

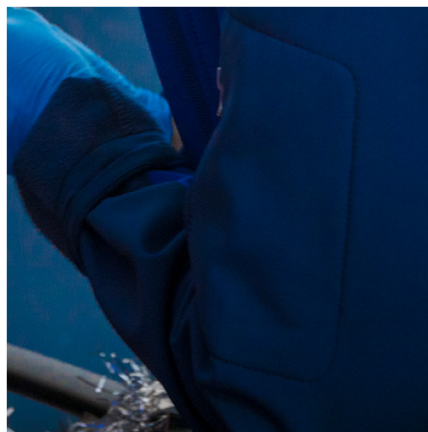
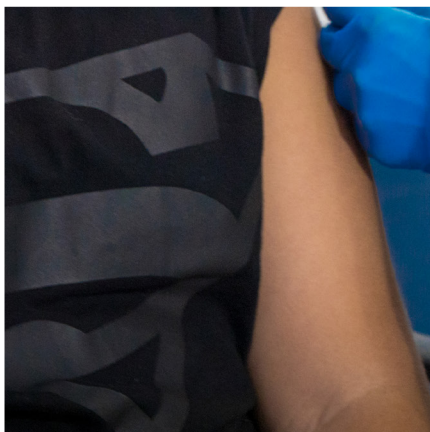
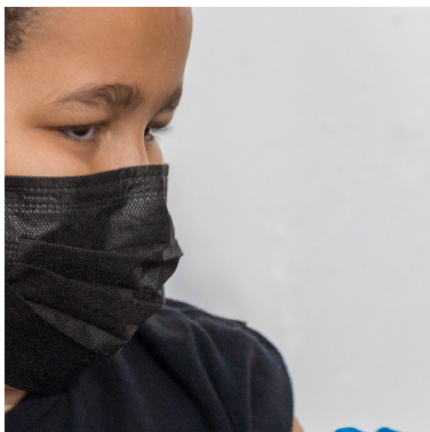


SOLANO
PUBLIC
HEALTH



SOLANO COUNTY PUBLIC HEALTH STRATEGIC PLAN

2023-2028



This plan was produced by Solano County Public Health in partnership with Jeweld Legacy Group.



MESSAGE FROM **LEADERSHIP**

Dear Community Members and Staff,

We are pleased to present the 2023-2028 Public Health Strategic Plan, a guiding document that will serve as a roadmap for our department's future endeavors.

The Strategic Plan will be a living, dynamic framework that evolves alongside the ever-changing landscape of public health. We recognize the need to remain agile and responsive to emerging trends and challenges, as we have learned firsthand during the unprecedented COVID epidemic.

We would like to emphasize that this Strategic Plan will complement the Community Health Improvement Plan (CHIP). While the CHIP guides our efforts to improve specific health outcomes, the Strategic Plan focuses on how our department will organize its thinking and allocate resources to support jointly developed objectives laid out in the CHIP and other plans.

We take this opportunity to express our gratitude to our staff for their dedication and hard work. Each day, we witness their efforts to protect and promote the health of our community and we are proud of the contributions they make. We value the input and expertise of our team and have actively worked together to establish the strategic priorities outlined in this plan. We will support our staff to drive positive change and innovation within our organization.

Furthermore, we extend our appreciation to our community partners for affording the Public Health Department a seat at the table. We recognize and value the collaborative spirit that exists among our community stakeholders, and we are grateful for the opportunity to work together in pursuit of a healthier Solano County.

As we embark on this journey outlined in the Strategic Plan, we invite you to join us in shaping the future of public health in our community. Your support, input, and engagement are vital as we work towards our shared vision of a healthier and more resilient Solano County.

Sincerely,



Bela T. Matyas MD, MPH
Health Officer
Deputy Director, Health & Social Services



Jayleen Richards
Public Health Administrator

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STRATEGIC PLAN INTRODUCTION

Solano Public Health (SPH) has released its strategic plan for 2023-2028, outlining the major challenges that need to be addressed to safeguard the health and safety of all Solano County residents. The plan sets out specific goals and objectives for each of the selected challenges, prioritizing how public health can make a difference in improving health outcomes over the next three years. The goals are bold and will transform how SPH works internally and externally with our public and private sector partners.

While the strategic plan does not equally impact all bureaus, the Division recognizes the vital roles and responsibilities of all its staff. The daily work of all public health professionals in the county is just as crucial in achieving the vision and mission of the Division. However, the goals in the Strategic Plan pivot us toward working upstream to address social determinants of health which increase the odds of making improvements in the greatest factors affecting health and wellness. The plan builds on the effective routine public health work that must be done such as public health emergency management, disease surveillance, health promotion, clinical services, food safety, and population-based prevention programs.

The Strategic Plan Steering Committee conducted a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) process, including surveys of departmental staff, interviews with key external stakeholders, and a SWOT survey of executive and management staff from Solano Public Health and other county agencies. The process produced a companion report, summarizing an Environmental Scan report, which identifies external trends, events, and insights that could either present future threats or opportunities.

Given the shared mission and the need for integrated efforts, representation from other agencies within the larger Solano County Health and Social Services Department was critical in the development of the plan. Several of the plan's strategies have SPH in a supportive role, but at the right tables offering a public health framework for identifying and solving disparities.



KEY RATIONALES

Our strategic plan is grounded in three key rationales:

1. **Community partnerships** facilitate the mobilization of resources, draw upon the expertise of diverse stakeholders, and foster a collective approach to promoting health, preventing diseases, and improving well-being in every community.
2. **Collaboration** maximizes the effectiveness and impact of interventions, promotes system-level changes, and ensures holistic support.
3. Public health can **systematically assess its actions, measure its performance, and evaluate the impact** of its initiatives on the health outcomes of residents.

PRIORITY AREAS

These rationales have helped our Steering Committee and staff to develop goals and objectives in the following priority areas:

LEVERAGE COMMUNITY PARTNERSHIPS

Collaborate with new & existing community partners to close persistent gaps in health outcomes.

ADDRESS HOMELESSNESS

Collaborate with local stakeholders to address homelessness in Solano County.

INVEST & OPTIMIZE INTERNAL OPERATIONS

Invest in professional development and technology, promote interdisciplinary approaches, and prioritize resources to become a more efficient, effective, and responsive department.

SOLANO PUBLIC HEALTH OVERVIEW

SOLANO COUNTY OVERVIEW

Solano County (figure 1) is located in the northeastern part of the San Francisco Bay Area and spans an area of approximately 907 square miles. It has an estimated population of 447,650 residents. Solano County's economy is diverse and dynamic. The county benefits from its strategic location in close proximity to major urban centers and transportation hubs. Agriculture plays a significant role in the county's economy. The county also has a strong industrial section, including manufacturing, logistics, and distribution industries. Major employers in Solano County include Travis Air Force Base, as well as healthcare institutions, educational facilities, and retail establishments.

