

# STRATEGIC PLAN 2019-2024



August  
2019

SACRAMENTO COUNTY PUBLIC HEALTH

SACRAMENTO COUNTY



Promote • Prevent • Protect

REVISED OCTOBER 24, 2023

Updates to the SCPH Strategic Plan:

The SCPH Strategic Plan was approved in August 2019.

Revision Date	Update	Page #s	Approved by
October 24, 2023	<ul style="list-style-type: none"><li>• Update SP process and SWOT analysis,</li><li>• Updated goals timeline to June 2024,</li><li>• Update to meet PHAB 2.0 Standards</li><li>• General formatting</li></ul>	All	Dr. Oliva Kasirye, SCPH Health Officer

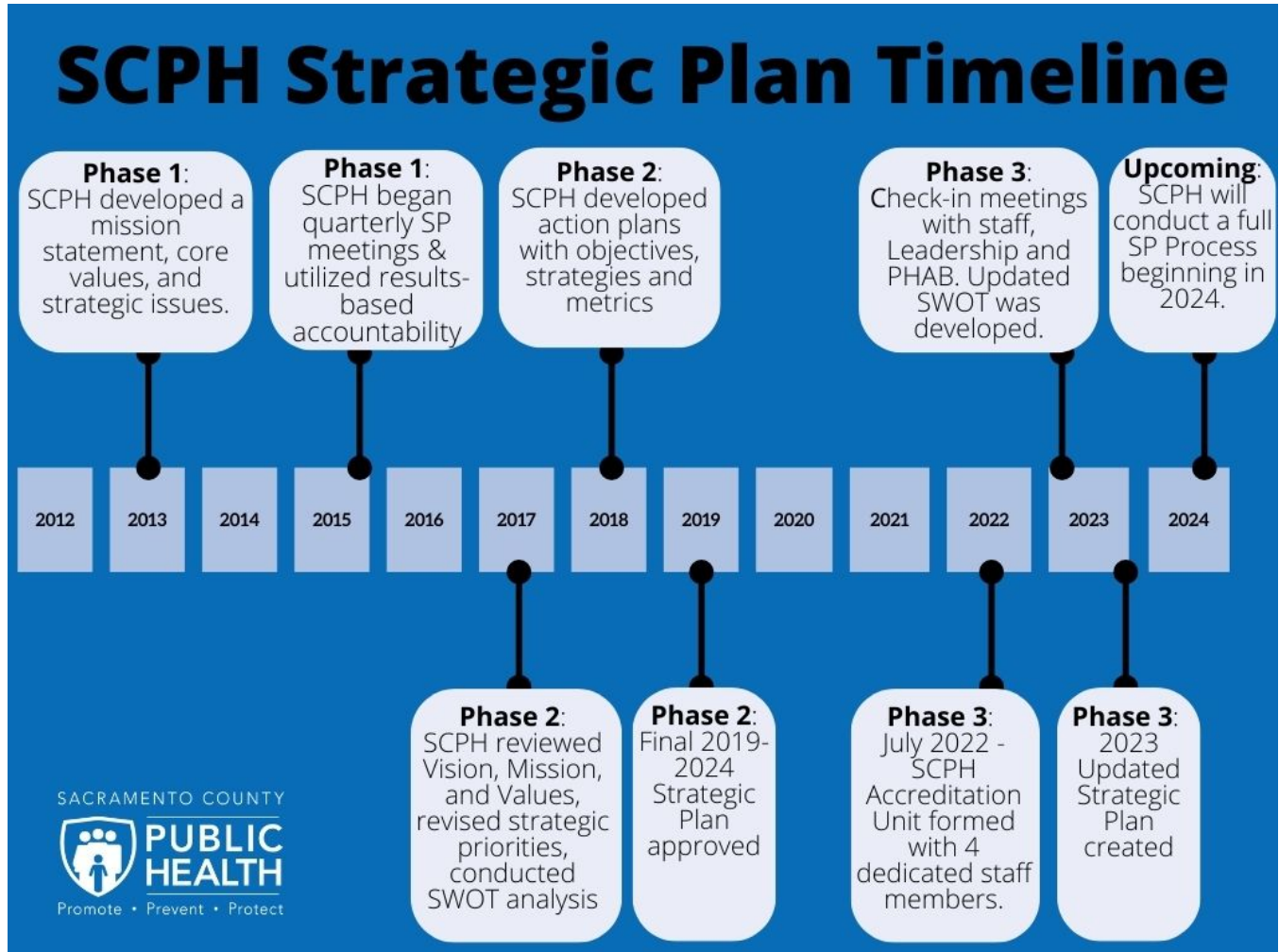
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## SECTION I: INTRODUCTION

The Sacramento County Public Health (SCPH) Strategic Plan sets the direction for the division for the upcoming years. The objectives and strategies laid out provide a roadmap that will help SCPH achieve the vision of optimal health and well-being of all Sacramento County communities. It also helps SCPH to prioritize budgets, staff, and resources.



Beginning in June 2012, SCPH began a strategic planning process and creating a foundation for future accreditation. This stage focused on the development of a revised mission statement, identifying core values and strategic issues for SCPH, and results-based accountability (RBA). The strategic planning process was initiated in 2015 at quarterly strategic planning meetings with executive and program leadership. Staff worked on “Turning the Curve” exercises and created program dashboards with RBA indicators. An environmental scan process was conducted to surface a variety of legislative and resource factors that may influence both planning and operations for SCPH.

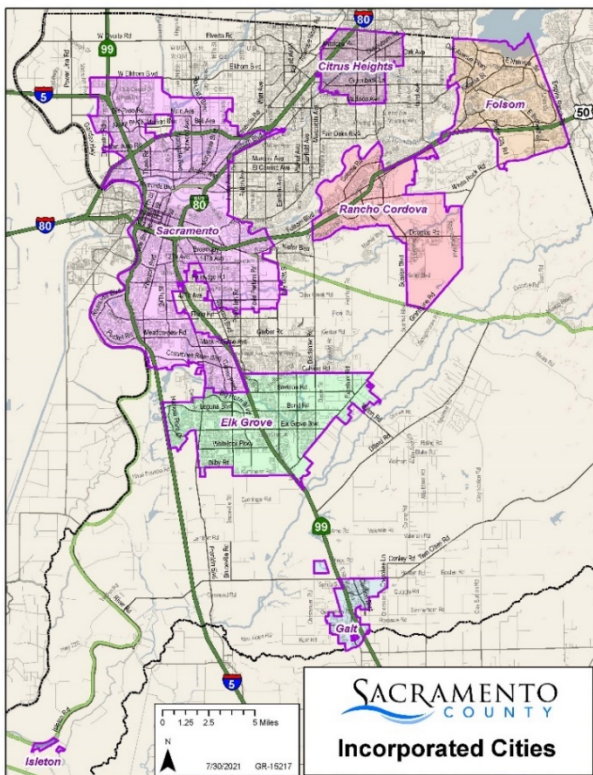
The second phase of the strategic planning process started in June 2017 with the development of a SCPH Accreditation Team, with existing SCPH program staff taking on the additional roles of co-coordinator, domain lead and/or domain team member. This stage focused on the development of goals, objectives, measures, action steps for the Strategic Plan. A strengths, weaknesses, opportunities, and threats (SWOT) analysis was sent to all staff and responses were analyzed by the

Accreditation Team. Executive and program leadership continued to meet on a quarterly basis to refine the previous draft plan. Workgroups developed strategic priorities, objectives, strategies, key actions, timeframes, and evaluation measures for specific priorities. Internal and external stakeholders were engaged throughout the plan development phase. Several external partners were engaged to obtain input on the strategic priorities. Presentations and surveys were distributed to a variety of Stakeholders to help finalize the plan. This Strategic Plan was adopted as the 2019-2024 Strategic Plan.

