 190
	TB cases reported to PHS within one working day from the start of treatment.	98% of 240
	Active TB cases tested for HIV.	95% of 240



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DEVELOPMENT AND USE OF PHS STRATEGIC PLAN:

Public Health Services has adopted a frequent, two-year planning cycle to keep its PHS Strategic Plan fresh. Every second year, the department conducts a thorough review process. The planning process begins with a “**Strategic Review**,” which involves leadership, senior staff, and frontline staff through Branch activities. The strategic review is conducted across HHSA to reassess and revise PHS and individual Branch priorities. New public health issues or concerns, performance results, input from advisory committees, and customer service feedback are among the factors considered.

Alignment is so critical to a department that is part of a large County and health department, which explains efforts to ensure PHS objectives leverage new Board of Supervisor, County, and Agency initiatives. In addition, icons flag goals and objectives that are priority and part of the Operational Plan or that reflect a Health Equity Focus, Community Connection, and the HHSA Strategic Plan, called the “Agency Promise.”

Without **implementation and monitoring**, a plan has limited if any value. PHS collaborates with other County departments to implement these goals. PHS also work with community partners, including community leadership teams in each of the HHSA service delivery regions, to identify and engage in mutually supportive activities. Some of these shared efforts are captured in community enrichment plans, which together make up the County Community Improvement Plan.

PHS adopted a Performance Accountability System, in 2022, which integrates performance management with quality improvement activity. A performance management software application is used to monitor progress implementing objectives across all Branches. PHS has made it going practice to actively monitor, share, and discuss performance data to inform action.

PUBLIC HEALTH ACCREDITATION:

The value of national public health accreditation is widely recognized. Currently, most (90 percent) of the U.S. population is now served by an accredited state, tribal, local, or territorial public health department. In 2009, San Diego County participated in the beta test to assist the Public Health Accreditation Board (PHAB) in developing the Version 1.0 Standards and Measures and was one of the first large counties to receive accreditation status.

On May 17, 2016, using PHAB's expanded Version 1.5 Standards and Measures, San Diego County was initially accredited. Re-accreditation status was met on August 21, 2023. As of April 2024, San Diego County is one of 394 local health departments that are accredited, one of 26 accredited local health departments in California, and one of five departments in California that is reaccredited.