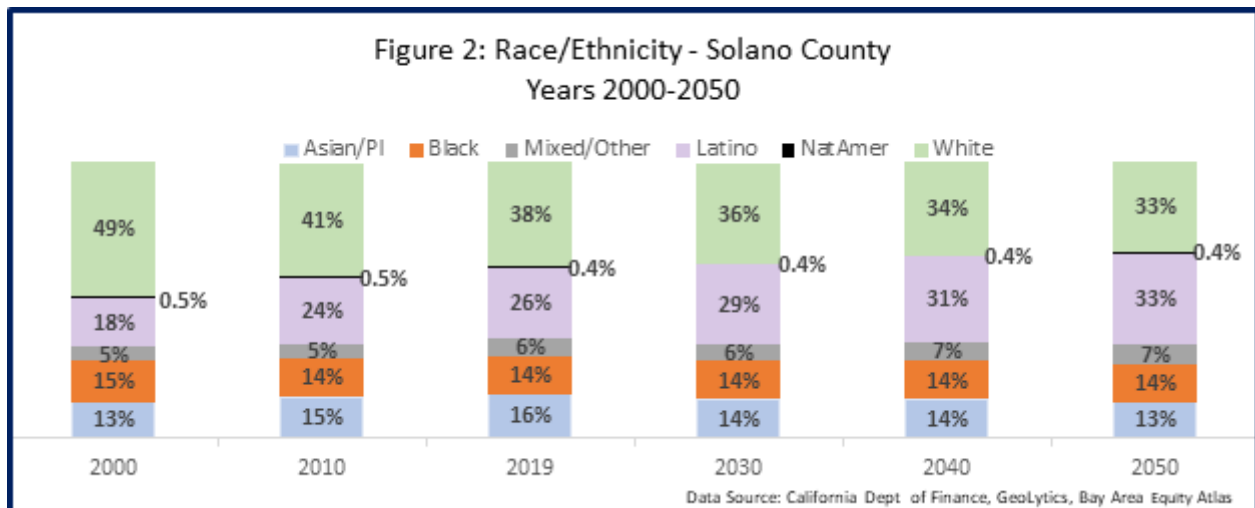
Figure 1: Solano County Map



The [Bay Area Equity Atlas](#) has developed a tool for leaders to access robust disaggregated data to create equitable, fair, and sustainable communities. Below are a set of indicators that can inform strategic priorities for achieving health equity among all residents of Solano County.

Race/Ethnicity Populations

Figure 2 presents data on projected population trends by race/ethnicity. Since 2000, the Solano County population has grown more diverse and is projected to continue to diversify overtime. Latino/a/x and Asian/Pacific Islander populations are increasing and will continue to increase at the fastest rate. The Black population has and will remain steady while the White population has decreased.

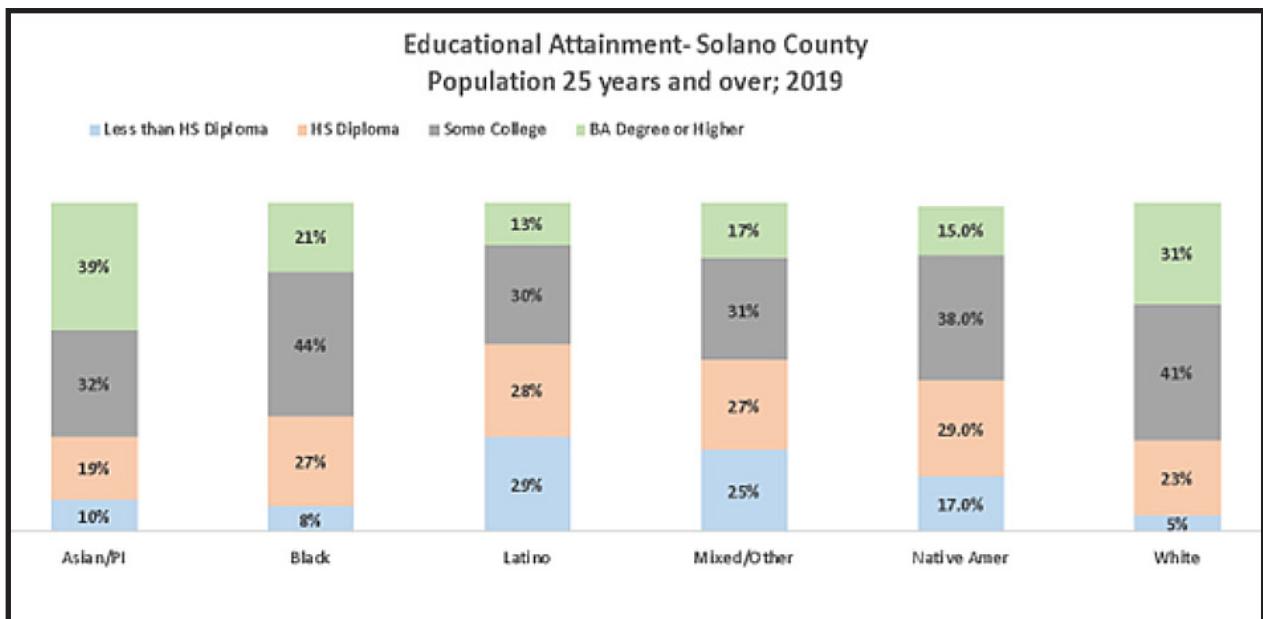


SOLANO COUNTY OVERVIEW

Educational Attainment

Data related to educational attainment is presented in Figure 3. Data from 2019 indicates that the level of educational attainment is increasing for all groups. Yet, racial disparities still exist. One major driver of inequity of access to and successful completion of postsecondary education is an individual's success in grades K-12.

Figure 3: Educational Attainment – Solano County

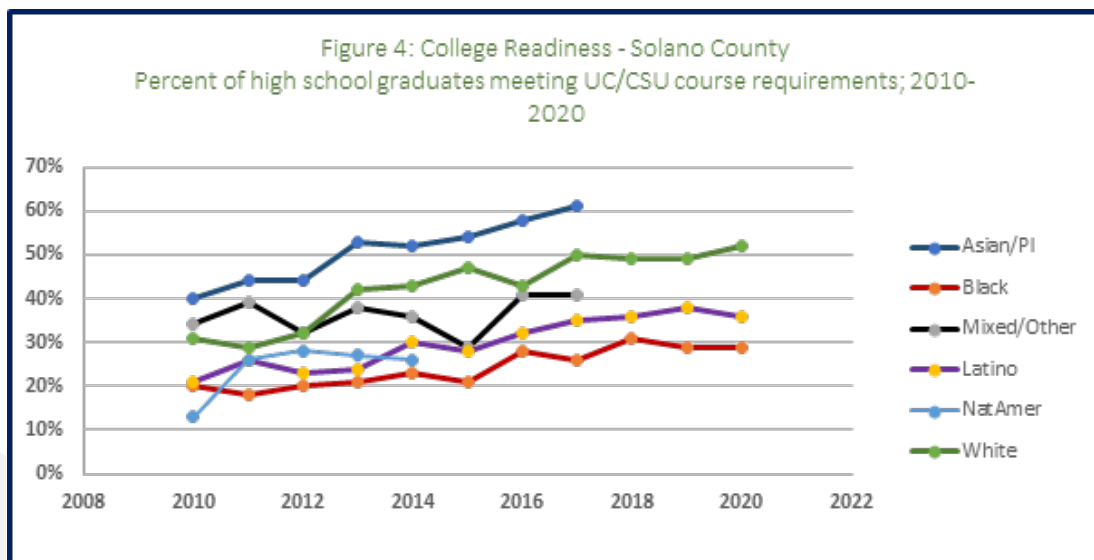


SOLANO COUNTY OVERVIEW

College Readiness

Figure 4 presents data on college readiness as measured by percent of high school graduates in Solano County meeting UC/CSU requirements. Low-income families pay a larger proportion of their income on college expenses. Students in high poverty schools are less likely to have access to advanced college prep courses, internships, mentoring, or SAT/ACT prep courses.

Figure 4: College Readiness – Solano County



SOLANO COUNTY OVERVIEW

Earnings

Data presented in Figure 5 describes the gender gap experienced between men and women in Solano County. In general, men earn more than women. In real terms, the smallest gender gap is among Black and Native Americans. Middle wage jobs that typically serve as stepping stones into the middle class for those without college degrees are disappearing.