Between January 2020 and June 2022 many of SCPH staff were redirected to the COVID-19 response and work on many of the recently adopted plans, including the Strategic Plan, was not a priority. The third phase of the strategic planning process began in July 2022. The Accreditation Unit, with 4 dedicated accreditation coordinators, was created with the task of becoming accredited by June 2024. In July 2022, acknowledging that many things have changed for staff in the prior 2-3 years, SCPH wanted to check in with staff, leadership, and the Public Health Advisory board to ensure that the current Strategic Plan was still in line with any shifting priorities or lessons learned. Staff determined that an update of the Strategic Plan was needed to ensure SCPH is meeting the needs of staff and the community.

A full strategic planning process will still take place in 2024 with staff and community input and will take into consideration the Community Health Assessment (CHA), Community Health Improvement Plan (CHIP) and the Health & Racial Equity Action Plan; the latter two are slated to be approved in 2024.

## SECTION II: SACRAMENTO COUNTY OVERVIEW



### A. The County of Sacramento

Sacramento County was incorporated in 1850 in response to the needs of a growing population. The County is one of the original 27 counties of California. Its largest city, the City of Sacramento, became the capital of the State of California in 1854. Sacramento also serves as the County seat.

Sacramento County covers 984 square miles and is home to the California state capital, 1.5 million residents and seven cities. The population of Sacramento County's unincorporated area is 564,657. The Sacramento Metropolitan Area is the largest in the Central Valley, and is the fourth largest in California, behind Los Angeles, San Francisco Bay and San Diego.

Sacramento County has seven incorporated cities including City of Sacramento, Citrus Heights, Folsom, Rancho Cordova, Elk Grove, Isleton and Galt.



More than 2.4 million people live in the six-county Sacramento region. The county is bordered by Contra Costa and San Joaquin Counties on the south, Amador and El Dorado Counties on the east, Placer and Sutter Counties on the north, and Yolo and Solano Counties on the west.

The growing economy and educated workforce are one of reasons Sacramento has been called one of the most livable and diverse regions in America.

Sacramento County is governed by five members of the Sacramento County Board of Supervisors, each of whom are elected on a non-partisan basis to serve staggered four-year terms, to represent one of the five districts. Sacramento County has more than 30 departments and offices that provide services to the community.

The Vision of Sacramento County is to be: A County that is safe, prosperous and provides quality public services. The Mission of Sacramento County is to: Improve residents' quality of life by providing cost-effective public services while fostering economic health, regional cooperation and stewardship of community assets.

## **B. Sacramento County Public Health**

The Department of Health Services (DHS), under the supervision of the Board of Supervisors, was established in 1950 to provide community-wide health services to the Sacramento County population. DHS programs and services are provided through the divisions of Public Health, Behavioral Health Services, and Primary Health Services.

Sacramento County Public Health (SCPH), also known as the local county health department, provides health education and primary and secondary prevention services. It is a central part of a comprehensive network of public health services responsible for providing accurate health information to the local communities. SCPH monitors the health status of Sacramento's residents, sets health priorities and evaluates the effectiveness of health initiatives.

SCPH is currently staffed by approximately 379 full time employees (as of October 6, 2023) that are organized into multiple programs and offices; each tasked with ensuring and/or providing services to help the agency achieve its mission. A list of SCPH Programs can be found in Appendix C.

### **Mission**

The mission of Sacramento County Public Health is to promote, protect, and assure conditions for optimal health and public safety for residents and communities of Sacramento County through leadership, collaboration, prevention, and response.

### **Vision**

Optimal health and well-being for Sacramento County communities!

## Values

- COLLABORATION** We value collaboration and diversity.
- DEDICATION** We are dedicated to meet the public health needs of Sacramento County residents and communities.
- QUALITY** We provide high quality and effective services based on best practices and the most current information and resources.
- COMPETENCE** We hire staff with essential skills, education, experience, and certification to accomplish program goals.
- RESPONSIVENESS** We listen to community needs, monitor community health, and develop responses to match needs.
- ACCOUNTABILITY** We accept responsibility and accountability for providing efficient and quality service. We conduct ourselves with integrity in delivering services.
- DIVERSITY** We respect and value diversity within the community and strive to deliver services that are respectful and relevant to the needs, values, and beliefs of the community. We seek to recruit and hire diverse staffs that enhance our level of understanding of various populations and to promote cultural competence.
- EFFICIENCY** We look for the most efficient way to get the job done.

## Equity Considerations

In 2022, SCPH received a grant from CDC for the *National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved, Including Racial and Ethnic Minority Populations and Rural Communities*. With this funding SCPH established a Health and Racial Equity (HRE) Unit to build upon the work that was previously being done by staff to improve health inequities in Sacramento County. The HRE unit is working to incorporate equity and consideration of racial disparities into SCPH programs and community outreach. The HRE unit is also working on a Health & Racial Equity Action Plan along with many other initiatives.

As a part of the equity work, SCPH added a culture statement to the SCPH mission and values statements that had previously been approved. The intention of the culture statement is to ensure that all staff are aware of the standard that SCPH is holding itself to and what is expected of all SCPH staff.

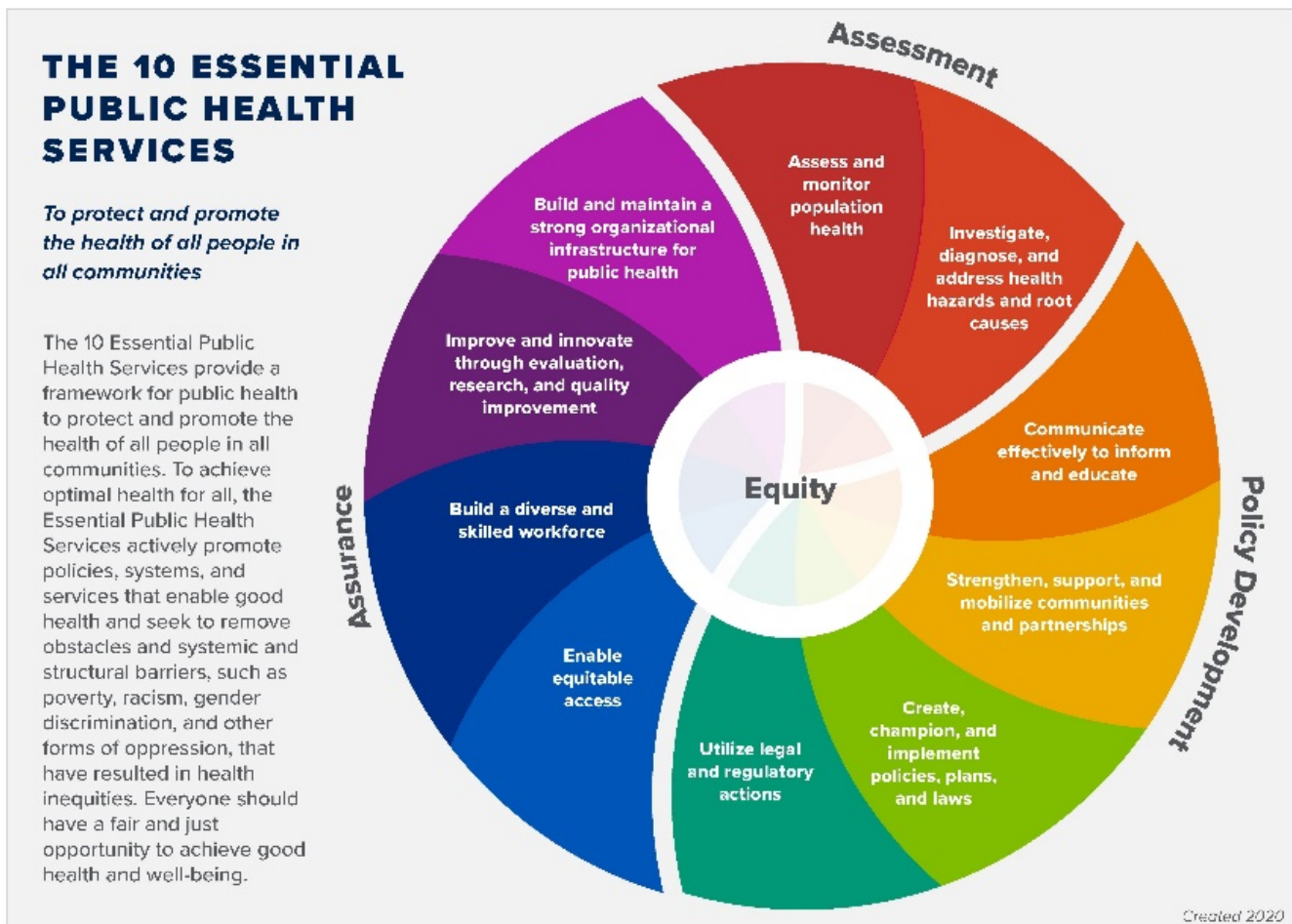
## SCPH Culture Statement

Sacramento County Public Health strives to achieve excellence and envisions optimal health and well-being for all communities in Sacramento County. We accomplish this by utilizing a trauma-informed approach that embraces a culture of safety, inclusivity, and transparency, ALL rooted in health & racial equity. We are committed to reducing inequalities in the community and within our organization by

