

**Imperial County  
Public Health Department**

# **Strategic Plan**

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Adopted September 23, 2024

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## Letter from the Director

Dear Community Members,

The Imperial County Public Health Department is pleased to present its 2024-2027 Strategic Plan. Through this Plan, we reaffirm our commitment to deepen and expand community partnerships, improve operational efficiencies, and expand our organizational capacity to address emergent public health threats and better meet the needs of our community.

The Public Health Department's 2024-2027 Strategic Plan supports workforce development, performance management, quality improvement, and health equity efforts, and is aligned with our County's Strategic Plan. It was developed to further outline how the Public Health Department will drive intentional strategic change in Imperial County while continuing its mission to promote, protect, and support the health of people, the environment, and our communities. More specifically, the 2024-2027 Plan paints a picture of where the Public Health Department is headed, what it hopes to achieve, how it will accomplish the work, and how progress will be monitored over time.

We are truly grateful to all our stakeholders for their time and contributions to the 2024-2027 strategic planning process and look forward to our continued partnership!

Sincerely,  
Janette Angulo  
Director, Imperial County Public Health Department



## Executive Summary

The ICPHD is dedicated to serving the diverse needs of our over 180,000 residents, in addition to providing care for non-residents in the area. To fulfill our mission effectively, we maintain a diverse, representative, and culturally competent workforce of over 130 dedicated professionals. In keeping with our commitment to the community, we are delighted to present the ICPHD's 2024 Strategic Plan. This plan reflects our dedication to continuous improvement and our focus on providing the highest quality public health services to our growing and diverse population.

We appreciate your unwavering support and collaboration, which has been instrumental in shaping this plan. Together, we will continue to make strides in promoting health, preventing disease, and fostering a safe and healthy environment for all.

Intentional strategic planning creates space for evaluating how the department is performing, what external factors may influence the future, and how the department can work towards an ambitious future state. Through integrating national, local, and internal inputs, including feedback from staff, key partners, community members, and governing leaders, the department ensured this plan considered all internal and external factors that will influence the department's future.

ICPHD's 2024 Strategic Plan is the result of a nine-month strategic planning process incorporating several key achievements:

- Affirmation of ICPHD's mission, vision, and values.
- Completion of an assessment of internal department strengths, weaknesses, capacity and capabilities, and external opportunities and threats (SWOT Assessment).
- Development of a statement of strategic direction outlining the overarching intent of the 2024 Strategic Plan
- Establishment of priorities, tactics, actions, and measures necessary to drive progress towards the strategic direction.

The comprehensive strategic planning process undertaken by the ICPHD resulted in an ambitious and actionable Strategic Plan for 2024-2027. This document outlines how the department will drive intentional strategic change while continuing to meet its mission:

*To promote, protect, and support the health of people, the environment, and our communities.*

## Acknowledgements

We would like to formally acknowledge and thank all who contributed their time and expertise to this process. As a statement shaped by and representative of so many passionate voices across the community, this plan draws its strength from the dedication, engagement, and authenticity of everyone within and who works in partnership with the department.

### ICPHD Staff

Thank you to all ICPHD staff who contributed their time and efforts to this planning process by completing surveys and attending workshops. Your expertise, engagement, and passion drive the department as we continue to serve our community.

### Community Partners

Thank you to all Community Partners who have provided feedback to the strategic planning survey, as well as participating in other collaborations such as the Community Health Assessment. As healthcare continues to transform it is integral we work together as a comprehensive network, and these collaborations help us grow as a system.

### Community

Above all, thank you to all residents, visitors, and community who make up Imperial County. A special thank you to all who completed the community member survey that feeds into the strategic planning and communications planning processes. This community is at the core of all our activities, and we are thankful for your voices.



# 2024-2027 Imperial County Public Health Department Strategic Plan Summary

Characterized by its skilled workforce, strong partnerships, and enhanced organizational capacity, ICPHD will lead our community to advance population health, promote health equity, and elevate the well-being of all. ICPHD will increase the emphasis on its workforce, more fully leverage data and technology, and further establish itself as a trusted community resource.

## Strategic Priority 1

### Deepen and Expand Partnerships to Empower Our Community

Expand the number and depth of ICPHD's community partnerships through innovative and sustainable models that emphasize community collaboration and empowerment to improve health and health equity in our community.

- Assess and expand community partnerships to increase collaborations that improve the health and equity for all in our community.
- Create and implement ICPHD Newsletter, to include cross agency information sharing and highlights.

## Strategic Priority 2

### Elevate Staff Engagement and Effectiveness

Elevate the ability of ICPHD's workforce to further impact community health by enhancing employee training and education, strengthening recruitment and retention efforts, and improving internal efficiencies.

- Implement NeoGov system modules (Perform, Learn) and train staff on how to utilize system.
- Develop a standardized new hire orientation program designed to set employees up for success and increase overall retention.
- Build and support efforts to increase communication and recognition across the department.
- Create opportunities for workflow efficiency studies and overall agency improvement.

## Strategic Priority 3

### Modernize Technological Infrastructure

Enhance infrastructure by identifying appropriate new technology and resources to improve operational efficiencies, expand organizational capacity, and utilize evidence-based, data-driven decision making.

- Assess current technological infrastructure, determine future needs, and develop plans to fill gaps.
- Identify and implement initiatives necessary to digitize and automate data collection and reporting processes to enhance efficiency and accuracy.
- Implement a department-wide information system with goals to decrease manual processes, increase transparency internally and externally, and ensure equity in data sharing.

## Strategic Priority 4

### Further Enhance Organizational Capacity

Establish a standardized framework and efficient workforce that leverages recent momentum to enhance the internal foundation necessary to support collaborative, standardized, and efficient workflows.

- Achieve & maintain PHAB accreditation.
- Maintain a systems thinking approach for the workforce.
- Complete and maintain foundational plans (workforce development, performance management, communications, EMS plan, CHA/CHIP), identify priority work/activities, and create work teams for training & implementation.
- Foster an organizational culture that embraces change, teamwork, collaboration, trust & transparency - including PM/QI training and workforce development.

## Key Strategic Terms & Adopted Definitions

**Steering Committee:** Collaborative group of public health department staff overseeing the strategic planning process. The Steering Committee serves as a sounding board for process input and findings, takes part in prioritization exercises, and works in close collaboration with staff and governing bodies to craft a strategic plan.

**Strategic Planning:** The process used to identify the goals, objectives, strategies, and action plans the department will apply to meet the needs of the community and prepare for future challenges.

**Mission:** An organizational statement outlining who we are today, what we do, and what differentiates us.

**Vision:** An organizational statement outlining who we want to be in the future and what we strive to accomplish.

**Values:** A set of organizational guiding principles.

**Strategic Direction:** A statement outlining an aspirational picture of the future used to guide strategy. It supports the mission but need not be fully achievable, serving as a direction and a purpose.