Figure 5: Median Earnings in Solano County

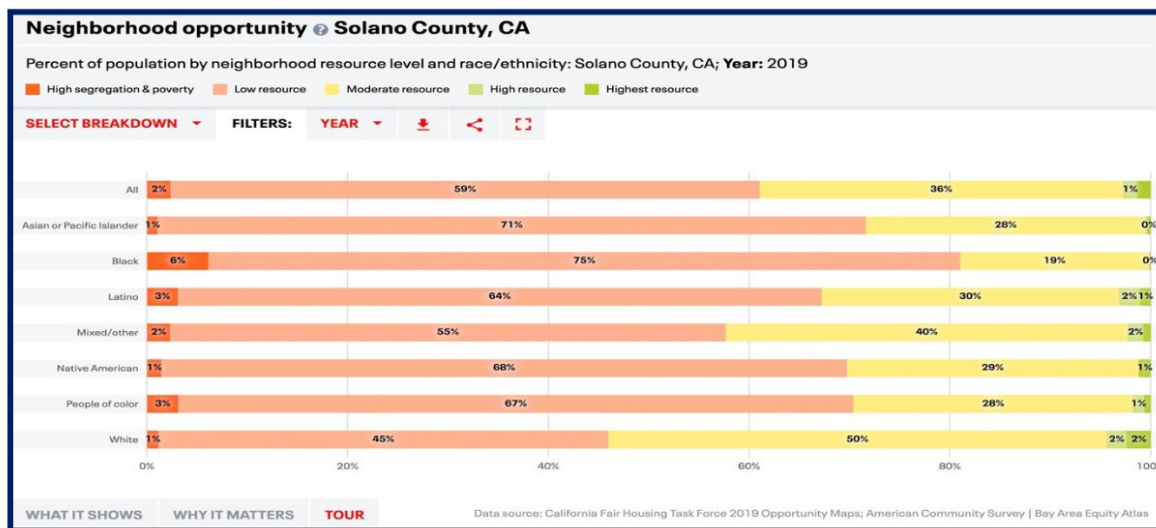


SOLANO COUNTY OVERVIEW

Neighborhood Opportunity

Figure 6 represents neighborhood opportunity. Across the nine bay area counties, Solano has the highest share of residents living in low-resourced neighborhoods. Historic policies barred low-income people of color from accessing housing in places of greater opportunities.

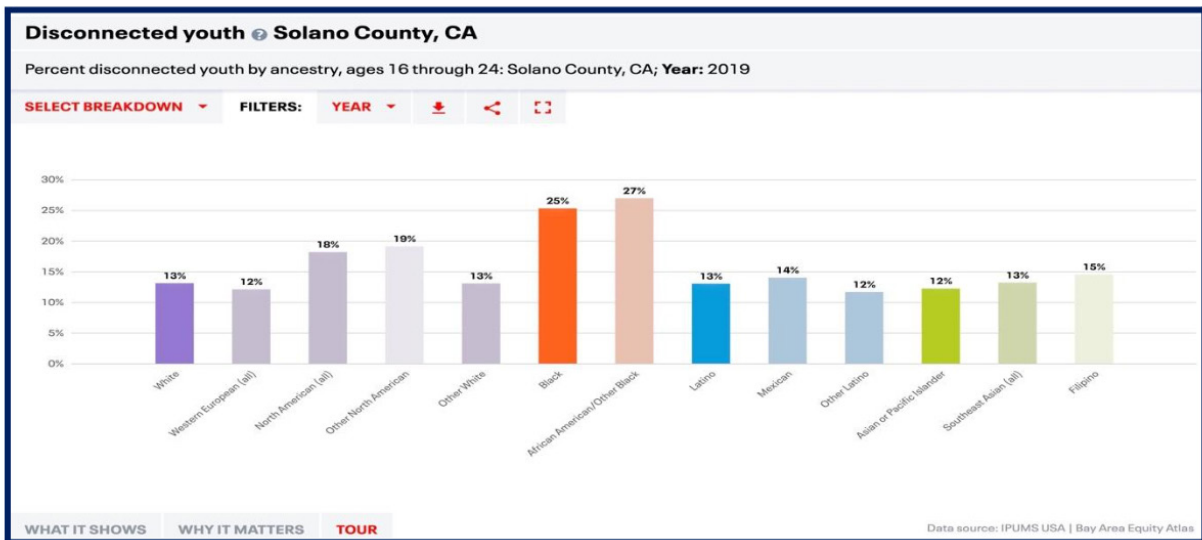
Figure 6: Neighborhood Opportunity in Solano County



SOLANO COUNTY OVERVIEW

Disconnected Youth

Figure 7 presents data related to disconnected youth - disconnected youth are young people between the ages of 16 and 24 who are neither in school or are working. Generally young men are more likely than young women to be disconnected. This trend is reversed for Latino and Asian/Pacific Islander youth. Major drivers are school districts with a high share of low-income students that have lower funding and thus have more difficulty engaging students and retaining teachers.

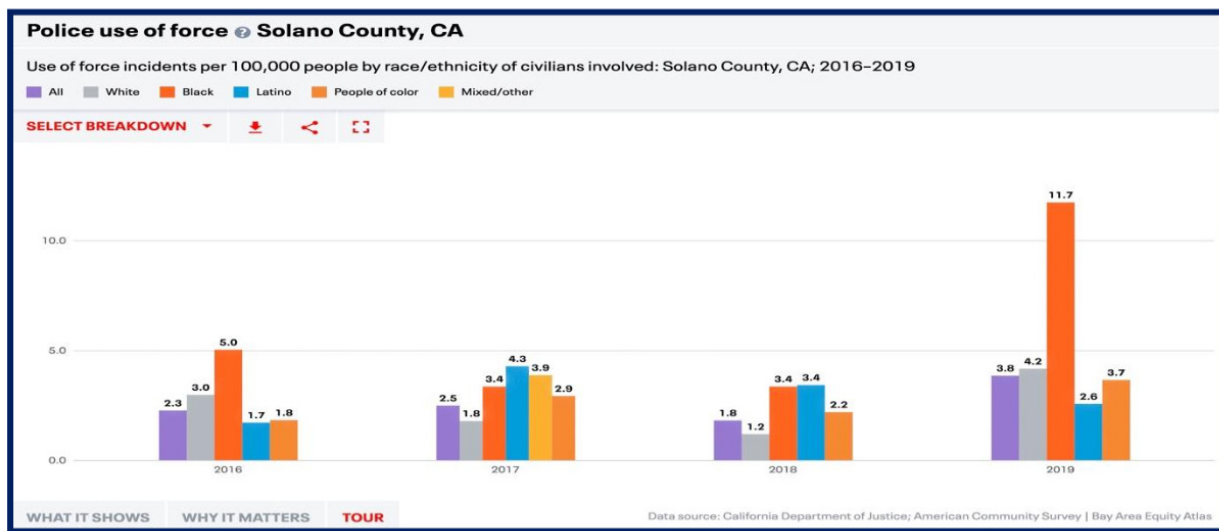


SOLANO COUNTY OVERVIEW

Police Use of Force

In the nine-bay area region, Solano County has the highest incidence of police use of force per 100,000 people. Ending excessive use of force by law enforcement is a crucial step toward healthy safe communities. Figure 8 presents police use of force data in Solano County.

Figure 8 Police Use of Force in Solano County.



SOLANO COUNTY PUBLIC HEALTH

WHO WE ARE

Solano Public Health (SPH) is a division within the Department of Health and Social Services. Solano Public Health aims to prevent the spread of diseases, promote health, and protect the public from health problems and hazards. There are over 260 employees situated within seven bureaus. The following is a presentation of the seven bureaus within SPH followed by a brief description of each. The ten essential public health services provide a framework for organizing how the bureaus work to promote policies, systems, and overall community conditions that enable optimal health for all and seek to remove systemic and structural barriers that have resulted in health inequities.