intentionally building trusted relationships, improving communication, leaning into innovation and fostering inclusive & sustainable collaborations.

### C. Public Health Accreditation

Accreditation is a well-established process for improving performance within organizations and takes place when a formal authority concludes that an organization meets predetermined standards (Riley, 2012). That authority is the Public Health Accreditation Board (PHAB), which was established in 2007 (PHAB, 2022). Accreditation can reduce inconsistency by comparing health departments to a set of standards against which performance can be measured, along with recognition for agencies meeting the standards. These standards identify opportunities to improve management, develop leadership, and advance relationships within the community (Riley, 2012). The 10 Essential Public Health Services align with the ten domains that are required for accreditation. The strategic planning process aligns with Domain 10 – build and maintain a strong organizational infrastructure for public health (PHAB, 2022).



SCPH began their accreditation efforts in 2017 and by 2020, when SCPH had expected to apply for initial accreditation, much progress has been made towards application materials, including the 2019-2024 SCPH Strategic Plan; however, the COVID-19 pandemic halted all efforts and redirected resources towards emergency preparedness and response efforts. After two and half years of COVID-19



response, SCPH leadership is committed to restarting accreditation efforts by creating a new Accreditation Unit, staffed by four Accreditation Coordinators and led by a Program Manager beginning July 1, 2022. SCPH is applying for initial accreditation with version 2022 of the PHAB Standards and Measures.

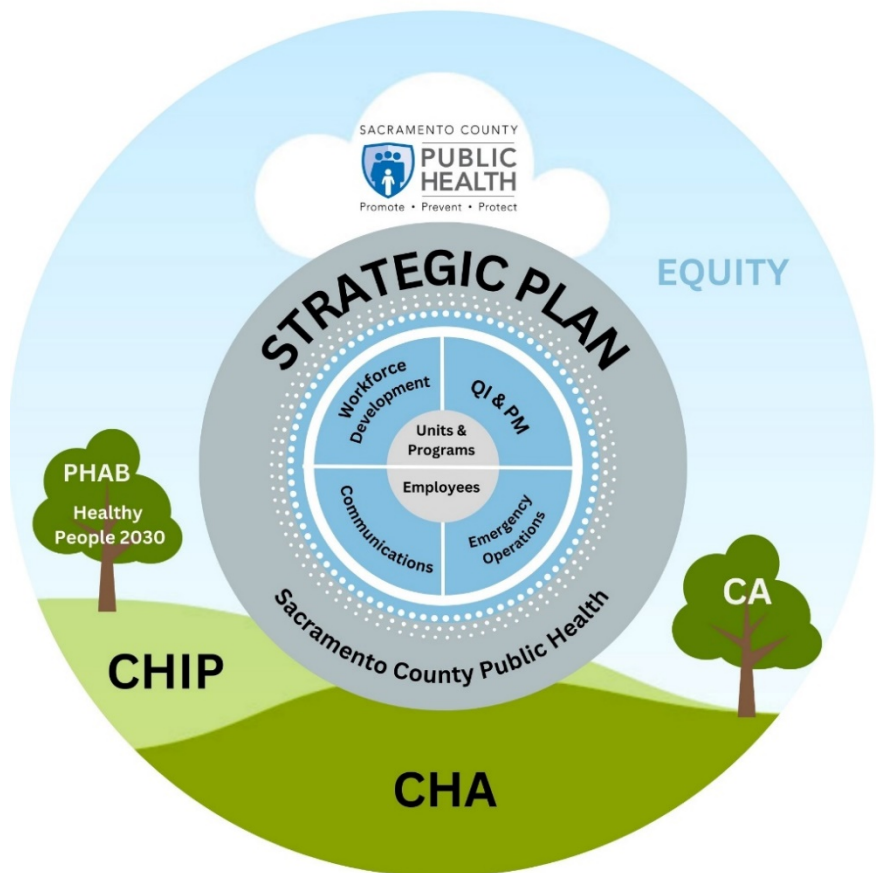
### SECTION III: ALIGNMENT WITH OTHER PLANS

The Figure below demonstrates the linking of SCPH plans. The SCPH Community Health Assessment (CHA) process summarizes the community’s overall health using a three-pronged approach that includes gathering community input about their perception of health (primary data), finding existing data about the population (secondary data), and asking partner organizations about their capacity to improve health and equity. All this information is then used to prioritize health needs and create a community health improvement plan (CHIP) that will be implemented by a coalition, consisting of SCPH staff, a variety of community-based organizations, and a facilitating organization.

Alongside this community-focused CHA/CHIP process, SCPH is looking internally through its strategic plan to ensure its infrastructure is set up to best support improving health outcomes. Once the strategic plan priorities are revised to meet current needs, agency operations will be aligned for optimal implementation, including workforce development (WFD), communications, quality improvement and performance management (QI/PM), and emergency operations (EOP) plans. Additionally, performance goals for units, programs, and employees will be revised to support SCPH’s strategic direction.

When drafting action plans at all levels, SCPH will also infuse equity and consider alignment with national frameworks (Public Health Accreditation Board – PHAB, Healthy People 2030, etc.), as well as state-wide public health efforts within California.

All these efforts complement each other to allow SCPH to achieve its vision of optimal health for Sacramento County residents.



## **SECTION IV: STRATEGIC PLANNING PROCESS**

Acknowledging that many things have changed for staff in 2020-2022 due to COVID-19 pandemic, public health emergency response, fatigue and burn-out, SCPH decided to check-in with staff, leadership, and the Public Health Advisory board to ensure that the 2019-2024 Strategic Plan was still in line with any shifting priorities or lessons learned. For this process, a Town Hall style zoom meeting was held on February 16, 2023, and all SCPH staff were invited to attend. The meeting focused on showing staff the current Strategic Plan, unveiling the Culture Statement, and sharing the 2022 Strategic Plan Progress Report highlights. In addition to the Town Hall, Accreditation staff also presented the 2019-2024 Strategic Plan to the Public Health Advisory Board (PHAB) on April 6, 2023, and to the SCPH Leadership team on May 22, 2023.

At all three of these presentations, the groups were encouraged to provide feedback to accreditation staff or to fill out a survey that discussed items that may be missing from the current Strategic Plan, what items they identified with the most in the Strategic Plan, and what items they least identified with in the Strategic Plan. In addition, staff were asked to provide feedback on what they felt were the current strengths, weaknesses, opportunity and threats for SCPH. This was all done with the intention of ensuring that all staff understand the current Strategic Plan and to ensure that the plan continued to be relevant to our current workforce.

When asked what pieces of the Strategic Plan they most identify with, most respondents stated Championing Health Equity. When asked what pieces of the Strategic Plan they least identify with, most respondents stated Strengthening Infrastructure, which was also the least common response for which item staff do identify with. This may demonstrate a need to better define what Strengthening Infrastructure entails.