**Strategic Priority:** Priority statements identify the largest bodies of work that will support achieving the strategic direction.

**Action Plan:** The actionable implementation plan outlining how the strategic direction will be accomplished, a framework supported by priorities, tactics, actions, and key performance indicators.

**Strategic Tactics:** Department-level project work that will support achieving the strategic priority.

**Strategic Actions:** Key actions necessary to complete the strategic tactic, to support the project work associated with the strategic plan.

**Key Performance Indicators (KPIs):** Metrics used to gauge the progress and success of each strategic priority.

**S.M.A.R.T.I.E. Objectives:** A framework that assists teams in effectively identifying desired outcomes. The acronym S.M.A.R.T.I.E. is defined by the following principles:

- **Specific:** Identifies the target population or persons engaged in an activity or task and what the activity or task is.
- **Measurable:** Progress is evaluated using data tracked consistently over time.
- **Achievable:** Outcome is actionable and can be realistically accomplished given current resources and constraints.
- **Relevant:** Addresses the scope of the health program and proposes reasonable programmatic steps.

- **Time-bound:** Specifies clear start and end dates for accomplishing the defined tasks.
- **Inclusive:** Involves vulnerable population groups, particularly those most affected, in processes, activities, and decision-making.
- **Equitable:** Incorporates an element of fairness and balance to address existing disparities.

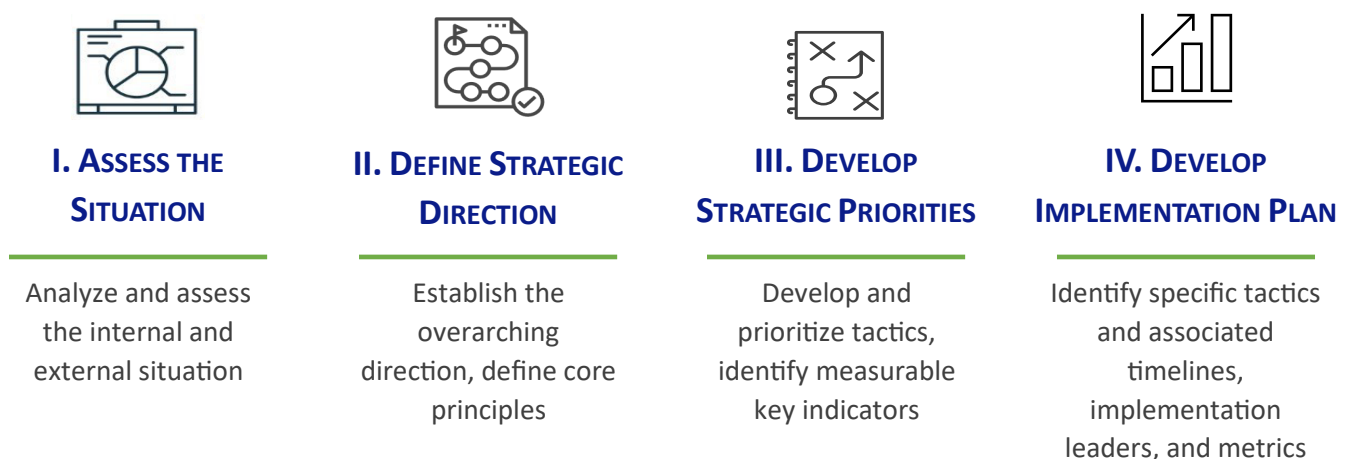


## Introduction to the Strategic Planning Process

In September 2023, a Steering Committee composed of ICPHD staff was convened to develop a strategic plan to provide guidance in navigating the challenges and opportunities of the next three years. A complete list of Steering Committee Members can be found in Appendix A. The strategic planning process unfolded over the course of nine months and involved extensive contributions from staff, community partners, community members, and governing bodies. Through various channels, input was collected from each of these parties to ensure broad participation and the creation of a 2024 Strategic Plan to further guide the ICPHD as it strives to realize its vision – *an active community where every person is healthy and thriving*. Development of this year’s Strategic Plan was also heavily influenced by considerations that arose as the Steering Committee oversaw the drafting of other organizational plans within the same timeline, including the department’s Workforce Development Plan, and Performance Management and Quality Improvement Plan (PMQI), as well as the countywide Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP). Although each of the documents highlights a distinct set of concerns and outlines its own action plan, they collectively serve as a representation of the efforts of the ICPHD to understand and comprehensively address the current state of health and health equity in Imperial County.

The Strategic Plan which follows is the direct result of four discrete but interdependent phases, each with regular meetings dedicated to analysis and discussion, as shown in Figure 1: Strategic Planning Phases, with a more detailed breakdown in Appendix B: Steering Committee Meeting Documents:

Figure 1: Strategic Planning Phases



**Phase I – Assess the Situation:** The first phase of strategic planning opened with a wide-ranging assessment of the many internal and external factors that impact the department’s ability to achieve its vision of a community made up of healthy and thriving individuals. To ensure the Steering Committee was provided with a full and accurate understanding of the state of ICPHD and its current environment, several types of information were gathered early on in the process. As a means of obtaining a well-rounded perspective, the Steering Committee compiled both primary (solicited directly from community members and stakeholders) and secondary data (pulled from institutional or agency databases) and endeavored to strike a balance between qualitative and quantitative inputs. Data collection ranged in scale, from the high-level to the more granular, from aggregating statistical figures to conducting surveys and leading group discussions. Findings from the Imperial County 2024 Community Health Assessment served as another key piece in laying the initial foundations necessary for building a robust strategic plan. For secondary data, agencies such as the Centers for Disease Control (CDC) and the Robert Wood Johnson Foundation (RWJF) were important sources for numerous insights into health and health equity in the community, especially comparisons of Imperial County against state and national benchmarks. A comprehensive list of national, local, and internal data sources leveraged during this process can be found in Appendix C. For primary data, the focus was on capturing a diversity of thoughts and perceptions within the community, fielding thoughts from ICPHD employees, community partners, and community members who all provided feedback through a series of collection methods, described below:

- **Key Partners Survey (web-based):** A survey developed under Steering Committee leadership was distributed to 267 partners representing 10 sectors, 31 of whom provided responses. External partners included local nonprofits, clinical providers, and governing bodies. The survey was made available to partners to complete during a 3-week period of the first phase of the strategic planning process.
- **Employee Survey (web-based):** A survey developed under Steering Committee leadership was distributed to all department employees (approximately 130 people), of whom 90 provided responses. The survey was made available for employees to complete during a 3-week period of the first phase of the strategic planning process.
- **Staff Workshop (in person):** All employees (approximately 130) were invited to attend in person group sessions focused on providing education about the strategic planning process, reviewing survey findings, and discussing additional context. Three groups, totaling 87 employees, attended the sessions. Employees participated in discussions of themes already identified in the first phase of strategic planning and offered suggestions as to strategic changes to best support next steps in the process.
- **Community Survey (web-based):** A survey developed jointly by the Steering Committee and members of ICPHD’s communications team was made available to community members via ICPHD’s web page and direct solicitation of customers at the department. ICPHD staff assisted in providing multilingual assistance completing the survey, resulting in 315 total responses

over a 4-week period. Input from this survey fed into the subsequent stages of the strategic planning process as well as other key operational plans.

