



## Legislation Text

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**File #:** 2019-0108, **Version:** 1

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**To:** Board of Supervisors of Sonoma County  
**Department or Agency Name(s):** Department of Health Services  
**Staff Name and Phone Number:** Barbie Robinson, 565-7876  
**Vote Requirement:** Majority  
**Supervisory District(s):** Countywide

**Title:**

Department of Health Services Strategic Plan

**Recommended Actions:**

Approve Department of Health Services 2019-2023 Strategic Plan.

**Executive Summary:**

In fall 2016 the Department of Health Services began the process of building its strategic vision and plan for enhancing the health and well-being of every resident in Sonoma County. This item requests Board approval of the 2019-2023 Strategic Plan, including strategic priorities that the Department plans to focus on for the next five years in order to achieve health equity in Sonoma County.

**Discussion:**

The mission of the Sonoma County Department of Health Services is to promote, protect, and ensure access to services to support the health, recovery, and well-being of all in Sonoma County.

In the fall of 2016, the Department of Health Services began the process of building its strategic vision and plan for enhancing the health and well-being of every resident in Sonoma County over the next five years. The planning process included the following planning tasks:

- Reviewed relevant documents to inform understanding of current position and context, challenges and opportunities, and history.
- Reviewed lessons learned on strategic planning from other health departments.
- Conducted a landscape scan of relevant policies, principles, and plans including many of the foundational and local plans outlined in the document review.
- Conducted stakeholder interviews with local, regional, and state health leaders to gain input on the strengths of the Department and inform the strategic planning process.
- Completed an analysis of the Department's strengths, opportunities, aspirations, and results (SOAR), with a focus on the following six critical questions:
  - What are we doing well?
  - What key achievements are we most proud of?

- How can we reframe challenges to be seen as opportunities?
- What external forces or trends may positively impact the Department?
- How can we evolve to be more impactful, bold and innovative?
- What measurable results will we be known for?
- Engaged staff through the Strategic Planning Team and Managers and Supervisors meetings.
- Revised the Department's Vision, Mission, and Values.

Following the Sonoma Complex Fires of October 2017, the Department developed a new 18-month recovery plan with short- to medium-term objectives and strategies that focused on the safety net needs of the community and strategies to contribute to a more resilient community. In January 2018, the Department resumed the strategic planning process and focused on integrating the recovery and resiliency priority work with the broader strategic aims of the Department. Recovery and resiliency priorities that were called out in the Department's 18-month work plan are now also included in the Department's Strategic Plan. These priorities include: improving Department emergency preparedness, development of a psychiatric health facility, early mental health prevention, and administrative excellence, among others. In addition, support of the Recovery and Resiliency Framework, developed by the Office of Recovery and Resiliency, is identified as a priority project for advancing the Department's Goal One: all residents and community environments are healthy and safe.

The plan before you is a reflection of the successful integration of the pre- and post- fire goals, objectives, and strategies into a single five year strategic plan. This plan will guide the development of work plans over the next five years to ensure success in achieving the following three Department goals:

**GOAL 1: All residents and community environments are healthy and safe:** Through advancing cross-sector partnerships which focus on improving community determinants of health and ensuring healthy early child development, the Department will improve quality of life outcomes. Through strengthening the emergency preparedness capacity of the community, the Department will facilitate community recovery and resilience.

**GOAL 2: Individuals, families, and communities access high quality and coordinated services for health, recovery, well-being, and self-sufficiency:** By strengthening care coordination through data- driven solutions, the Department will increase the access of high-need residents to safety net services. Through prioritizing the effective delivery of core Public Health and Behavioral Health services, the Department will strengthen the Public and Behavioral Health infrastructure.

**GOAL 3: The Sonoma County Department of Health Services is a high achieving, high functioning organization:** Through promoting staff well-being and engagement, and improving communication and collaboration across the Department, the Department will build a highly competent, effective, and engaged workforce. Through simplifying administrative process, improving the integrity of operations and advancing systems for planning and evaluation, the Department will increase the effectiveness and efficiency of its administrative functions.

## Next Steps

The immediate next steps are to develop an annual implementation plan consistent with the goals, objectives, and strategies contained in the Strategic Plan. Projects designed to be completed in one to two years will be integrated into regular operations of the Department Executive Team and resourced in the Department's budget. The Department will update the implementation plan as projects are completed and as conditions

change to ensure the strategies, objectives, and goals stated in the Strategic Plan are being met.

**Prior Board Actions:**

On November 13, 2012 the Board approved the DHS Strategic and Communications and received an informational report on the Departmental planning efforts in support of the County Strategic Plan.

**FISCAL SUMMARY**

<b>Expenditures</b>	<b>FY 18-19 Adopted</b>	<b>FY19-20 Projected</b>	<b>FY 20-21 Projected</b>
Budgeted Expenses			
Additional Appropriation Requested			
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Funding Sources</b>			
General Fund/WA GF			
State/Federal			
Fees/Other			
Use of Fund Balance			
Contingencies			
<b>Total Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Narrative Explanation of Fiscal Impacts:**

There are no direct fiscal impacts associated with this item.

<b>Staffing Impacts:</b>			
<b>Position Title (Payroll Classification)</b>	<b>Monthly Salary Range (A - I Step)</b>	<b>Additions (number)</b>	<b>Deletions (number)</b>

**Narrative Explanation of Staffing Impacts (If Required):**

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**Attachments:**

Department of Health Services 2019-2023 Strategic Plan

**Related Items “On File” with the Clerk of the Board:**

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