While Championing Health Equity was the most common response for what piece staff most identify with, it was also the second most common response for which piece staff least identify with was Championing Health Equity. This demonstrates a need to discuss this topic further with all staff to document what pieces they most and least identify with.

The graphic on the next page shows the most common responses to the three questions.

What do you identify the most with in the SP?

- Championing Health Equity
- Accreditation activities to improve systems and communication within SCPH
- Building Quality Improvement capacity
- Enhancing community access, engagement and partnerships
- Improving health and community wellness
- Strengthening Infrastructure

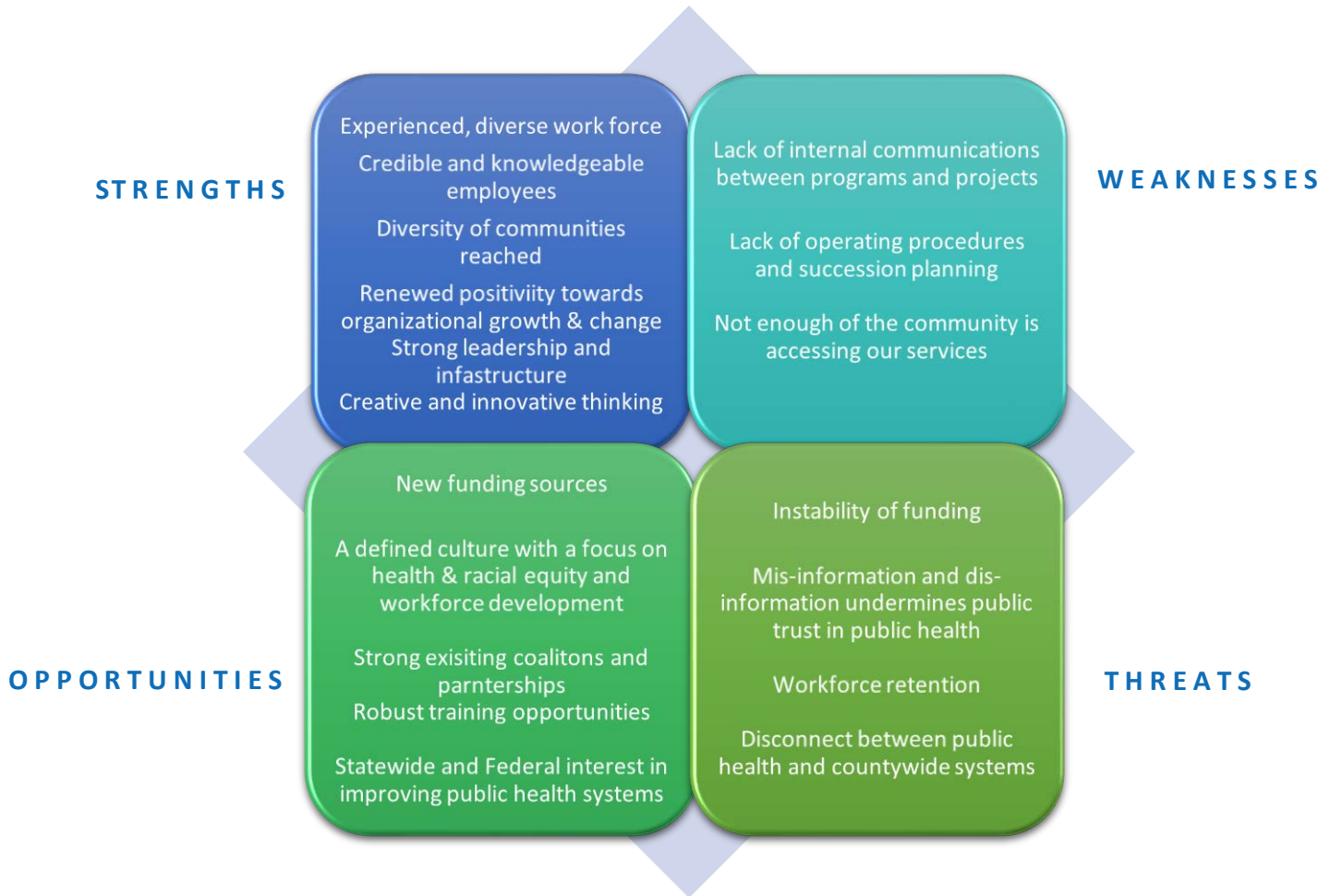
What do you identify the least with in the SP?

- Strengthening Infrastructure
- Championing Health Equity
- Enhancing community access, engagement and partnerships
- Implementing programs and policies

What is missing from the SP?

- Balancing new multiple funding streams
- Succession planning for key positions
- Long term strategic planning for specific topic areas
- Standardized operating procedures between SCPH and countywide systems (fiscal and communications)
- Training for trauma informed practices for all staff
- Staff wellness trainings
- Emergency Preparedness
- Explicit linkages with hospitals and physician organizations
- Homelessness
- More emphasis on behavioral health or connection to community
- Staff retention and appreciation
- Training of Managers and Supervisors re Health Equity and Racism

## Strengths, Weakness, Opportunities & Threats (SWOT) – 2023



It was determined that no major changes to the existing Strategic Priorities, goals or objectives is necessary at this time. The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was updated based on the updated staff feedback.

The internal strengths identified by SCPH staff was our experienced, diverse work force; credible and knowledgeable employees; diversity of the communities we reach; renewed positivity towards organizational growth and change; strong leadership and infrastructure; and creative and innovative thinking.

The internal weaknesses identified by SCPH staff were the lack of internal communications between programs and projects; the lack of operating procedures and succession planning; and that not enough of the community is accessing our services. SCPH staff are currently working on increasing collaboration between programs, including revitalizing a monthly newsletter from the Accreditation unit and a quarterly newsletter from the Health and Racial Equity unit. Both newsletters highlight programs and projects in SCPH. In addition, SCPH will be updating succession plans and creating an inventory of needed standard operating procedures within programs before the end of this strategic planning cycle.

The opportunities that were identified by SCPH staff were the increase in new funding sources; statewide and federal interest in improving public health systems; a defined SCPH culture with a focus on health and racial equity and workforce development; strong existing coalitions and partnerships; and robust training opportunities. With new funding opportunities that are focused on public health infrastructure and workforce development, these areas will be a priority for SCPH in the next 2-3 years. An updated Workforce Development Plan will be approved in the coming months and will include a recent assessment of the Core Competencies for all SCPH staff.

External factors that impact community health and SCPH cannot be listed without acknowledging the overwhelming and historic impact that COVID-19 had on the community, staff, nation, and the world. To learn more about the SCPH COVID-19 response, please read the SCPH COVID-19 Response After Action Report. As of the date of this report, Sacramento County has experienced over 370,000 COVID-19 cases and 3,719 COVID-19 related deaths since the beginning of the pandemic. Thousands of hours of SCPH staff time were dedicated to the over two-year response, while remaining SCPH staff continued to provide resources and education to the community in continually altered environment.

The external threats that were identified by SCPH staff were the instability of funding; misinformation and dis-information that undermines the public trust in public health; workforce retention; and disconnect between public health and countywide systems.

In future years, a financial stability and information management assessment will be deployed with SCPH, but SCPH staff does not have the capacity to oversee that process at this time.

## **SECTION VII. STRATEGIC PRIORITIES**

Through the original strategic planning process, SCPH identified five strategic priorities for five years. The priorities were identified through a comprehensive assessment of opportunities and challenges and reflect the input of many partners, staff and the public. Through addressing these priority areas, progress will be made towards the ultimate vision of optimal health and well-being of all Sacramento County communities. The five priority areas are described below and the plan for action is detailed in the following pages.

### **PRIORITY AREA #1 ENHANCE COMMUNITY ACCESS, ENGAGEMENT AND PARTNERSHIPS**

Core public health activities include two community engagement-related essential public health functions: “Inform, educate and empower people about health issues” and “Mobilize community partnerships and actions to identify and solve health problems.” Health improvement efforts are most effective when public health collaborates and engages with the community it serves. SCPH will work to expand the ability to engage communities.