Employee and stakeholder participation in these surveys and group sessions provided an important means for evaluating a wide range of considerations surrounding department infrastructure and its operations on both a day-to-day and project-related basis. Touching on people and systems in the context of current successes and needs, these considerations relate to workforce development, communication, collaboration, financial sustainability, and information technology.

Upon concluding this initial phase of primary and secondary data collection, the Steering Committee began the more intensive work of aggregating responses across the multiple sources, making special note of any recurring themes.

**Phase II – Define Strategic Direction:**

Following the assessment of internal and external inputs influencing ICPHD through data, research, polling, and discussion, Phase II commenced as demonstrated in Figure 2: The Strategic Planning Process. As part of the more refined analysis that defines Phase II, findings from Phase I were fed into an assessment of strengths, weakness, opportunities, threats (SWOT) where the Steering Committee identified themes that stood out among others for being areas of more frequent or of greater interest. Once identified, these key themes were then ranked using a group voting exercise, with members openly voicing their perceptions of how and in what ways they saw each factor impacting the department.

Figure 2: The Strategic Planning Process



The committee also participated in several group brainstorming activities to collectively envision where the strategic plan should lead the department over the next three years. As the capstone for Phase II, the Steering Committee reaffirmed the department’s mission, vision, and values, ultimately translating the results of the SWOT assessment and exercises into a formal strategic direction and key themes for the final plan.

**Phase III – Develop Strategic Priorities:** Phase III consisted of reviewing these themes and strategic direction, with the objective of creating department-wide priorities more specifically designed to bring the ICPHD closer to its goals. Further group brainstorming exercises were conducted during this third phase, with the resulting strategic priorities undergoing continuous revision over the course of several weeks, during which the Steering Committee shared drafts

with both staff and leadership to confirm or allow for a change in direction. ICPHD's external governing body, the Board of Supervisors, was provided with the draft strategic plan and priorities. A web-based survey was deployed to gather feedback from the board, then responded to and integrated prior to plan finalization.

**Phase IV – Develop Implementation Plan:** In addition to finalizing the strategic priorities and identifying appropriate ICPHD teams and leaders to oversee the development of each priority, Phase IV focused on drafting a concrete implementation plan. Following designation of all priority leaders, the Steering Committee and leaders worked together to outline a framework containing the discrete steps necessary to achieve the intended outcomes. A key set of voices throughout the entire planning process, but especially active in Phases III and IV, the ICPHD Health Equity Program provided ongoing oversight to ensure health equity was a principal consideration throughout the implementation planning process. Another vital partnership, the ICPHD Information and Communications Technology (ICT) Section, played a pivotal role during implementation planning, collaborating with priority leads to support the creation of a final action plan that can be successfully completed in project work and tracked within the existing performance management system.

## Imperial County Public Health Department Mission, Vision, and Values

First and foremost, the Strategic Plan is designed to drive intentional strategic change, serving to both express and promote a unified vision across the department. In this spirit, all staff and leadership were surveyed during Phase I about the relevance of the department’s current vision and mission statements. In online surveys, over 93% of ICPHD’s 128 employees reported that they stand behind the current mission statement, regarding it as relevant, appropriate, and up to date. This same strong level of agreement was also demonstrated through qualitative feedback given during workshop discussions organized for both the Steering Committee and staff. As such, the department takes great pride in reaffirming its current organizational mission, vision, and values visualized in Table 1: ICPHD Mission, Vision, and Values.

Table 1: ICPHD Mission, Vision, and Values

<b>Mission</b>	<b>To promote, protect, and support the health of people, the environment, and our communities.</b>
<b>Vision</b>	An active community where every person is healthy and thriving.
<b>Values</b>	Communication, Innovation, Respect, Equity, Integrity

ICPHD’s values serve as a set of guiding principles for all department staff and leadership, reflecting not only how the department sees itself as an organization but how it understands its larger role as a model in the community. The expanded value statements provided below offer additional context for internal and external stakeholders to understand the full scope and tenor of the department’s priorities, as visualized in Figure 3: ICPHD Values Statements.

