



Strategic Plan

2019-2023

A letter from our Director

Dear colleagues,

Health equity means that everyone has the opportunity to access and use the resources they need for optimal health and well-being. To achieve equity, every person in our county must have the ability to secure needed mental health, substance use, and physical health services as well as access to healthy built-environments and resilient communities.

The Sonoma County Department of Health Services (DHS) is committed to ensuring that our community has equitable access to services, supports, and policies that promote health. We are renewing our focus on achieving our mission of equitable health, recovery, and well-being for all in Sonoma County in the coming years. With this in mind, I am very excited to share with you the Sonoma County Department of Health Services Strategic Plan for 2019-2023. This plan is built on the values of equity, collaboration, and excellence which provide the foundation for how we do our work and achieve our goals. The goals, objectives, and strategies laid out here were developed to guide our collective efforts to support community health and well-being and to achieve organizational excellence in the years to come.

Over the past year, the Department has faced a number of challenges, including responding to the Sonoma Complex Fires of 2017. I am proud of how we came together to meet and overcome these challenges. I am excited and optimistic about working together to achieve the goals we have developed for the next five years. This Strategic Plan provides a blueprint for organizational advancement that will accelerate our efforts to strengthen our core, mandated functions while also adapting and responding to the post-fire needs and realities of Sonoma County. The Plan aligns with the County's strategic goals, including its goals for recovery and resiliency and strengthening the County's safety net.

All of us in DHS—Administration, Behavioral Health, and Public Health—play a role in actively embodying our Department's values of excellence, collaboration, and equity, while implementing the goals, objectives, and strategies laid out in this plan. Working together and with our partners, we will continue to innovate, adapt, and refine our practices and programs to best serve the needs of all people in Sonoma County.

Sincerely,



Barbie Robinson, MPP, JD, CHC
Director, Department of Health Services



Our mission statement articulates our purpose and unique role in the community. All of the work of DHS supports our ability to achieve our mission.

MISSION

Promote, protect and ensure access to services to support the health, recovery and well-being of all in Sonoma County.

Our vision describes the ideal state of our community. It helps remind us of where we are trying to go and the bold steps needed to achieve it.

VISION

Healthy people in healthy communities.

Our values are the shared belief that drive how we do our work. They shape our culture and identity as a department, and support our collective progress towards our vision.

EXCELLENCE

We strive to create a culture of learning, innovation, and data-driven practices to guide our internal operations, improve performance, and build staff expertise.

COLLABORATION

We engage and work collaboratively with partners, communities and staff to maximize our impact in Sonoma County.

EQUITY

We work to ensure fairness, compassion and social justice to reduce health disparities.

VALUES

Goals, Objectives, & Strategies

This Strategic Plan identifies three goals that are bold, relevant, and consistent with DHS's long-term vision. We have also identified specific objectives and strategies for each goal that we will strive to achieve over the next three to five years. We have identified the most effective strategies for moving the needle on each of our objectives.



All residents and community environments are healthy and safe

OBJECTIVE ONE

Improve quality of life outcomes

STRATEGIES

- 1) Advance cross-sector partnerships, networks, collaboration, and community engagement to improve community and individual determinants of health
- 2) Develop collaborative approaches to assure healthy early child development and mental health prevention

OBJECTIVE TWO

Improve community-wide capabilities to facilitate recovery and resiliency

STRATEGIES

- 1) Strengthen emergency preparedness capacity
- 2) Support Office of Recovery and Resiliency Safety Net Recovery Plan

GoalOne

Goals, Objectives, & Strategies



Individuals, families, and communities access high quality and coordinated services for health, recovery, well-being, and self-sufficiency

OBJECTIVE ONE

Increase access to safety net services

STRATEGIES

- 1) Strengthen coordination of services with emphasis on high-need residents
- 2) Implement data-driven technology solutions to inform care coordination

OBJECTIVE TWO

Strengthen Public and Behavioral Health infrastructure

STRATEGIES

- 1) Prioritize and implement core Public and Behavioral Health services
- 2) Identify and fill gaps to secure Public and Behavioral Health systems

Goals, Objectives, & Strategies



The Department of Health Services is a high achieving, high functioning organization

OBJECTIVE ONE

Build a highly competent, effective, and engaged workforce

STRATEGIES

- 1) Promote and support staff well-being and engagement
- 2) Improve communication and collaboration

OBJECTIVE TWO

Increase the effectiveness and efficiency of DHS administrative functions

STRATEGIES

- 1) Modernize and simplify administrative processes and technologies
- 2) Improve integrity of operations
- 3) Advance systems and processes for planning and evaluation

Planning Process

In 2016, the DHS began the process of building it's strategic vision and plan for enhancing health and well-being over the next five years. The process included the following steps:



Engaged staff through a Strategic Planning team and Managers and Supervisors meetings.



Reviewed relevant documents to inform understanding of current Federal, state, and local conditions as well as context, challenges, and opportunities..



Considered lessons learned on strategic planning from other health departments.



Conducted a landscape scan of relevant policies, principles, and plans.



Conducted stakeholder interviews with local, regional, and state health leaders to gain input on the strengths of Sonoma County DHS.



Completed an analysis of the Department's strengths, opportunities, aspirations, and results (SOAR).



Revised the DHS Mission, Vision, and Values.

Planning Process

Following the Sonoma Complex Fires of October 2017, the Department took a brief pause in our strategic planning process in order to respond to the emergency health needs of the community. To identify and respond to these needs, DHS developed a new 18-month recovery plan with short- and medium-term objectives and strategies that focused on the safety-net needs and community resiliency.

In January 2018, DHS resumed the strategic planning process and focused on how we could integrate the recovery and resiliency priority work with the broader strategic aims of the Department. The plan before you is a reflection of the successful integration of the pre- and post- fire goals, objectives and strategies into this single five year strategic plan.

Participants & Acknowledgments

Over the past two years, the Sonoma County Department of Health Services jointly created our Department's Strategic Plan with a number of staff and partners. We gathered critical feedback from staff at all levels and from all disciplines within our department, as well as from partners and stakeholders.

In particular, we would like to extend our gratitude to the following DHS contributors for their insight and recommendations:

- Julian Ballard
- Ellen Bauer
- Katie Bivin
- Susan Castillo
- Carla Denner
- Jim Dentoni
- Angie Dillon-Shore
- Kelly Elder
- Karen Holbrook
- Casi Jewett
- Michael Kennedy
- Jamie Klinger
- Rohish Lal
- Jen Lewis
- Linda Low
- Brian Mahoney
- Nora Mallonee Brand
- Karen Milman
- Kelley Naiman
- Tanya Narath
- Allen Nishikawa
- Selena Polston
- Barbie Robinson
- Wendy Sanders
- Karin Sellite
- Rod Stroud
- Ken Tasseff
- Brian Vaughn

In addition, we would like to thank the following community stakeholders who provided feedback:

- Dr. George Flores, *The California Endowment*
- Liz Gibboney, *Partnership HealthPlan*
- Howard Himes, *Napa County Health and Human Services Department*
- Dr. Mary Maddux-Gonzalez, *Redwood Community Health Coalition*
- Dr. James Neel, *St. Joseph Health*
- Mary Sceszey, *West County Health Centers*
- Michael Stacey, *Solano County and Bay Area Regional Health Inequities Initiative (BARHII)*
- Dr. Matt Willis, *Marin County Public Health*