### **PRIORITY AREA #2 STRENGTHEN INFRASTRUCTURE**

SCPH requires health professionals who are competent in cross-cutting and technical skills and up-to-date information systems. SCPH endeavors to create an organization with the capacity to assess and



respond to community health needs, with the necessary tools to support healthy people and vibrant communities.

### **PRIORITY AREA #3 CHAMPION HEALTH EQUITY**

Health equity is achieved when every person has the opportunity to "attain his or her full health potential" and no one is "disadvantaged from achieving this potential because of social position or other socially determined circumstances." SCPH supports eliminating socioeconomic and racial/ethnic health disparities as a fundamental part of its chronic disease prevention and health promotion efforts. SCPH will make a concerted effort to address the many social determinants that impact each individual's ability to be healthy.

### **PRIORITY AREA #4 IMPROVE HEALTH AND COMMUNITY WELL-BEING**

SCPH works to protect and improve the community's health and wellbeing and reduce health inequalities through evidenced based programs and community-centered approaches that mobilize the assets within communities, promote equity and increase people's control over their health and lives.

### **PRIORITY AREA #5: EMPHASIZE A CULTURE OF CONTINUOUS QUALITY IMPROVEMENT AND EXCELLENCE**

SCPH will focus on continuous improvement and operational excellence within the public health system and use data to continuously monitor progress towards our health improvement goals. This process provides information for ongoing improvement of processes, procedures, and programs, enhances the ability to provide public health services, and increases capacity to meet the health needs of the community.

## **SECTION VIII: COMMUNICATION**

Internally, the Strategic Plan will be shared with all staff, including the County Board of Supervisors, leadership, and employees through the staff newsletter and/or email.

Externally, the Strategic Plan will be posted on the SCPH website's accreditation page <https://dhs.saccounty.gov/PUB/Pages/Accreditation/Accreditation.aspx>

## **SECTION IX: EVALUATION**

To evaluate the Strategic Plan, the below two steps will be taken annually:

1. [Strategic Plan Progress](#): In July, Accreditation Staff will review the Strategic Plan Workplan to determine progress towards goals and objectives. Updated progress will be documented in the SCPH Performance Management System, VMSG.
2. [Progress Reports](#): In July, Accreditation Staff will submit a Progress Report for work done during the previous fiscal year to the Executive Public Health Leadership Team describing the Strategic Plan accomplishments completed in that year. Progress Reports will also be provided to SCPH staff and posted on the Employee Resources internal webpage.

## **SECTION X: NEXT STEPS**

In 2024 a comprehensive strategic planning process will begin with SCPH staff and community. The process will be informed by the Community Health Assessment, Community Health Improvement Plan, the Health & Racial Equity Action Plan and staff feedback. A new multi-year strategic plan will be created and reviewed by SCPH staff and leadership.

## SECTION XI: GOALS AND OBJECTIVES

### Strategic Priority 1: Enhance Community Access, Engagement and Partnerships

Summary: Core public health activities include two community engagement-related essential public health functions: “Inform, educate and empower people about health issues” and “Mobilize community partnerships and actions to identify and solve health problems.” Health improvement efforts are most effective when Public Health collaborates and engages with the community it serves. SCPH works to expand the ability to engage communities.

<b>Goal 1.1: Develop effective strategies for community outreach and engagement to improve the public awareness of services offered by SCPH</b>				
<b>Objectives</b>	<b>Action Steps/ Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Develop a formal branding plan to increase SCPH visibility in the community by June 2019.	<ul style="list-style-type: none"> <li>a) Develop Public Health specific logo.</li> <li>b) Develop standard report format.</li> <li>c) Develop branding guidelines and branding manual for distribution to all SCPH staff.</li> </ul>	Accreditation Team Health Officer	SCPH Logo Report Format Branding Plan Staff Distribution	June 2018- June 2019
2. Develop communication strategy to increase staff and the public’s awareness of SCPH services by June 2019.	<ul style="list-style-type: none"> <li>a) Identify target audience to include public, partners, and legislators.</li> <li>b) Identify consistent messaging to define public health and its impact on the community.</li> <li>c) Develop program messaging for local articles and social media outlets to be disseminated quarterly.</li> </ul>	Communication & Media Officer  Leadership Team	SCPH Brochure, Public Health Week Messaging, Public Health Programming Articles	April 2019- June 2024
3. Implement communications plan with all staff by December 2019.	<ul style="list-style-type: none"> <li>a) Work with Leadership Team to get the communication plan disseminated to staff.</li> <li>b) Utilize multiple methods for plan dissemination including accreditation newsletter, internal website and e-mail.</li> </ul>	Leadership Team	Number of Staff who Received Communication Plan	June 2019- June 2023
<b>Goal 1.2: Build strategic partnerships with key organizations in the community that can assist us in achieving our goals</b>				
<b>Objectives</b>	<b>Action Steps/ Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. By December 31, 2019, expand local collaborations to assess the community’s health, plan and implement community health improvement strategies.	<ul style="list-style-type: none"> <li>a) Work with the County hospitals’ Community Health Needs Assessment (CHNA) planning team to collaborate on data collection.</li> <li>b) Survey stakeholders to get input on priority community health issues.</li> <li>c) SCPH will host two community forums to prioritize community health issues and</li> </ul>	Epidemiology/Special Projects  Leadership Team  Leadership Team and Accreditation Team	Meeting agendas  Survey Results  Meeting Agenda, Prioritization results and CHIP Action Plan	June 2018- June 2023  Jan. 2018- June 2023  April 2019- June 2023

	develop an action plan for the Community Health Improvement Plan.			
2. By January 2019 create a SCPH services brochure to provide relevant and up-to-date information on all public health services in the county.	<ul style="list-style-type: none"> <li>a) Educate health care providers, hospitals and insurers about the wealth of information public health has to share on disease outbreaks and the prevalence of preventable chronic diseases.</li> <li>b) Engage all staff in outreach efforts by ensuring staff is knowledgeable about all SCPH services.</li> <li>c) Identify potential partner organizations and build strategic partnerships, maintain partnership in a way that is mutually beneficial to both parties.</li> </ul>	<p>All staff</p> <p>Leadership Team</p> <p>All staff</p>	<p>SCPH Brochure Development and Distribution</p> <p>Brochure Distribution</p> <p>Stakeholder/partner List Serve and Participation</p>	<p>Aug. 2018- June 2024</p> <p>Jan. 2019- June 2024</p> <p>June 2019- June 2024</p>

### Strategic Priority 2: Strengthen Infrastructure

Summary: SCPH requires health professionals who are competent in cross-cutting and technical skills and up-to-date information systems. We will work to create an organization with the capacity to assess and respond to community health needs, with the necessary tools to support healthy people and vibrant communities.