Figure 3: ICPHD Values Statements



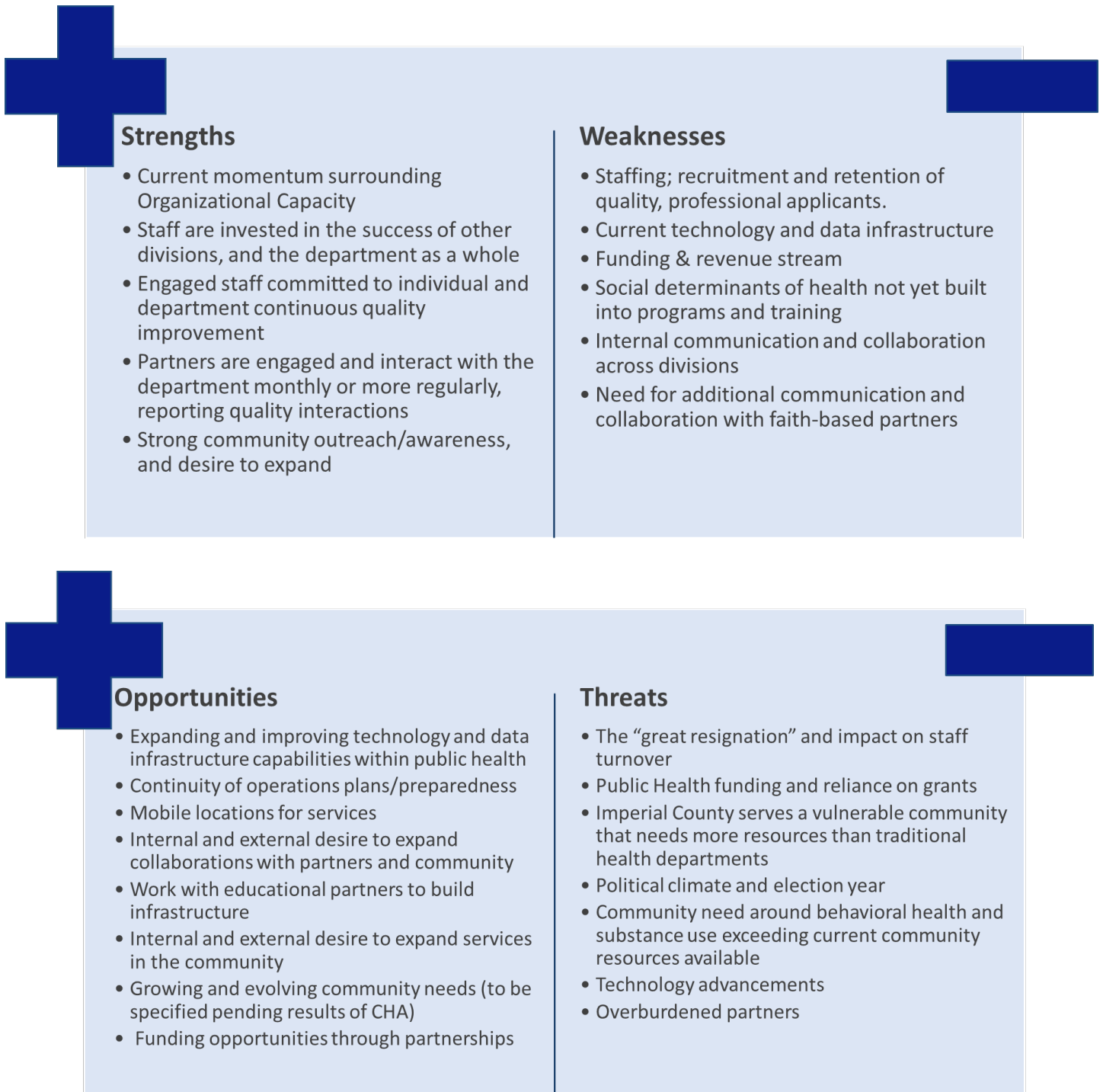
## Strategic Direction and Priorities

Following completion of Phase I, all input gathered from respondents was systematically analyzed using a SWOT assessment (provided below). The SWOT assessment organizes all identified themes into one of four distinct categories: strengths, weaknesses, opportunities, and threats. Strengths and weaknesses represent specific internal characteristics of the department that either enable or hinder it in meeting present-day objectives or setting future-oriented goals. Opportunities and threats refer to external phenomena occurring at the national, state, or local level, that are independent of department structure but stand as challenges to be met or advantages to be leveraged. While themes may overlap, the SWOT framework offers a simple yet powerful tool to visualize a myriad of factors, and as such, it helps mitigate the difficulties of evaluating all the complexities of the situation at once. As a high-level summary, the assessment served as a vital springboard for discussion during several visioning exercises and brainstorming sessions when members met to identify the overarching direction for the 2024 Strategic Plan.

The figure below, Figure 4: ICPHD SWOT Analysis Results, outlines the final product of this assessment, with topics ordered from most impactful to least. Factors listed were identified by staff, partners, or other inputs during phase I. The Steering Committee provided additional context to each factor, resulting in a final list of 5 strengths, 6 weaknesses, 8 opportunities, and 7 threats. The factors which received the highest votes included:

- Strength: Current momentum surrounding Organizational Capacity
- Strength: Staff are invested in the success of other divisions, and the department as a whole
- Weakness: Staffing; recruitment and retention of quality, professional applicants.
- Opportunity: Expanding and improving technology and data infrastructure capabilities within public health
- Threat: Continuity of operations plans/preparedness
- Threat: The “great resignation” and impact on staff turnover
- Threat: Public Health funding and reliance on grants

Figure 4: ICPHD 2024 SWOT Analysis Results



After conducting a SWOT analysis to assess the department’s current status, the Steering Committee conducted several visioning exercises to define the vision for desired position by June 2028. This is articulated in the ICPHD Statement of Strategic Direction, setting the context for the chosen direction and serving as the foundation for the 2024-2027 Strategic Plan.

Characterized by its skilled workforce, strong partnerships, and enhanced organizational capacity, ICPHD will lead our community to advance population health, promote health equity, and elevate the well-being of all. ICPHD will increase the emphasis on its workforce, more fully leverage data and technology, and further establish itself as a trusted community resource.

The ICPHD statement of Strategic Direction represents not only the overarching vision for the strategic plan, but also outlines the four priority areas pictured below in Figure 5: ICPHD 2024 Strategic Priority Areas.

Figure 5: ICPHD 2024 Strategic Priority Areas

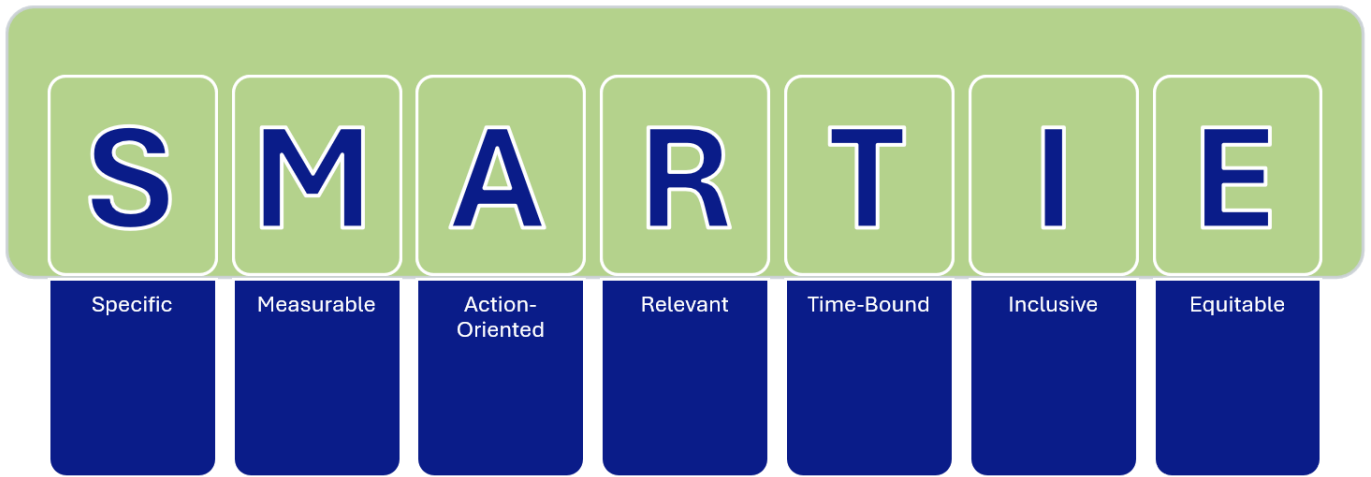


With the statement of Strategic Direction in place, the Steering Committee next identified the strategic priorities that must be achieved for the department to securely advance in the direction marked out in the statement’s language, as demonstrated by Figure 5: ICPHD 2024 Strategic Priority Areas. These priorities not only represent high-level achievements but are a direct reflection of the rationale followed during the input phase of the planning process.