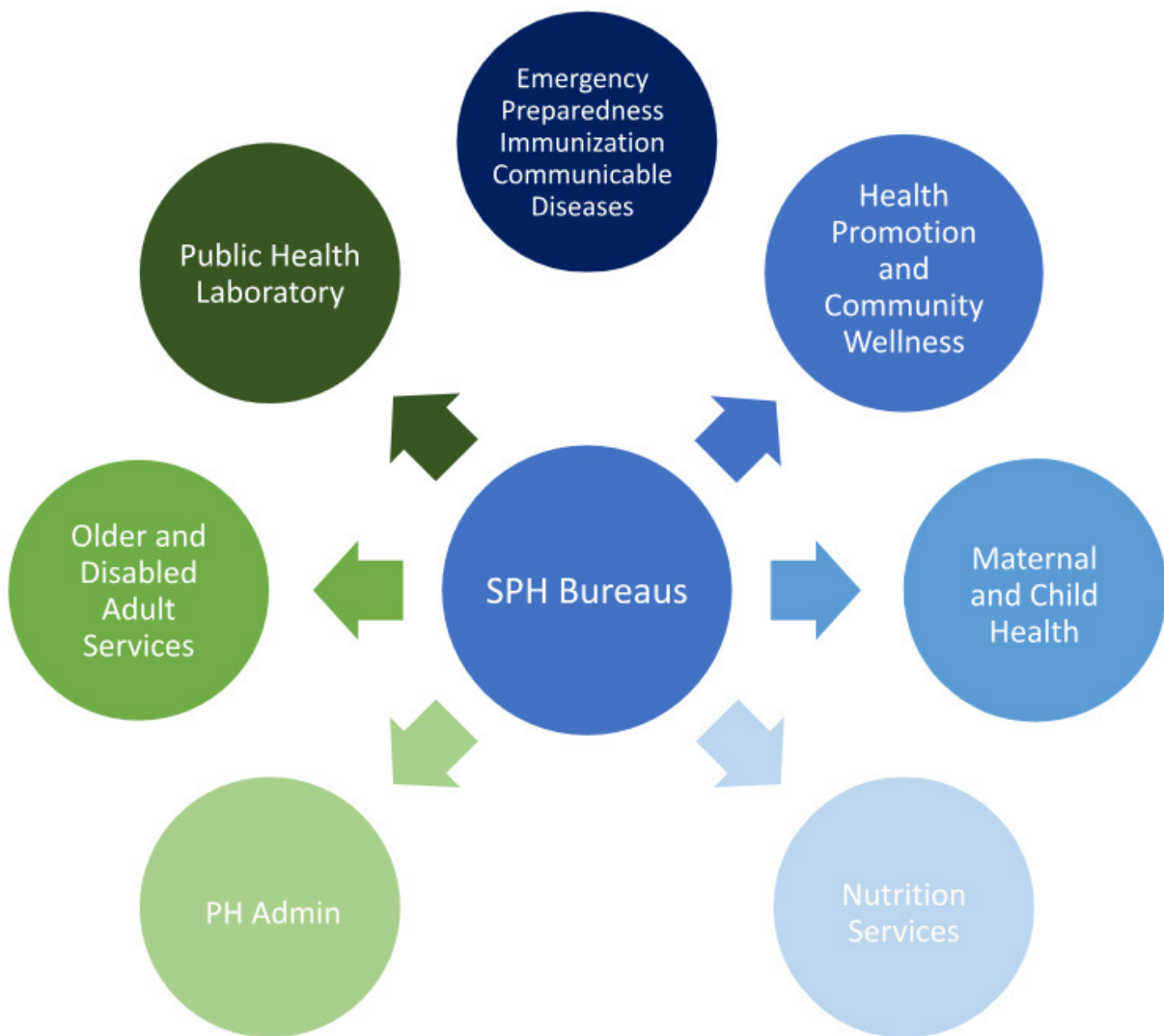


Ten Essential Public Health Services

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and drive action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public and personal healthcare workforce.
9. Evaluate the effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

SOLANO COUNTY PUBLIC HEALTH
WHO WE ARE

Seven Public Health Bureaus



SOLANO COUNTY PUBLIC HEALTH

WHO WE ARE

1. Emergency Services, Preparedness, Immunization, and Communicable Diseases (EPIC)

The EPIC Bureau provides timely detection, prevention, and control efforts for all reportable infectious diseases. The bureau's primary function is to conduct disease surveillance and determine the extent of disease within the community, to evaluate transmission risk, and to intervene rapidly when appropriate. EPIC's individual program areas include Reportable Communicable Diseases, TB Control, HIV Surveillance, HIV Prevention, and STD Education and Control. Emergency Preparedness responsible for developing and coordinating an integrated emergency medical care delivery system among emergency responders, dispatch organizations, hospitals and specialty care facilities, and educational institutions who train emergency services personnel. EPIC contracts with organizations and entities who provide the direct services such as ambulance companies.

The general responsibilities of Emergency Preparedness are:

- 1) System planning;
- 2) Establishment of specialty systems of care (e.g., Trauma, STEMI, Stroke, EMS for Children, etc.);
- 3) Training program approval;
- 4) Provider and hospital designation;
- 5) Establishment of appropriate medical, operational, and quality standards;
- 6) Monitoring regulatory compliance;
- 7) Certification, authorization, and accreditation of personnel;

2. Public Health Administration

The Public Health Administration Bureau focuses on supporting the Public Health Division through balancing the PH budget, hiring, database and website maintenance as well as management support. Additionally, the Bureau also houses the Public Information Office, Vital Statistics, and the Epidemiology Unit. The bureau focuses on quality improvement efforts and projects to support the division.

3. Health Promotion and Community Wellness

Health Promotion and Community Wellness Bureau, branded as VibeSolano, assesses, plans, implements, and evaluates health promotion and education programs and initiatives that seek to maximize individual and community wellness by promoting health behaviors and environments. The bureau works with community partners and coalitions to help mobilize communities to make our places and spaces healthier. While we implement several important programs geared towards families and individuals, the majority of our focus is on advocacy, system change, and advancing healthy public policies to make a more equitable, vibrant Solano.

SOLANO COUNTY PUBLIC HEALTH

WHO WE ARE

4. Maternal and Child Health (MCH)

The MCAH Bureau oversees specialty programs that promote, preserve, and improve health care access and services for women of reproductive age, infants, children, adolescents, and families in Solano County. Programs utilize prevention-focused, strengths-based, and trauma-informed approaches and include Prenatal Care Guidance/Central Referral, Black Infant Health, Solano HEALS (Health Equity for African-American Lives), Healthy Families Solano, CalWORKS Home Visiting Program, Perinatal Mental Health, Community IMPACT Nursing, Nurse Family Partnership (NFP), Child Health Disability Prevention Program (CHDP), Health Care Program for Children in Foster Care (HCPCFC), California Children Services Program (CCS), Childhood Lead, Poisoning Prevention Program, Lead Abatement Project, Sudden Infant Death Syndrome Prevention, Comprehensive Perinatal Services Program, and the Fetal Infant Mortality Review Program.

5. Nutrition Services

The Nutrition Services Bureau develops systems that address nutrition and lactation needs throughout the life cycle. Staff are advocates for the needs of vulnerable groups, particularly low-income women in their childbearing years, infants, young children, and individuals with acute or chronic diseases. A broad range of nutrition interventions, education and activities are provided.

6. Older and Disabled Adult Services (ODAS)

The ODAS Bureau assures access to services and resources that sustain health and well-being, support independent lifestyles, and promotes physical safety and emotional security for clients aged 65 and older, and dependent and disabled adults and children. This Bureau oversee several programs: Adult Protective Services, In-Home Supportive Services (IHSS), Public Authority for IHSS, Public Guardian, and the Napa/Solano Area Agency on Aging.

7. Public Health Laboratory

This is a regional laboratory for Solano, Napa, Yolo, Marin, and Mendocino counties. The Laboratory provides testing services for the identification of microorganisms that cause disease including bacteria, fungi, viruses, and parasites. Mycobacterium tuberculosis and SARS-CoV2 are the largest volumes of tests that are completed in the lab, as well as testing of drinking and recreational water for microbial agents. The Public Health lab is a sentinel laboratory for Bioterrorism agents and maintaining proficiency for early detection of potential mumps-, measles-, influenza-, enterovirus and Norovirus outbreaks and these services interrupt the spread of communicable diseases. Additionally, they also perform blood lead testing here in Solano County. Testing of food is passed through the laboratory by referring specimens to the state.