<b>Goal 2.1: Ensure that Public Health has the necessary infrastructure to effectively provide essential public health services</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Continuously seek funding opportunities that support SCPH capacity, sustainability, and growth.	<ul style="list-style-type: none"> <li>a) Identify funding needed to deliver SCPH core Public Health Services.</li> <li>b) Monitor funding announcements and contact program managers and potential partners about grant opportunities.</li> <li>c) Provide training opportunities to staff to gain grant writing expertise to identify and pursue additional funding opportunities.</li> </ul>	<p>Leadership Team</p> <p>SCPH Program Planners and Leadership Team</p> <p>Leadership Team All Staff</p>	<p>Report to Board of Supervisors</p> <p>Grant Applications Submitted</p> <p>Training Agendas</p>	<p>Annually</p> <p>July. 2019- June 2024</p> <p>June 2019- June 2024</p>
2. Utilize up-to-date data and information systems for quality improvement, health planning and information exchange by June 30, 2024.	<ul style="list-style-type: none"> <li>a) Identify computer training needs of current employees by administering assessment tools during employee onboarding.</li> <li>b) Establish and implement on-going training plans to provide employees with needed skills.</li> <li>c) Encourage the use of audio, video, and online training and meeting resources.</li> <li>d) Develop electronic fillable forms and automated workflow approval routing.</li> <li>e) Adopt new electronic health record system for SCPH clinics.</li> <li>f) Participate in DHS-wide data modernization workgroup.</li> </ul>	<p>Leadership Team</p> <p>Leadership Team</p> <p>Leadership Team</p> <p>Leadership Team</p>	<p>Assessment Tool</p> <p>Employees Trained</p> <p>Training Agendas</p> <p>Fillable Forms, Process Changes</p>	<p>June 2019- June 2024</p> <p>Dec. 2019- June 2024</p> <p>June 2019- June 2024</p> <p>June 2019- June 2024</p>
3. Develop a coordinated approach to internal employee communications By December 2019.	<ul style="list-style-type: none"> <li>a) Evaluate the need for designated coordination of department wide employee communications.</li> <li>b) Conduct an environmental scan to identify best practices in internal information sharing and employee communications.</li> </ul>	<p>Leadership Team</p> <p>QI Team</p>	<p>Workforce Assessment Tool</p> <p>Communication Plan</p>	<p>June 2018- June 2024</p>

	c) Implement identified best practices (policies) and tools, taking a systematic approach to internal employee communications.	QI Team, Leadership Team	Communication Plan	
4. Complete a review of existing services to identify gaps and duplication of services and workflow documentation to improve collaboration by December 31, 2019.	a) Align program work plans whenever possible to leverage and target resources and messaging. b) Review program standard operating procedures to identify where there are gaps.	Leadership Team	Program Work Plans	June 2019- June 2024
<b>Goal 2.2: Strengthen workforce competency and capacity</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Implement the Workforce Development Plan by December 30, 2019.	a) The SCPH Leadership Team will be responsible for providing staff with a copy of the WDP. b) Staff will be notified through the SCPH newsletter about the new WDP roll-out. c) All new staff will receive a copy of the WDP during the onboarding process.	Leadership Team Leadership Team Leadership Team, QI Team	Workforce Development Plan	Dec. 2019- June 2024

<p>2. Develop and implement a division-wide professional development and training policy by December 31, 2020.</p>	<p>a) Review current county-wide and department-wide policies.                  b) Determine training needs for maintenance of employee licensure.                  c) Determine guidelines for County employee internships within the Public Health Division.</p>	<p>Workforce Development Team                   Leadership Team</p>	<p>Policy</p>	<p>June 2019-                  June 2023</p>
<p>3. Develop and implement training specific to Public Health Competencies by December 31, 2020.</p>	<p>a) Create a 20–30-minute PowerPoint about Public Health Core Functions and the Ten Essential Services.                  b) Research and identify opportunities for public health skills development.</p>	<p>Workforce Development Team,                  Leadership Team</p>	<p>Power Point,                  Training Agendas</p>	<p>June 2019-                  June 2023</p>

### Strategic Priority 3: Champion Health Equity

Summary: Health equity is achieved when every person has the opportunity to "attain his or her full health potential" and no one is "disadvantaged from achieving this potential because of social position or other socially determined circumstances." SCPH supports eliminating socioeconomic and racial/ethnic health disparities as a fundamental part of its chronic disease prevention and health promotion efforts. SCPH will make a concerted effort to address the many social determinants that impact one’s ability to be healthy and create policy and systems change that remove barriers.

<b>Goal 3.1: Strengthen organizational and staff capacity to advance health equity</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Train managers and staff on the root causes of health inequities and social determinates of health by December 31, 2020.	<ul style="list-style-type: none"> <li>a) Provide ongoing training opportunities to all staff.</li> <li>b) Work with other County and State agencies to collaborate on trainings offered within the community.</li> <li>c) Conduct Public Health 101 to help all staff better understand the history of public health, cultural competency and cultural humility, undoing racism, social and health equity.</li> <li>d) Incorporate training as part of the new employee skills development and the new employee onboarding process.</li> </ul>	Leadership Team	Staff Training Schedules and Attendance	Jan. 2019- June 2024
2. Identify a team lead to facilitate equity learning sessions and leadership engagement by June 2019.	<ul style="list-style-type: none"> <li>a) Team lead will conduct an assessment of staff needs, provide technical assistance peer support to staff around equity issues.</li> <li>b) Team lead will assist with ongoing training development and employee engagement.</li> </ul>	Equity Team Lead Leadership Team	Staff Assessment Training Needs	June 2019- June 2024
<b>Goal 3.2: Foster community partnerships that advance health equity</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Develop alliances with agencies and organizations to create participation in policy and systems changes that affect the root	<ul style="list-style-type: none"> <li>a) Management staff will participate strategically in campaigns initiated and led by others that advance health equity goals.</li> </ul>	Leadership Team  All Staff	Collaborative Meetings Attended  Community Health	June 2019- June 2024

<p>causes of health inequities by June 2024.</p>	<p>b) SCPH will foster a narrative that articulates the relationship between health inequities and the underlying social inequities. c) SCPH will utilize data more effectively to advance health equity.</p>	<p>Disease Control &amp; Epidemiology</p>	<p>Assessment and Local Data</p>	
<p>2. Create policies/procedures for the development of interventions and materials that address areas of health equity among populations in Sacramento County by December 31, 2020.</p>	<p>a) Incorporate health equity principles into categorical programs, messaging and materials. b) Incorporate health equity principles into SCPH Policy and Procedure Manual.</p>	<p>Leadership Team  Accreditation Team, Leadership Team, QI Team</p>	<p>Policy/Procedure Manual</p>	<p>June 2019- June 2024</p>

### Strategic Priority 4: Improve Health and Community Well-Being

Summary: SCPH works to protect and improve the community’s health and wellbeing and reduce health inequalities through evidenced based programs and community-centered approaches that mobilize the assets within communities, promote equity and increase people’s control over their health and lives.



<b>Goal 4.1: Develop, sustain and implement programs and policies that effectively improve the health and well-being of Sacramento County residents.</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Develop a Community Health Improvement Plan (CHIP) with community partners input by June 30, 2023.	a) Survey stakeholders to get input on priority community health issues. SCPH will host two community forums to prioritize community health issues and develop an action plan for the Community Health Improvement Plan.	Accreditation Team  Health & Racial Equity Team	Forum Sign-in Sheets  Community Health Improvement Plan	Jan. 2019- June 2023
2. Incorporate CHIP strategies into SCPH program plans and dashboards as appropriate by June 30, 2024.	a) SCPH staff will be contributing members of councils, boards and coalitions addressing priority health needs. b) The CHIP Action Plan will be incorporated into the Dashboard Performance Management System.	Accreditation Team Leadership Team Designated Staff	Program Dashboards	June 2019- December 2024
3. Implement Community Health Improvement Plan with Community Partners to improve the health status of local residents.	a) Identify and apply evidence-based approaches and promising practices to maximize the effectiveness of health prevention activities. b) Align program goals and activities with Healthy People 2030 and Let’s Get Healthy California. c) Conduct community outreach to engage and inform stakeholders on available services and resources and how to access them.	Leadership Team All staff	Program Dashboards  Community Outreach Presentations	June 2019- Dec. 2023
4. Seek new and sustainable funding to further invest in and prioritize prevention, including funding at the community level.	a) Identify funding needed to deliver SCPH Preventative Health Services. b) Monitor funding announcements and contact program managers and potential partners about grant opportunities.	Leadership Team	Grant Applications Submitted	June 2019- June 2024