To establish a clear and actionable plan for each priority, appointed priority leaders were tasked with defining how the priority will be accomplished, to include implementation actions and metrics. A single statement was created for each priority utilizing the SMARTIE method, which ensures that each priority is Specific, Measurable, Achievable, Relevant, Time-bound, Inclusive, and Equitable. This approach provides an effective framework for structuring future actions and contributes to well-defined, attainable, and impactful goals. For further details on the SMARTIE Goal Components, please refer to Figure 6.



Figure 6: SMARTIE Goal Components



## Strategic Priority 1: Deepen and Expand Partnerships to Empower Our Community

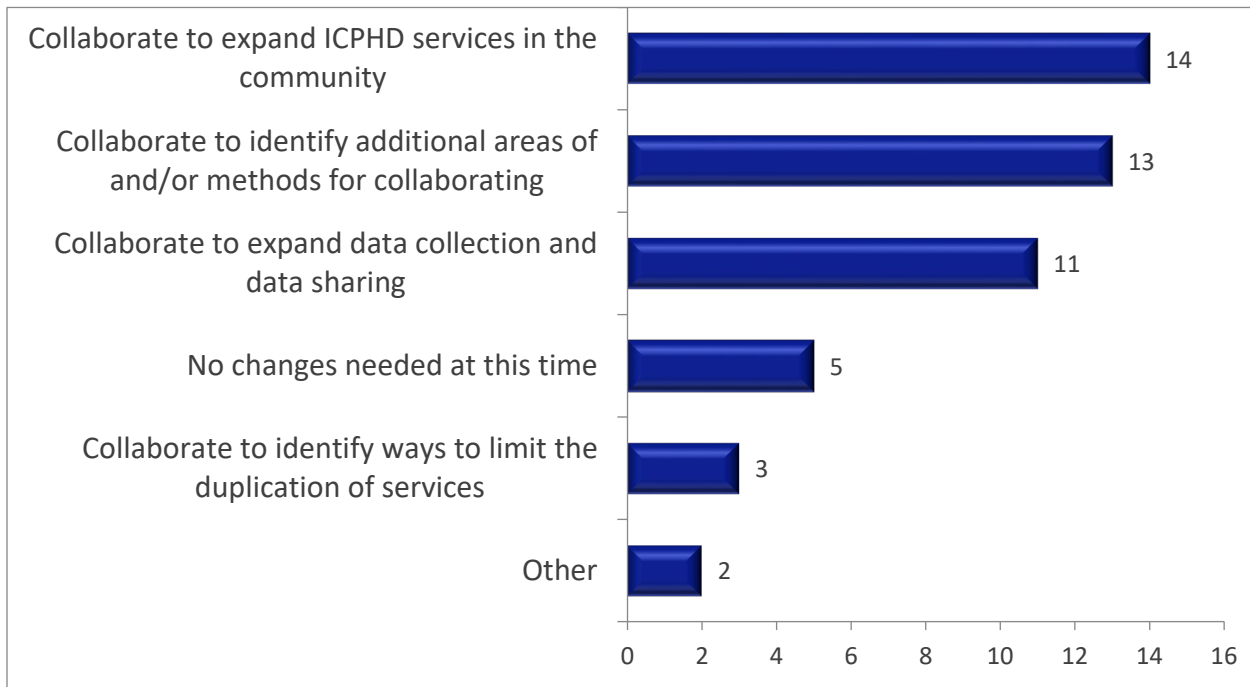
Expand the number and depth of ICPHD’s community partnerships through innovative and sustainable models that emphasize community collaboration and empowerment to improve health and health equity in our community.

### Rationale:

Partnership emerged as a recurring theme throughout the strategic planning process, and was variously categorized as a department strength, an opportunity to be leveraged, and a method for unifying resources within the community. As an illustration of this theme, a wide network of community partners was involved in this strategic planning process via surveys and other collaborative events including the CHA/CHIP process and communications planning. Notably, community partners also expressed great interest in expanding collaboration with ICPHD to advance community health and health equity, as well as to improve data sharing across agencies and audiences, as demonstrated in Exhibit A: Community Partner Survey Finding. In the context of this specific priority, leaning into existing relationships and cultivating new ones throughout Imperial County will encourage a shared vision across partners, promoting the full-scale mobilization of the community’s many resources.

Exhibit A: Community Partner Survey Finding

In what way(s) could ICPHD enhance its relationship with your organization? (select all that apply, n=31)



**SMARTIE Statement:**

ICPHD will enhance and increase community partnerships by June 2027. Program leads will identify and maintain relationships with at least one community partner that represents the diverse populations in our community, including those who may work with or support educational institutions, and/or providing clinical expertise within the community. This expanded group of community partnerships will join ICPHD at least annually in health and health equity training, to ensure we best meet the needs of our community.

**Tactics for completion:**

1. Assess and expand community partnerships to increase collaborations that improve the health and equity for all in our community
2. Create and implement ICPHD Newsletter, to include cross agency information sharing and highlights

## Strategic Priority 2: Elevate Staff Engagement and Effectiveness

Elevate the ability of ICPHD's workforce to further impact community health by enhancing employee training and education, strengthening recruitment and retention efforts, and improving internal efficiencies.

### **Rationale:**

ICPHD is proud to recognize its employees as a fundamental asset of the department. Individually and as a team, their dedication and expertise are essential in carrying out both day-to-day operations and the work involved in project initiatives arising from the CHA/CHIP and County Strategic Plan which serve to uphold the department's broader objective of effecting long-term change. Community members and partners often report the positive qualities of the ICPHD workforce, repeatedly naming our staff as a key strength. Qualitative feedback and surveys identify that while staff report they have the resources and capabilities to perform their jobs effectively, there is significant interest in more programs to support improvement both as individuals and as a health department, as visualized in Exhibit B: ICPHD Staff Survey Finding. In response to this direct feedback from staff, workforce opportunities have been identified and incorporated into multiple departmental plans including the ICPHD Strategic Plan, the ICPHD Workforce Development Plan, and the ICPHD Quality Improvement and Performance Management Plan. Reinforcing support of our workforce through recruitment and retention efforts, additional training, and continuous feedback processes will only further advance our dual mission to grow as a department and improve community health.