SOLANO COUNTY PUBLIC HEALTH
WHO WE ARE

Ten Essential Public Health Services

The ten essential public health services provide a framework for organizing how the bureaus work to promote policies, systems, and overall community conditions that enable optimal health for all and seek to remove systemic and structural barriers that have resulted in health inequities. The following is a presentation of these essential services.

Figure 9: SPH Essential Public Health Services



RECENT MAJOR **ACCOMPLISHMENTS**

The Solano County 2017-2022 Strategic Plan included strategies to embrace evidence-based comprehensive approaches to community wellness, address root causes of health inequities, and communicate and collaborate with others who share our vision for Healthy People – Healthy Community. The following highlights selected accomplishments during this period.

- ◆ Public Health Accreditation
- ◆ NACO Award 2022 <https://www.solanocounty.com/news/displaynews.asp?NewsID=2439&TargetID=1>
- ◆ Our Napa/Solano Area Agency on Aging Executive Director – Elaine Clark was appointed to the Aging and Disability Resource Connection (ADRC) Advisory Committee November 2022
- ◆ Launch of www.SolanoScamCenter.org – a website to promote financial abuse education and prevention to seniors March 2023
- ◆ Home Safe Grant 2021-2023 to promote housing stability for Adult Protective Services clients
- ◆ Access to Technology Grant – to address digital divide in seniors and reduce social isolation through distributing IPADs and training
- ◆ Local Aging and Disability Action Planning Grantee 2023 – one of 15 grantees in the State. Supports community planning across Solano County to enhance aging and disability services
- ◆ Nurse Family Partnership 10-year anniversary
- ◆ Healthy Families America Reaccreditation (x2 during this period)
- ◆ Transition of District Nursing to Trauma Informed Approach (TIA) model. Now called Community IMPACT Nursing
- ◆ In Fiscal Year 2022/23, Health Promotion and Community Wellness Bureau partnered with the City of Suisun on the redesign of the McCoy Creek Trail labyrinth.
- ◆ In Fiscal Year 2022/23, a major accomplishment was the implementation of a smoke-free multi-unit housing ordinance in Vallejo. This success was a collaborative effort of multiple groups that took the lead while Health Promotion and Community Wellness Bureau's Tobacco Prevention and Education Program provided technical assistance.
- ◆ Currently Health Promotion and Community Wellness Bureau Solano is in the middle of phase 3 of our “Fentanyl Kills” major media campaign regarding the dangers of fentanyl in street pills. Prior to phase 3, the earlier campaigns achieved over 27 million impressions and over 12,000 click throughs to the VibeSolano.com website. Hundreds of comments via social media indicate that the messages are resonating with residents.
- ◆ Health Promotion and Community Wellness Bureau staff have successfully contributed public health and equity principles into two city Environmental Justice sections of their Housing Elements of their General Plans, and have contributed input into at least 5 General Plans.
- ◆ The Solano Car Seat Connection (SCSC) Program of the Health Promotion & Community Wellness Bureau/VibeSolano has successfully continued to provide its car seat safety education classes and more recently even car seat inspections, through virtual formats, allowing community members to participate from the safety of their homes. SCSC just completed a successful four day National Highway Traffic Safety Instructor training and seven (7) in volunteer instructors passed. With these continued efforts, and additional

RECENT MAJOR ACCOMPLISHMENTS

- ◆ HPCWB with our Solano Moves subcommittee, sponsored Heart Your Parks in February 2023, collaborating with the KROC Center, Suisun City and many other providers, to encourage physical activity and use of our local parks.
- ◆ In Fiscal Year 2021/22 the Tobacco Prevention & Education Program had two major accomplishments including two major media campaigns and the successful funding of five community youth groups to work on tobacco and cannabis related topics.
- ◆ In 2019, Health Promotion and Community Wellness/VibeSolano launched a campaign on alcohol and party hosting, targeting parents of underage youth. The primary graphic was the iconic red Solo cup, and asked “Are ALL your guests 21+?” The campaign was designed to educate parents that they are responsible for who has access to alcohol at parties they host. The campaign appeared on billboards, in movie theaters, on the VibeSolano.com website, on social media, and in newspapers. There were 3.8 million impressions and it is estimated that every Solano County resident saw the campaign 8-9 times.
- ◆ In Fiscal Year 19-20, Health Promotion & Community Wellness/VibeSolano Alliance, in partnership with the Greater Vallejo Recreation District (GVRD), Congregation B’nai Israel, Community Presbyterian Church, and with the support of GVRD and Yocha Dehe Wintun Nation funding, designed and constructed a concrete walking meditative labyrinth at Grant Mahony Park in Vallejo. The labyrinth transforms an unused section of the park into a healing place for physical activity, stress reduction, peace, and community cohesion.
- ◆ The most significant accomplishment in Fiscal Year 2019-20 was the passing of two comprehensive tobacco ordinances in the City of Benicia that greatly restrict where tobacco and vaping products can be sold, for how much, and where they can be used. TPEP staff supported this success by assisting with technical information about the products, what other jurisdictions in the state have done, and helping facilitate public meetings and surveys to gauge support. TPEP and Bureau staff provided public health information to the City Council at the first reading of the ordinance, and continue to assist with implementation.
- ◆ In 2018, the Health Promotion and Community Wellness Bureau launched the new Oral Health Education & Prevention program, funded by Proposition 56, by convening a new oral health advisory committee, conducting an oral health needs assessment and developing the oral health community health improvement plan. As part of the needs assessment, staff and contractors screened 337 third graders; collected data and surveys from 837 Solano County residents; screened 17 pregnant women in partnership with WIC; and distributed more than 2,000 toothbrushes to elementary students.
- ◆ In Fiscal Year 2018/19, Solano Public Health (Health Promotion and Community Wellness Bureau) and Touro University California achieved Full Recognition Status from the Centers for Disease Control and Prevention (CDC) for the National Diabetes Prevention Program (DPP). Earning this Full Recognition means that the CDC recognized our joint Touro University-Solano Public Health program as meeting all of their standards, including achieving the hardest standard, which is averaging a 5% weight loss amongst the cohort participants. Reaching this Full Recognition status also means that we are eligible to enroll as a Medicare DPP provider to receive reimbursement from Medicare to provide the classes.

RECENT MAJOR **ACCOMPLISHMENTS**

- ◆ In Fiscal Year 2018/19, a new Blood Pressure Self-Monitoring Program in partnership with the Solano County Library system was launched. The Health Promotion and Community Wellness Bureau provided 16 blood pressure kits to our libraries, which are available for community members to check out to monitor their blood pressure at home for up to three weeks at a time.
- ◆ In Fiscal Year 2018/19, the Health Promotion and Community Wellness Bureau partnered with a local farmer for a third year on a Pop-Up Produce Stand at the Fairfield Solano County Health & Social Services campus, to increase access to healthy options for clients and employees. The local farm, Castañeda Brothers Produce, sells freshly harvested fruits and vegetables. For the 2018/19 season, funding from the Yocha Dehe Wintun Nation was used to pilot a program to match low income families' purchases at \$5/household/produce day, thereby making fruits and vegetables easier to afford.
- ◆ Despite the pandemic, in Fiscal Year 2020/21, the Health Promotion & Community Wellness Bureau (HPCW), VibeSolano Oral Health Education and Prevention Program, managed to serve over 900 children. The program implemented an objective to provide oral health education and fluoride varnish applications to children 0-17 years of age. This project consisted of visits to 27 sites, and 153 children received a free fluoride varnish application/dental screening, and 177 children received oral health education. Ninety-five percent (146 out of 153) of those who received a free fluoride varnish application/dental screening were five years old or younger. In total, over 900 children in Solano County received an oral health education packet, and each received their own reusable toothbrush, toothbrush cover, and toothpaste to practice the new oral hygiene skills they learned.
- ◆ Health Promotion & Community Wellness/Vibe Solano subcontracted with Dixon's Miracle Christian Worship Center, who along with their youth and adult Alcohol, Tobacco, and Other Drug (ATOD) Prevention coalition, was able to successfully amend the City of Dixon's Social Host Ordinance to include cannabis. This policy amendment will tip the scales in further preventing youth access to cannabis. Solano County now has two cities, Dixon and Rio Vista, with a strengthened Social Host Ordinance.
- ◆ Rio Vista and Benicia both completed their comprehensive alcohol retailer compliance checks. These compliance checks are performed by the police department to ensure that alcohol retailers do not sell to youth. Rio Vista successfully completed 8 decoy operations in September 2020 and another 8 in May 2021 with their off-sale alcohol retailers. Benicia successfully completed 12 decoy operations in May 2021 and another 12 in June 2021 with their off-sale alcohol retailers.
- ◆ In Fiscal Year 2020-2021, staff and providers ran two separate paid media prevention campaigns. The first campaign focused on reminding parents to lock up alcohol to prevent youth access at home. This campaign had 4,079,931 impressions and 4,962 unique engagements by viewers with the ads. The second campaign focused on youth cannabis prevention spots led by Solano County youth who provided video testimonials on the dangers of youth cannabis use via social media platforms. This campaign had 769,274 impressions with 3,397 unique engagements.