<b>Goal 4.2: Utilize data to inform community decision-making, priority issues, and to develop and implement strategies to promote healthy behaviors and prevent disease</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Complete a Community Health Assessment (CHA) by June 30, 2023.	<ul style="list-style-type: none"> <li>a) Assess community health status and identify emerging health issues.</li> <li>b) Use results of the CHA to determine priorities and develop an action plan for the Community Health Improvement Plan.</li> <li>c) Share the results of the CHA with community partners and stakeholders.</li> </ul>	Disease Control & Epidemiology	Community Health Assessment  Community Health Improvement Plan	June 2018- Dec. 2023
2. Develop a methodology to coordinate, track, and evaluate health promotion activities throughout Sacramento County Public Health By December 31, 2019.	<ul style="list-style-type: none"> <li>a) Provide Dashboard training to all Leadership Team staff on utilizing a performance management system to evaluate and improve programming.</li> <li>b) Align program work plans with SCPH Strategic Plan and Community Health Improvement Plan to track progress and make adjustments when needed.</li> </ul>	Leadership Team QI Team	Dashboard Performance Management System	Jan. 2019- Dec. 2019  June 2019- June 2024
3. Utilize data from the CHA to make an accurate assessment of the factors influencing health and to select appropriate programming to make changes in the community.	<ul style="list-style-type: none"> <li>a) Work with staff to develop shared goals for health improvement in the community.</li> <li>b) Implement a planned integrated approach for achieving those goals.</li> </ul>	Leadership Team	Program Work Plans, Community Health Improvement Plan, Dashboard Data	June 2019- Dec. 2023

### Strategic Priority 5: Emphasize a Culture of Continuous Quality Improvement and Excellence

Summary: SCPH focuses on continuous quality improvement and operational excellence within the public health system and uses data to continuously monitor progress towards the health improvement goals. This process provides information for ongoing improvement of processes, procedures, and programs, enhances the effectiveness to provide public health services, and increases capacity to meet the health needs of the community.

<b>Goal 5.1: Build capacity to advance the culture of quality improvement</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Engage leaders at all levels of the organization to create a supporting infrastructure for continuous quality improvement by December 30, 2018.	<ul style="list-style-type: none"> <li>a) SCPH Leadership Team to assess current QI efforts and report on summary of findings.</li> <li>b) Leadership Team oriented to performance management and quality improvement requirements during management meetings.</li> <li>c) SCPH staff provided information on performance management and quality improvement through newsletters.</li> <li>d) Recruit staff to participate on the Quality Improvement (QI) Team.</li> </ul>	<p>Accreditation Coordinator, Public Health Officer</p> <p>Accreditation Team</p> <p>Leadership Team</p>	<p>QI Assessment</p> <p>Agendas</p> <p>Newsletters</p> <p>QI team</p>	<p>June 2018-Jan. 2019</p> <p>June 2018-June 2024</p>
2. Provide performance management/quality improvement training for staff and leadership by June 30, 2019.	<ul style="list-style-type: none"> <li>a) The SCPH QI Team and the Leadership Team will attend the California Lean White Belt Training offered by the California Department of Public Health.</li> <li>b) The Leadership Team and designated program staff to attend related quality improvement training sessions as needed.</li> <li>c) Quality Improvement orientation materials will be provided to all new staff in the onboarding process.</li> </ul>	<p>Leadership Team</p> <p>QI Team</p>	<p>Training attendance</p> <p>New Employee Orientation</p>	<p>Nov. 2018-Dec. 2018</p> <p>Jan. 2019-June 2024</p> <p>June 2019-June 2024</p>
3. Develop a Quality Improvement and Performance Management Plan to achieve the highest level of public health outcomes and standards by June 30, 2019.	<ul style="list-style-type: none"> <li>a) QI Team will form a subcommittee to develop the Performance Management/Quality Improvement Plan.</li> </ul>	<p>QI Team, QI Team Lead</p>	<p>Performance Management/Quality Improvement Plan</p>	<p>Jan. 2019-June 2019</p>

<p>4. Form a Quality Improvement Team that will evaluate and use data and continually improve processes, programs, and interventions by January 31, 2019.</p>	<ul style="list-style-type: none"> <li>a) Engage and recruit staff to participate in quality improvement activities.</li> <li>b) Conduct monthly team meetings to identify and implement quality improvement activities.</li> <li>c) Report back to the Leadership Team on progress and results of all quality improvement activities.</li> <li>d) Facilitate conversations with the Leadership Team on what changes can be made when program improvements are needed.</li> </ul>	<p>Leadership Team, Accreditation Team QI Team Lead</p>	<p>QI Team Roster Monthly meeting minutes</p> <p>QI Activities and Projects</p> <p>QI Report</p>	<p>Jan. 2019- June 2024</p>
<p><b>Goal 5.2 Utilize data to measure improvements and help strengthen the impact of public health programs</b></p>				
Objectives	Action Steps/Strategies	Responsible Program/Parties	Measure/Metrics	Timeline
<p>1. Implement a division wide performance management system/plan to monitor the progress of organizational objectives by December 30, 2019.</p>	<ul style="list-style-type: none"> <li>a) Research performance management systems, test system, and implement final product with Leadership Team.</li> <li>b) Train Leadership Team on utilization of the new system.</li> </ul>	<p>Accreditation Team Public Health Officer</p>	<p>Dashboard Performance Management System</p>	<p>Jan. 2019- June 2019</p>
<p>2. Implement Quality Improvement and Performance Management Plan by December 2019.</p>	<ul style="list-style-type: none"> <li>a) SCPH will roll out the finalized Quality Improvement and Performance Management Plan with staff for implementation.</li> <li>b) QI team will develop a plan for regular internal and external communication of performance management and quality improvement activities.</li> </ul>	<p>QI Team Lead, QI Team</p>	<p>QI Action Plan QI Newsletter</p>	<p>June 2019- June 2024</p>

<b>Goal 5.3 Attain Public Health Accreditation to enhance our effectiveness to provide public health services</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Responsible Program/Parties</b>	<b>Measure/Metrics</b>	<b>Timeline</b>
1. Begin application process for Public Health Accreditation through the Public Health Accreditation Board (PHAB) by January 1, 2020, and submit final documentation for review by December 31, 2020.	<ul style="list-style-type: none"> <li>a) Prepare and assess agency readiness, complete online PHAB orientation, and formally inform PHAB of intent to apply.</li> <li>b) Create accreditation and quality improvement teams, workforce development plan, and other pre-requisites for accreditation.</li> <li>c) Submit application form and fee, and complete applicant training.</li> <li>d) Select and submit documentation for each measure to demonstrate compliance.</li> <li>e) Complete on-site PHAB accreditation visit.</li> </ul>	<p>Accreditation Coordinators, Leadership Team Domain Leads Public Health Officer</p>	<p>Required Prerequisite Plans in Place</p> <p>Trained staff</p> <p>Domain Teams</p> <p>Accreditation Reports</p>	Jun 2017-December 2024
2. Establish internal support for re-accreditation 5 years.	<ul style="list-style-type: none"> <li>a) Provide regular accreditation updates to Department Director and the Board of Supervisors.</li> <li>b) Track all accreditation measures through the Performance Management Dashboards.</li> <li>c) Monitor and report on all QI activities.</li> <li>d) Submit annual reports and fees.</li> </ul>	<p>Public Health Officer</p> <p>Leadership Team</p> <p>QI Team Accreditation Team</p>	<p>Reports to the Director</p> <p>Dashboard reports</p> <p>QI Activities, QI Report, Newsletters Annual Reports</p>	June 2019-June 2024



## **APPENDIX A: 2022-2023 STRATEGIC PLANNING PARTICIPANTS**

### **SCPH ACCREDITATION TEAM**

Gurleen Roberts, DrPH, Accreditation Lead  
Chantal Allen-Jarrell, MPH, Accreditation Coordinator  
Colleen Hogan, MPH, Accreditation Coordinator  
Jan Ressler, MPA, RDH, Accreditation Coordinator  
Megan Sheffield, MPH, Accreditation Coordinator