## Exhibit B: ICPHD Staff Survey Finding

If you could change one thing to ensure the future success of ICPHD, what would it be? (word cloud of responses, n=90)



### SMARTIE Statement:

The ICPHD Workforce Development Team will support and elevate ICPHD's workforce by increasing employee satisfaction measures by 10 percent, achieving an 80 percent positive response rate for new hire satisfaction, and ensuring conducting at least four staff trainings per year by June 2027.

### Tactics for completion:

1. Implement NeoGov system modules (Perform, Learn) and train staff on how to utilize system
2. Develop a standardized new hire orientation program designed to set employees up for success and increase overall retention
3. Build and support efforts to increase communication and recognition across the department
4. Create opportunities for workflow efficiency studies and improvement

### Strategic Priority 3: Technological Infrastructure

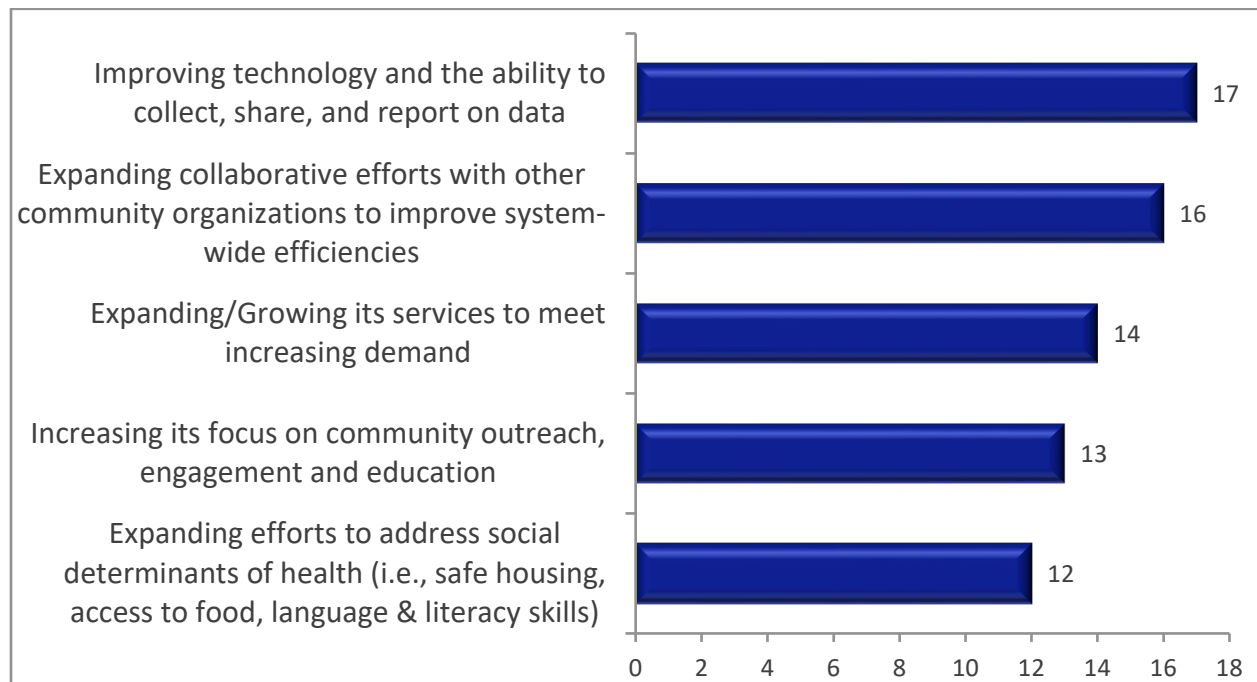
Enhance infrastructure by identifying appropriate new technology and resources to improve operational efficiencies, expand organizational capacity, and utilize evidence-based, data-driven decision making.

**Rationale:**

Given their many capabilities, technology and data have become increasingly vital in the daily operations of any modern health department, and their maintenance over time is therefore a matter of critical importance. Beyond standard upkeep, these integral pieces of infrastructure must also undergo routine modernization to ensure they stay up-to-date, secure, and efficient. A number of strengths were identified by both partners and staff when assessing ICPHD’s technological capacity, as well as several opportunities for further development of the department’s existing system, along with its data sharing and visualization methods, demonstrated in Exhibit C: Community Partner Survey Finding. Leveraging current staff expertise and internal momentum, modernization will position the department to streamline and advance ICPHD technology in ways that maximize efficiency and accuracy while ensuring equity in data sharing.

Exhibit C: Community Partner Survey Finding

How do you see ICPHD evolving to adapt to changes in public health, healthcare, and your community? (select all that apply) (n=31)



**SMARTIE Statement:**

The ICPHD Information and Communications Technology Team (ICT) will increase workflow efficiency by integrating more than three core departmental and countywide systems, increasing data sources shared to at least one per audience, implementing two new standardized policies addressing project requests and workflows, and completing at least one major process improvement to improve data processing and reporting time by June 2027.

**Tactics for completion:**

1. Assess current technological infrastructure, determine future needs, and develop plans to fill gaps
2. Identify and implement initiatives necessary to digitize and automate data collection and reporting processes to enhance efficiency and accuracy
3. Implement a department-wide information system with goals to decrease manual processes, increase transparency internally and externally, and ensure equity in data sharing

## Strategic Priority 4: Organizational Capacity

Establish a standardized framework and efficient workforce that leverages recent momentum to enhance the internal foundation necessary to support collaborative, standardized, and efficient workflows.

### Rationale:

A continuation of the foundations laid by the previous Strategic Plan, this year's body of work takes advantage of existing momentum and represents a concerted effort to improve and standardize operational processes, with the ultimate goal of enhancing customer experience. This particular initiative stems from the identification by both staff and partners of the importance of stability within our infrastructure as a key means of flexibly adapting to the potential uncertainties and challenges so often faced in public health. A poignant quote from the staff survey visualized in Exhibit D speaks to the importance of this work.

#### Exhibit D: ICPHD Staff Survey Finding

*'Given the dynamic nature of society, technology, and culture... to meet the evolving needs of our growing community, it is imperative that we embrace a mindset of continuous learning and remain open to change and modernization'* -Direct Quote from ICPHD Staff Survey

### SMARTIE Statement:

ICPHD area leads will enhance organizational capacity by June 2027. Enhancements will include completing systems thinking training for over 70% of all staff, implementing project framework to be used on over 80% of all projects, and completing 12 QI projects with at least four incorporating customer feedback. Integrating customer-based improvements will support raising the voices of our community as we work towards advancing health and health equity.