SOLANO COUNTY PUBLIC HEALTH **VISION, MISSION, VALUES**

Vision

Healthy People – Healthy Community

Mission

To optimize the health of the community through individual and population-based services which promote health and safety through prevention and treatment of disease and injury.

Values

Prevention is the key to community health.

Families are healthy when **quality of life, healthy development, and healthy behaviors** are promoted across all life stages.

All individuals have the **right to be treated with fairness, respect, and dignity** in a culturally and linguistically appropriate way.

Health equity is achieved, disparities eliminated, and the health of all groups is improved by influencing the social, economic, environmental, and political factors that influence positive health outcomes.

Increased access to quality client-centered medical care, public health services, and information will enhance the health and well-being of all people served.

Partnerships and collaboration with community members and organizations are critical to achieving community health.

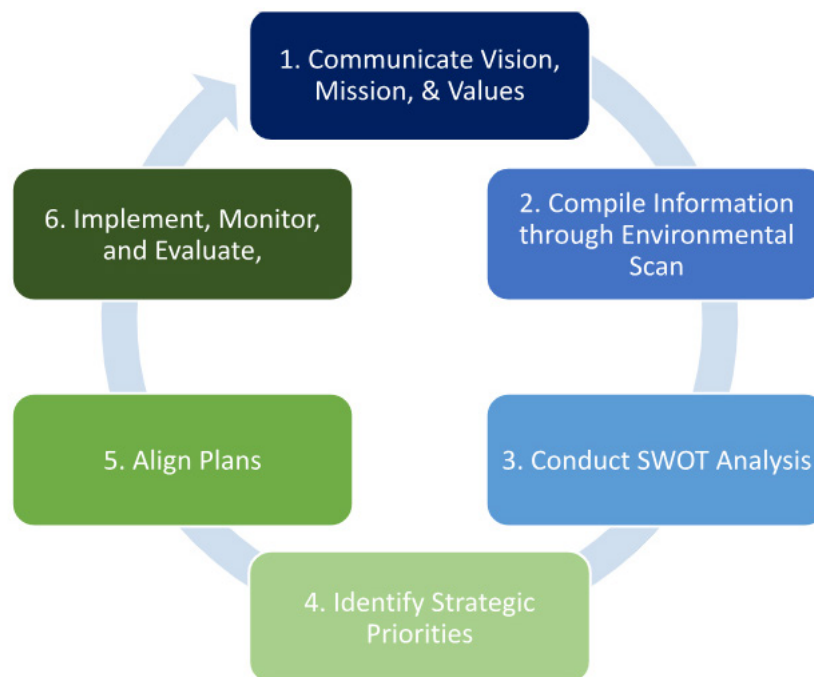


SOLANO COUNTY PUBLIC HEALTH STRATEGIC PLANNING PROCESS

Laying the Groundwork

The Strategic Planning Steering Committee (SPSC) adopted the planning framework developed by the National Association of County & City Health Officials. [1] The SPSC adapted the major planning strategies presented in the NACCHO guide to create a six-step process to lead the strategic planning process in Solano County:

Figure 10: Strategic Planning Process



[1] National Association of County and City Health Officials, developing a Local Health Department Strategic Plan: A How to Guide, Washington D.C.

SOLANO COUNTY PUBLIC HEALTH

STRATEGIC PLANNING PROCESS

Recognizing the importance of an equity lens in identifying community health disparities and designing solutions, SCPHD hired a specialized firm focused on this area to assist with the strategic planning process.

1. Communicate Vision, Mission, and Values

The strategic planning process began with the SPSC reviewing the current SCPHD vision, mission, and value statements. The group discussed the extensive public process used to develop these statements and its subsequent approval process. All members of the committee believed these statements are relevant and did not need revisions.

2. Compile Information Through Environmental Scan

The information collecting process began with conducting an environmental scan to compile relevant documentation. This scan involved analyzing internal and external factors affecting SCPHD using County reports and publications and briefs from national public health experts.

3. Conduct SWOT Analysis

Next the SPSC gathered information from multiple stakeholders including staff from other County agencies who share public health mandates and mission utilizing a Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework. The SPSC implemented three methods to ensure a diverse engagement of staff and external stakeholders in the SWOT process:

- A. Conducted an **online survey** for all SPH staff with a focus on strengths and weaknesses;
- B. Engaged with key **external stakeholders** to gain their perspectives on the organization's SWOT factors;
- C. Held four **SWOT sessions**, including one exclusively with the SPSC and three sessions with County staff.

SOLANO COUNTY PUBLIC HEALTH

STRATEGIC PLANNING PROCESS

4. Identify Strategic Priorities

After the SWOT analysis was complete, a two-day retreat was organized, where the gathered SWOT and environmental scan information were utilized to develop strategic priorities. Participants identified the following key priority areas during Day One of the retreat:

- ◆ Equitable Access to Services and Resources
- ◆ Community Engagement and Partnerships
- ◆ Housing
- ◆ Community Power and Capacity Building
- ◆ Youth and School-Based Programs with a Focus on Partnerships and Pathways for Youth Development
- ◆ Safe Homes and Neighborhoods
- ◆ Resource Sharing and Communication with SCPHD bureaus
- ◆ Affordable Aging in Place
- ◆ Staff Recruitment and Retention
- ◆ Improved Communication and Use of Technology

At the conclusion of the retreat, workgroups were established for each priority area. The groups could invite other SCPHD staff to participate with the task of meeting before Day Two of the retreat to analyze the priorities through a Strategy Screen. The strategy screen aims to assess the viability of each priority area and included the following questions:

- ◆ Does it improve health outcomes for Solano County residents experiencing the greatest disparities?
- ◆ Can we collect, interpret, and share the data needed to accomplish this strategy?
- ◆ Does it build trust or strengthen our internal and external relationships?
- ◆ Does it improve the effectiveness of service delivery?
- ◆ Is Public Health the best entity to take this on, and if not, who is?
- ◆ Are we the best Bureau to take this on, and which other Bureaus can we partner with?
- ◆ Who are the staff members needed to participate in this effort?
- ◆ What policy changes are necessary to accomplish this?
- ◆ Do we have the necessary resources to accomplish this?

On Day Two of the retreat, the workgroups presented their findings and recommendations based on the strategy screen. Through discussion, decisions were made regarding which strategies and potential goals should proceed to the next step.