### **SCPH LEADERSHIP TEAM WHO PARTICIPATED IN UPDATED STRATEGIC PLANNING PROCESS**

Rachel Allen	Emily Duncan	Dave Magnino
Alba Araiza	Paula Gammell	Nick Mori
Dr. Hannah Awai	Anthony Gonzalez	Yvonne Rodriguez
Krystal Bell	Chelle Gossett	Adriane Rosemond
Nicole Brandner	Leesa Hooks	Yian Saeteurn
Kirbee Brooks-Gomez	Cynthia Johnston	Amelia Schendel
Gail Brosnan	Dr. Olivia Kasirye	Staci Syas
Melanie Capiccioni	Stacey Kennedy	Diep Trinh
Tim Choi	Kyle Lafferty	Lyndsay Weyers
Carlos Cossio	Dr. Melody Law	Jamie White
Etta Dixon	Inez Leonard	Areli Williams

### **ALL SCPH STAFF WERE INVITED TO PARTICIPATED IN THE UPDATED STRATEGIC PLANNING PROCESS**

### **COMMUNITY PARTNERS WHO PARTICIPATED IN THE UPDATED STRATEGIC PLANNING PROCESS**

Public Health Advisory Board

**APPENDIX B: STRATEGIC PLANNING UPDATE INPUT SESSIONS**

Input Session Date and Time	Input Session Location
February 16, 2023 2:00 PM – 3:00 PM	Townhall Zoom: Strategic Plan open to all SCPH staff.
April 5, 2023 12:00 PM – 1:30 PM	Public Health Advisory Board Meeting Sacramento County Health Center 4600 Broadway Sacramento, CA 95820
May 22, 2023 9:30 AM – 10:30 AM	Public Health Leadership meeting via Zoom

# APPENDIX C: SCPH ORGANIZATIONAL CHART



## ORGANIZATIONAL CHART Effective 09/11/2023



## APPENDIX D: SCPH PROGRAMS AND SERVICES

Disease Control, Surveillance, & Preparedness	Maternal, Child, & Family Services	Community Health Promotion
<p><b>Chest Clinic/Tuberculosis Control</b> (916) 874-9823 Surveillance of &amp; clinical care for tuberculosis cases &amp; contacts. Located at the Primary Care Center at 4600 Broadway in Sacramento.</p> <p><b>Disease Control &amp; Epidemiology</b> (916) 875-5881 Disease surveillance, disease &amp; outbreak investigations, contact tracing &amp; follow-up, prevention of disease transmission, &amp; education.</p> <p><b>Emergency Medical Services (EMS)</b> (916) 875-9753 Regulatory entity integrating elements of emergency care from 911 dispatch to emergency departments in one system. Licensing, training, &amp; quality assurance for emergency services.</p> <p><b>Immunization Assistance</b> (916) 875-7468 Consultation &amp; resources for parents, community-based organizations, medical providers, daycares, &amp; schools regarding immunizations &amp; immunization laws. COVID-19 &amp; flu immunization clinics.</p> <p><b>Public Health Emergency Preparedness</b> (916) 875-5881 Pivotal in the coordination of preparedness &amp; response efforts through plan development, resource management, &amp; training in Sacramento County related to public health &amp; medical emergencies.</p> <p><b>Public Health Laboratory</b> (916) 874-9231 Routine &amp; specialized testing services for detection, control &amp; prevention of communicable diseases in Sacramento &amp; many surrounding counties.</p> <p><b>Sexual Health</b> (916) 875-6022 HIV &amp; STD education, counseling/testing, clinical services, surveillance, &amp; partner notification. Provider education, training, &amp; technical assistance. Coordination of care &amp; support for people with HIV.</p> <p><b>Vital Records</b> (916) 875-5345 Registers all births, deaths, &amp; fetal deaths; issues birth certificates, death certificates, &amp; disposition permits; issues medical marijuana identification cards.</p>	<p><b>African American Perinatal Health (AAPH)</b> (916) 875-2229 Public health nurse home visitation program to improve birth outcomes for pregnant African American women.</p> <p><b>Black Infant Health (BIH)</b> (916) 875-2229 Support group intervention encouraging empowerment &amp; social support. Case management for access to community &amp; health-related services.</p> <p><b>California Children's Services (CCS)</b> (916) 875-9900 Diagnostic &amp; treatment services, medical case management, &amp; physical &amp; occupational therapy for those under age 21 with CCS-eligible conditions.</p> <p><b>Child Health &amp; Disability Prevention (CHDP)</b> (916) 875-7151 Free health exam for low/moderate income children by CHDP providers. Care coordination services for families accessing diagnostic &amp; treatment services.</p> <p><b>Community Nursing</b> (916) 875-0900 Public Health nurse home visitation for families with children 0-18 to improve child/adolescent health/development. Focused nurse case management for unhoused individuals &amp; families.</p> <p><b>Comprehensive Perinatal Services</b> (916) 876-7750 Coordinates prenatal care, health education, nutritional &amp; psychosocial assessment, &amp; referrals support for up to 60 days after delivery.</p> <p><b>CPS Nursing</b> (916) 875-6077 Coordinates health exams, assessments, referrals, treatment services, &amp; health passports for children involved in the child welfare system.</p> <p><b>Nurse Family Partnership (NFP)</b> (916) 875-0900 Public health nurse home visitation for 1<sup>st</sup>-time pregnant women during pregnancy &amp; the 1<sup>st</sup> 2 years of the child's life to improve pregnancy outcomes, child health, &amp; development.</p> <p><b>Women, Infants &amp; Children (WIC)</b> (916) 876-5000 Support for pregnant women, new moms, &amp; children 0-5 years to eat well, stay healthy, &amp; be active.</p>	<p><b>Child Passenger Safety</b> (916) 875-5869 Child Passenger Safety education &amp; resources for parents &amp; guardians to increase awareness &amp; proper use of car/booster seats &amp; seatbelts.</p> <p><b>Childhood Lead Poisoning Prevention</b> (916) 875-7151 Staff &amp; parent education, educational materials &amp; resources, &amp; public health awareness campaigns. Case management services &amp; environmental investigations for children exposed to lead.</p> <p><b>Obesity Prevention</b> (916) 875-5869 Training, technical assistance, &amp; education addressing nutrition &amp; physical activity behaviors through policy, system, &amp; environmental changes. Referrals &amp; resources for CBOs, child care providers, &amp; FQHCs.</p> <p><b>Older Adult Health</b> (916) 875-5869 Fall prevention, Alzheimer's, &amp; brain health initiatives to provide resources and support for older adults and caregivers.</p> <p><b>Oral Health</b> (916) 875-5869 Oral health education, dental care service resource &amp; referral assistance for parents, school staff, &amp; public health professionals.</p> <p><b>Stop Stigma Sacramento Speakers Bureau</b> (916) 875-7908 Part of Behavioral Health's <i>Mental Illness: It's Not Always What You Think</i> stigma &amp; discrimination reduction project. Speakers with lived experience share their stories of hope &amp; recovery.</p> <p><b>Suicide Prevention</b> (916) 875-5869 Partner with Behavioral Health to coordinate &amp; implement prevention, rapid reporting systems, &amp; crisis response to monitor and reduce suicide and suicide attempts in individuals 25 &amp; under.</p> <p><b>Tobacco Education</b> (916) 875-5869 Address tobacco &amp; vape related health disparities through policy, system, &amp; environmental changes. Educate, reduce youth tobacco access, promote cessation, &amp; support the Greater Sacramento Smoke &amp; Tobacco Free Coalition.</p>
<p><b>Accreditation:</b> Demonstrate SCPH's ability to carry out the 10 Essential Public Health Services &amp; meet national public health standards, with the ultimate goal of achieving public health accreditation.</p> <p><b>Budget &amp; Administration:</b> Budget &amp; administrative support to all SCPH programs; coordination with funders, DHS &amp; County Fiscal, contracts, &amp; facilities.</p> <p><b>Health &amp; Racial Equity:</b> Work across all SCPH programs &amp; in the community to address the impacts of racism &amp; ensure equitable &amp; positive health outcomes for everyone in Sacramento County.</p> <p><b>Workforce Development</b> Strengthen infrastructure to improve gaps in employee engagement, retention, communication, training, development, and technology modernization.</p>		