### Tactics for Completion:

1. Achieve and maintain PHAB accreditation
2. Maintain a systems thinking approach for the workforce
3. Complete and maintain foundational plans (workforce development, performance management and quality improvement, all communications plans, risk communications plan, CHA/CHIP), identify priority work/activities, and create work teams for training and implementation
4. Foster an organizational culture that embraces change, teamwork, collaboration, trust and transparency - including PMQI training and workforce development.



## Integration of Other Plans

Since embarking on the strategic planning process in September 2023, ICPHD has undertaken the management of multiple infrastructure plans, and as a result benefited from the opportunity to harmonize these individual plans according to a single overarching vision. With each project, the Steering Committee took part in weighing all input received and overseeing the various operations involved in draft development and final integration.

**ICPHD 2019 Strategic Plan:** The 2024 Strategic Plan directly builds on the progress made during the period covered by the preceding 2019-2024 Strategic Plan. For the 2023 strategic planning process, the Steering Committee was able to look back to the groundwork laid in 2019 with that year's planning process and carry forward much of the same spirit and many of the same objectives. During Phase I, the Steering Committee conducted a thorough review of all the documentation and progress metrics developed for the previous plan to determine which themes should be incorporated into the new plan. Among the many voices represented, a broad consensus advocated strongly for the 2024 plan to focus on workforce challenges and spotlight the importance of customers, all while sustaining ongoing efforts to complete the department's infrastructural foundations.

- The ICPHD 2019 Strategic Plan included efforts to support department staff through workforce development and expanded internal community. The ICPHD 2024 Strategic Priority 2, aiming to increase staff effectiveness and engagement continues to build on these efforts as we support a diverse and competent public health workforce.
- The ICPHD 2024 Strategic Priority 4 focusing on organizational capability is a direct continuation of the foundational work completed during the ICPHD 2019 Strategic Priority addressing organizational capability. This priority will complete many organizational infrastructure changes and evaluate any necessary updates for future success.

**Community Health Assessment (CHA) & Community Health Improvement Plan (CHIP):** It was advantageous for the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) to occur simultaneously with the strategic planning process, as these components inform and guide each other, ensuring that the strategic priorities and actions are based on accurate, up-to-date data and community input, and that community health needs and assets are effectively addressed through the development and implementation of the 2024 ICPHD Strategic Plan.

- Each of the four ICPHD 2024 strategic priorities are focused on building and supporting the departmental infrastructure, capacity, and capabilities to best serve the community. This plan is built to ensure ICPHD has the partnerships, workforce, technology, and infrastructure necessary to successfully serve the community in upcoming years.
- The ICPHD 2024 Strategic Priority 3 aimed at modernizing technological infrastructure will ensure the ability to monitor and track health outcomes, supporting data-driven and

equitable decisions. This priority includes work to visualize and share data with community partners.

- Community partnerships emerged as a key theme and opportunity identified in the CHA. The ICPHD 2024 Strategic Priority 1 focuses entirely on community partnerships, particularly as an integral part of advancing community health and health equity.

**Imperial County Strategic Plan:** The Imperial County 2024 Strategic Plan explicitly lays out ICPHD’s primary focus areas for development and details the full set of actions the department is responsible for carrying out and bringing to completion prior to June 2028. Review provided by the Steering Committee during Phases II to IV ensured an appropriate alignment of action and metric within the new plan, while care was also given to preserving continuity during the transition from the 2019 Strategic Plan to the 2024 Strategic Plan.

- The ICPHD 2024 Strategic Priority 2 aimed at increasing staff effectiveness and engagement integrates priorities set by Imperial County. These include considerations for completing and implementing the ICPHD Workforce Development Plan and otherwise building departmental capability.
- In the Imperial County 2024 Strategic Plan, ICPHD has been charged with supporting health equity-related efforts. Serving in this role, the ICPHD Health Equity Program has been an integral part of the ICPHD strategic planning process.

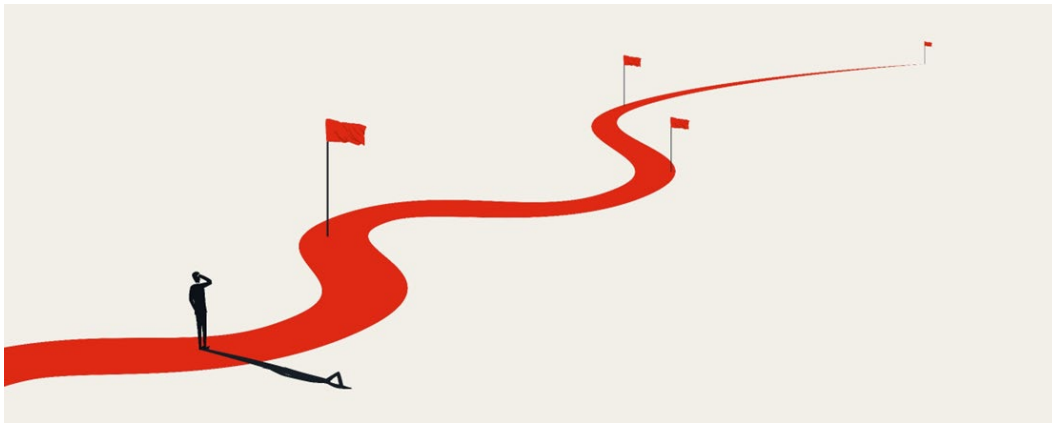
**Other Plans:** As ICPHD progressed further in its consolidation as a health department, it partnered with the Steering Committee on the creation of other organizational plans to supplement those already being produced within the nine-month planning period. Leaders appointed to represent the specific interests of these plans sat as part of the Strategic Planning Steering Committee, offering regular feedback on metrics and projected activities to ensure that all finalized plans are fully complementary. These other internal plans include:

- The ICPHD 2024 Workforce Development Plan: a full-scale assessment of ICPHD organizational structure, capabilities, and competencies.
- The ICPHD 2024 Performance Management and Quality Improvement Plan: an in-depth review of ICPHD’s quality improvement infrastructure and goals, as well as its performance management system.
- The Imperial County 2023-2027 Health Equity Plan: a framework and resource guide for advancing health equity in Imperial County, supporting a “Health in All Policies Approach.”

## Plan Monitoring, Reporting and Evaluation

In order to meet the standard qualifications for a Strategic Plan, a plan must be both actionable in what it aims to address and measurable, to include measuring both progress and successful completion. With these requirements in mind, the Steering Committee and department leaders met regularly during implementation planning to discuss and ultimately identify the key actions, responsible teams, and resource requirements associated with achieving each of the strategies above, in addition to setting an estimated timeline.