SOLANO COUNTY PUBLIC HEALTH **STRATEGIC PLANNING PROCESS**

5. Alignment of Plans

The plan includes a dashboard that crosswalks strategic priorities and goals from the Strategic Plan with those of the Community Health Assessment, Community Health Improvement Plan, and other plans which will be implemented during the same time period such as the Workforce Plan, Maternal and Child Health Plan, or the Older and Disabled Persons Plan. The crosswalk is important to coordinating project objectives, decisions, and actions that support the overall corporate strategic goals. This structured roadmap will align teams, employees, and key stakeholders, both internal and external. Team members will understand their role and know exactly what they can do to support strategy execution.

6. Implementation, Monitoring, and Evaluation

Solano Public Health will monitor the trackable success measures for goals within the Strategic Plan via the Division's Performance Management System. Bureau representatives will update relevant goals on a monthly basis, and Public Health Leadership will review goal data on a quarterly basis. When applicable, bureau representatives will annotate data with initiatives/interventions to align continuous quality improvement efforts with potential improvements/set-backs in the data.



SOLANO COUNTY PUBLIC HEALTH **ALIGNING PLANS**

This strategic plan is aligned with other public health plans, projects, and initiatives. This strategic alignment will ensure collaboration, consistency, and efficiency across the organization. Employees and other stakeholders see the connections between high-level strategic goals and the organization's activities. Below is a list of major plans and initiatives aligned with this strategic plan and that support the organization's mission.

- ◆ CHA-Community Health Assessment ([Link to our most recent Solano Community Health Assessment Report June 2020](#))
- ◆ CHIP-Community Health Improvement Plan ([Link to our most recent Solano Community Health Improvement Plan January 2023](#))
- ◆ MCAH-Maternal Child & Adolescent Health
- ◆ Public Health Workforce Development



SOLANO COUNTY PUBLIC HEALTH

SWOT AND ENVIRONMENTAL SCAN

A significant part of the strategic planning process was gathering information from the Strengths Weaknesses Opportunities, and Threats (SWOT) surveys and interviews and the development of the environmental scan.

SWOT Process and Results

SWOT written and in-person surveys occurred from February through April 2023. First, a survey was distributed to all 243 Public Health Department staff via email. There was a 35% response rate (n=73) with many staff completing open-ended questions which added robustness to the results. The responses were representative of the staff makeup based on self-classifications:

- ◆ 17% executives and mid-management level
- ◆ 30% professionals and paraprofessionals
- ◆ 30% line staff
- ◆ 10% office assistants and clerical
- ◆ 9% other
- ◆ Representation from the bureau was in proportion to staff assignments

Survey questions were divided into six categories including:

1. Services
2. Job Training/Advancement
3. Individual Work Engagement
4. General Work Engagement
5. Diversity Equity Inclusion
6. Professional Relationships/Partnerships



SOLANO COUNTY PUBLIC HEALTH

SWOT AND ENVIRONMENTAL SCAN

Table 11: presents a highlight of results from the employee survey.

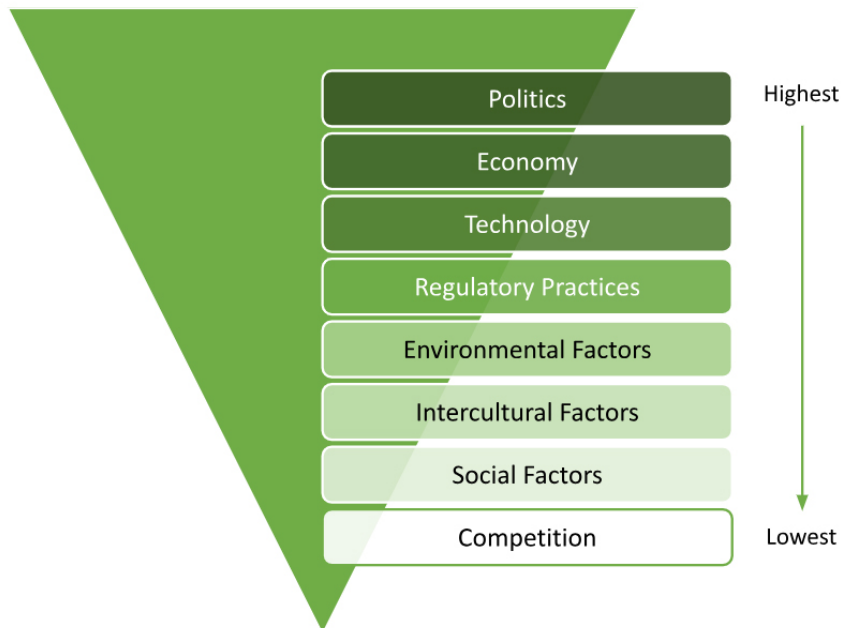
Table 11: Highlights From Employee SWOT Survey	
1.	There is moderate agreement that SPH is effective at prioritizing racial equity (17% strongly agree and 35% agree) and gender equity (19% strongly agree and 27% agree)
2.	There is moderate agreement that SCPHD engages all communities in assessment and planning activities, such as Community Health Assessment and Community Health Improvement Plan (35%). Thirteen percent of staff responded “not applicable” which could be because they were not familiar with these activities.
3.	There is moderate agreement that community partners feel positive about working with the SCPHD team (7% strongly agree and 39% agree).
4.	Over 20% of staff rank technology as the greatest challenge to reaching SPH goals.
5.	Most staff (85%) feel inspired by their work and almost all (91%) understand the impact of their work.
6.	Most staff feel employees in their bureau adapt quickly to difficult situations (62%), take the initiative to help in other areas if needed (73%), and are willing to take on new tasks if needed (63%).
7.	Staff believe their programs and services focus on equitable outcomes (62%) and are evidence-based (72%).
8.	Staff believe SPH is dedicated to professional development and are investing in training but believe there should be more opportunities for professional growth and career advancement.
9.	Staff believe SPH is collaborative and are responsive to community partners, but SPH should

SOLANO COUNTY PUBLIC HEALTH

SWOT AND ENVIRONMENTAL SCAN

Figure X presents a ranking of the factors staff identified as the greatest challenges to Solano County and the goals of the public health department. The factors are presented from highest to lowest challenge.

Figure 12: Greatest Challenges to Solano County



The second set of SWOT data came from three interviews with external stakeholders. This group included representatives from community-based organizations and local city governments. The interviews focused on what these stakeholders perceived as the strengths of the organization, what recent interactions had gone well, and what the department can do better.

Lastly, through a series of virtual group meetings, the planning staff conducted SWOT exercises with the Steering Committee and with other groups hosted by the Steering Committee. These groups included staff from other divisions of Solano County Health and Social Services, and staff from County executive and Board offices.

ENVIRONMENTAL SCAN

The Environmental Scan informs the strategic planning process by anticipating the future – providing signals and insights. Positive forces are potential opportunities, prospects, assets, resources, and strengths. Negative forces are potential threats, challenges, limitations, restrictions, and weaknesses.

Planning staff reviewed over 40 reports, surveys, briefs, and video recorded interviews to select the most relevant future looking events, trends, and insights. The external factors were divided into seven areas, adapted from the planning framework called SKEPTIC (Social, Collaboration, Economics/Environment, Political/Legal/Regulatory, Technology, Industry, and Community). Below are the summarized results from the Environmental Scan.