Figure 7: The Path Forward



To ensure responsible parties are provided with the materials and resources necessary to perform their assigned tasks, each team will be given access to this 2024-2027 Strategic Plan and the Action Plan excel document along with systems support from the ICT Section. At the start of a strategic project, the appointed lead will head the creation of a project team and leadership team, the latter of which will contain the priority's underlying rationale, associated tactics, and the KPIs linked to those tactics. For projects that incorporate a KPI not currently collected or tracked, the ICT program will create the metric and integrate it into the performance management system so that all metrics will be monitored in the performance management system. In accordance with set timelines, individual project teams will follow ICPHD policy regarding management check-ins and routinely verify all associated KPIs are updated on a regular basis. Overall progress for the 2024-2027 Strategic Plan will be evaluated twice a year with ICPHD leadership and governing bodies, and more frequently within each project management infrastructure that is responsible for that priority area.

### Key Performance Indicators

The Strategic Plan will be regularly monitored for progress through a series of defined Key Performance Indicators or KPIs. These KPIs directly align with how success is measured for each strategic priority, taking into account any unique circumstances or special considerations. All metrics were designed with input from both the Steering Committee and the data owner to ensure relevance, accuracy, and availability of data. All metrics are listed below in Table 2: 2024

Strategic Plan Key Performance Indicators. For metrics that are unique to this plan, an initial task will include the development and collection of a baseline prior to beginning project work.

Table 2: 2024 Strategic Plan Key Performance Indicators

<b>Priority 1: Deepen and Expand Partnerships to Empower Our Community</b>	<b>2027 Target</b>
Number of health & equity training opportunities offered to partners	3 (1 per year)
Number of health and/or equity collaborations with new and established partners	3 (1 per year)
<b>Priority 2: Elevate Staff Engagement and Effectiveness</b>	
Employee self-reported job/employment satisfaction survey	10% Improvement
Onboarding satisfaction survey percent of positive responses post-onboarding	80% Satisfied
Timely completion of appraisals utilizing Perform Module	80% Satisfied
Timely completion of required trainings using LMS	95%
Number of staff trainings focused on process efficiency, change management, project management and performance management tracking	12 (4 per year)
<b>Priority 3: Modernize Technological Infrastructure</b>	
Interoperability Index: Number of department and countywide systems integrated across programs	3 core departmental and countywide systems
Number of digital information or data sources available to public, internal staff, and/or partners	1 data source available per audience
Completion of a Business Process Analysis and Technological Assessment	100% completion
Number of policies and standards created and put into practice to standardize ticket, project requests, workflows, and resource usage	6 (2 new policies/practices per year)
Workflow Efficiency Increase: # of process improvements to address data processing and reporting time	1 to 3 major process enhancements

<b>Priority 4: Further Enhance Organizational Capacity</b>	
Number of staff completing introductory systems thinking: Modernize Technological Infrastructure	70% of all staff
Percent of completed projects using the systems thinking framework	80% (10 projects)
Number of successfully completed QI Projects	12
Number of improvements made based on customer feedback	4

### **Plan Evaluation Frequency**

The Strategic Plan and associated KPIs will be built into the Performance Management System and reviewed with leadership twice a year. Additionally, the Strategic Plan will be subject to another, separate annual review, and be updated as needed to ensure its continued effectiveness, relevance, and consistency with the organization’s position and current priorities. Prior to the start of the following fiscal year, the plan will be presented to the ICPHD Director for final approval. Following each subsequent update to the plan, a new version will be shared with the governing board and all ICPHD staff. Evaluation will address:

- The progress of action steps contained in the Strategic Plan
- KPI performance compared against previously determined benchmarks and milestones
- Qualitative review in the event of department position or priority shifts that call for potential reassessment
- Integration with ICPHD’s Performance Management and Quality Improvement Plan, Equity Plan, Communications Plan, and Workforce Development Plan
- Strategic Plan will be evaluated annually as part of other reviews for full alignment with the most recent PHAB standards and measures.

## **List of Appendices**

- **Appendix A: Steering Committee Members**
- **Appendix B: Steering Committee Meeting Documents**
- **Appendix C: Situation Assessment Sources**

## Appendix A: Steering Committee Members

Name	Health Department Position
Janette Angulo	Director
Angela Ramirez	Deputy Director - Strategic Planning Analysis and Communications Division
Danila Vargas	Deputy Director - Health & Support Services Division
Denise Andrade	Deputy Director - Community Health Division
Jeffrey Lamoure	Deputy Director - Environmental Health Division
Amy Binggeli-Vallarta	Planning and Evaluation Specialist - Strategic Plan and CHA/CHIP
Andrea Bowers	Special Projects Coordinator - Policies and Accreditation
Angelica Bernal	Special Projects Coordinator - Workforce Development
Aracely Carrillo-Torres	Special Projects Coordinator - Health Equity
Martha Sanchez	Special Projects Coordinator - Performance Management Quality Improvement
Moises Cardenas	Public Health Information Officer
Rafael Orozco	Special Projects Coordinator - Information and Communications Technology (ICT)
Ivette Romero	Administrative Analyst II - Performance Management and Quality Improvement

## Appendix B: Steering Committee Meeting Documents

Document Name	Format	Content
2024 ICPHD Strategic Plan – Meeting #1	PDF	Principles of strategy. Situation assessment findings.
2024 ICPHD Strategic Plan – Meeting #2	PDF	Review of survey findings. National public health workforce assessments. Review of previous Strategic Plan progress and continuation.
2024 ICPHD Strategic Plan – Meeting #3.1-3.4	PDF	Review of findings. Identifying strengths, weaknesses, opportunities, and threats (SWOT). Review of mission/vision/values. Drafting of strategic direction, priorities, and tactics.
2024 ICPHD Strategic Plan – Meeting #4	PDF	Review of findings. Updating strategic direction, priorities, and tactics.
2024 ICPHD Strategic Plan – Meeting #5	PDF	Finalizing strategic direction, priorities, and tactics. Updating action plan.
2024 ICPHD Strategic Plan – Summary	PDF	Slide deck summary of the 2024 ICPHD Strategic Plan.
ICPHD Action Plan	Excel	Actions and plan for monitoring.



## Appendix C: Situation Assessment Sources

<b>Community Health Sources</b>
U.S. Census Population Data
Healthy People 2030
Robert Wood Johnson County Health Rankings
CDC Social Vulnerability Index
California Department of Public Health – Imperial County Health Assessment
Imperial County 2024 Community Health Assessment
<b>Public Health Sources</b>
Public Health Accreditation Board standards and resources
Public Health Workforce Interests and Needs Survey
DeBeaumont Public Health Workforce Calculator
<b>Internal Sources</b>
ICPHD 2019 Strategic Plan
ICPHD 2024 Staff Strategic Survey
ICPHD 2024 Community Partners Strategic Survey
ICPHD 2024 Community Survey
ICPHD 2024 Staff Workshop Findings