SWOT AND ENVIRONMENTAL SCAN

Positive Forces

- 1. Community Engagement and Recognition:** Communities acknowledge that social factors contribute to health disparities, creating an opportunity for addressing these issues collaboratively.
- 2. Shifting Power Dynamics:** Communities expect a shift from consultation to community ownership of planning, research, and implementation, empowering them to actively participate in decision-making processes.
- 3. Ecosystem Funding:** Funders are influenced to support funding for comprehensive ecosystems rather than individual services, providing an opportunity for a more holistic approach to public health.
- 4. Climate Change and Health Equity:** Addressing climate change is seen as a means to advance both health and economic equity, aligning environmental efforts with public health goals.
- 5. Affordable Housing Plans:** Long-range plans for affordable housing developments in certain areas of Solano County present an opportunity to address housing-related health issues and promote equity.
- 6. Government Support for Digital Health:** Government policies are anticipated to encourage and support digital health initiatives, promoting innovation and improving healthcare delivery.
- 7. New Regulations:** Anticipated regulations on health equity, alternative payment models, and holistic healthcare delivery create opportunities for implementing more inclusive and effective public health strategies.
- 8. Impact of COVID-related Breakthroughs:** The advancements made during the COVID-19 pandemic will influence future healthcare delivery and public health efforts, potentially leading to innovative approaches and improved outcomes.
- 9. Precision Medicine:** Precision medicine offers the potential for more effective disease treatments, enhancing healthcare outcomes and reducing health disparities.
- 10. Shifting Power Towards Prevention:** With increasing lifespans, power shifts toward healthcare providers who focus on preventive measures, pain management, and enhancing quality of life, aligning with the goals of public health.
- 11. Convening and Building Relationships:** Public Health assumes the role of a convener, building relationships with ecosystem partners to foster collaboration and improve health outcomes.
- 12. Alternative Data Sources:** Public Health utilizes alternative sources of data such as internet search trends, personal monitoring devices, and consumer spending patterns to inform decision-making and gain valuable insights.
- 13. Breaking Down Silos:** Overcoming the limitations of siloed disease-centric offices can foster innovation and collaboration, leading to more comprehensive and effective public health strategies.
- 14. Equity Work and Talent Development:** Change teams are designated to lead equity work within health departments, and the creation of internal talent pools facilitates skill development and knowledge sharing.
- 15. Skills-Based Workforce:** The workforce is expected to become more skills-based rather than degree-based, fostering diversity and flexibility in public health roles.
- 16. Blending Fiscal Resources:** Communities have the opportunity to blend, braid, and align fiscal resources, utilizing local wellness funds to promote sustainability and improve health outcomes.

SWOT AND ENVIRONMENTAL SCAN

Negative Forces

- 1. Skills-Based Workforce:** Health departments may face challenges in authentically connecting to communities and require further clarity and skill development in this area. To effectively implement upstream strategies for health equity, health departments will need to recruit core staff, or build collaborations with others, in the areas of housing, economics, and transportation.
- 2. Growing Wealth Inequities:** The increasing accumulation of wealth and opportunities by wealthy families and the difficulty in taxing wealth may exacerbate existing inequities, posing challenges to achieving health equity.
- 3. Influence of Global Private Companies:** Decisions made by global private companies regarding technology and climate change may have consequences for public health efforts and the local environment.
- 4. Concentration of Power in Cities:** Cities hold greater power and influence, forming cooperative blocs to address pressing issues such as transportation and climate change. Areas outside of major cities may be left out of solutions.
- 5. Impact of Technology on Regulations and Governance:** There will be a greater demand for regulations to keep with technological changes and anticipate the dangers of tech tools and platforms. It will be harder for the government to keep up with technological changes due to funding constraints and talent.
- 6. Impact of Technology on Societal Dynamics:** The digital divide may continue to exist and potentially worsen. Technology will be a force multiplier and success will only go to those who can adapt quickly to technological changes.



SOLANO COUNTY PUBLIC HEALTH STRATEGIC PLAN

STRATEGIC AREA 1: COLLABORATION

Strategic Area 1: Collaboration

Goal: Public Health collaborates with new and existing community partners to close persistent gaps in health outcomes in Solano County.

Rationale: Community partnerships facilitate the mobilization of resources, draw upon the expertise of diverse stakeholders, and foster a collective approach to promoting health, preventing diseases and improving well-being in every community.

	ACCOUNTABILITY	PERFORMANCE	IMPACT	TIMELINE/RESPONSIBILITY
1a	Establish mechanisms for meaningful community engagement to involve residents in the decision-making processes.	Actively seek community input and feedback (community advisory boards, focus groups, etc.) on public health initiatives; use this information to guide planning and program implementation.	Community participation, collaboration, and support improves effectiveness and sustainability of the initiatives. Resources are distributed more equitably.	All bureaus are responsible for this. This will be worked on Continuously throughout the duration of the plan
1b	Establish shared, data-driven prevention priorities with accountability for addressing the most pressing health issues.	Update and enhance data collection and analysis to monitor health trends and assess the effectiveness, efficiency, and equity of prevention strategies.	Residents are armed with knowledge and resources to positively impact their health and their communities. A focus on prevention targets populations most affected by health concerns which in turn, improves outcomes.	All bureaus are responsible for this (with the exception of the Public Health Laboratory). This will be worked on Continuously throughout the duration of the plan
	ACCOUNTABILITY	PERFORMANCE	IMPACT	TIMELINE/RESPONSIBILITY
1c	Foster partnerships with local community-based organizations (CBOs), schools, and faith-based institutions to address the social determinants of health.	Work cooperatively with stakeholders to survey current approaches; expand evidence-based programs targeting the social determinants of health.	Action plans are iterative; partners continuously track data and adapt plans to make progress toward shared goals.	All bureaus are responsible for this. This will be worked on Continuously throughout the duration of the plan

SOLANO COUNTY PUBLIC HEALTH

STRATEGIC AREA 2: HOMELESSNESS

Strategic Area 2: Homelessness

Goal: Collaborate with local stakeholders to acknowledge homelessness as a Public Health Issue in Solano County.

Rationale: Public Health can play a vital role in addressing and reducing homelessness. Collaboration maximizes the effectiveness and impact of interventions, and promotes system-level changes, and provides community education of services available.

	ACCOUNTABILITY	PERFORMANCE	IMPACT	TIMELINE/RESPONSIBILITY
2a	Support the utilization of Health and Social Services for the unhoused; assess the current level of engagement and identify gaps in service delivery.	Collaborate with stakeholders, (homeless service providers, housing agencies, CBOs), to support the implementation of a coordinated system that ensures the unhoused receive comprehensive health services.	Assessments reveal the extent to which Public Health efforts are contributing to reducing the incidences of homelessness and improving community well-being in Solano County.	<p>Responsibility:</p> <p>HPCW MCAH EPIC-HIV Program Public Health Administration ODAS</p> <p>Timeline:</p> <p>This will be worked on continuously throughout the duration of the plan</p>
2b	Join existing stakeholders to raise awareness about the health impacts of homelessness and the importance of a multi-sectoral approach to addressing the complex needs of the unhoused.	Evaluate the number and quality of partnerships established with housing agencies, homeless service providers, community organizations, policymakers, and other stakeholders to advance the advocacy agenda.	Effective advocacy fosters stronger collaboration and partnerships among stakeholders leading to more coordinated efforts, shared resources and collective problem-solving.	<p>Responsibility:</p> <p>HPCW MCAH EPIC-HIV Program Public Health Administration ODAS</p> <p>Timeline:</p> <p>This will be worked on continuously throughout the duration of the plan</p>
2c	Advocate for policies at the local and state levels that prioritize homelessness prevention, housing initiatives and resources for comprehensive services for the unhoused.	Monitor the allocation of financial and other resources by local, state, and federal entities toward homelessness prevention, housing initiatives, and comprehensive healthcare services.	Prioritizing prevention and comprehensive healthcare services leads to an increase in the number of individuals remaining stably housed and exercising choices to improve their lives.	<p>Responsibility:</p> <p>HPCW MCAH EPIC-HIV Program Public Health Administration ODAS</p> <p>Timeline:</p> <p>This will be worked on continuously throughout the duration of the plan</p>

Regarding the strategic area chart above: Teams and Timelines will align to Results Based Accountability plans, approved annually.

STRATEGIC AREA 3: INTERNAL OPERATIONS

Strategic Area 3: Internal Operations

Goal: Optimize our internal operations to create a more efficient, effective, and responsive Public Health Department.

Rationale: Public Health can systematically assess its actions, measure its performance, and evaluate the impact of its initiatives on the health outcomes of residents.

	ACCOUNTABILITY	PERFORMANCE	IMPACT	TIMELINE/RESPONSIBILITY
3a	Invest in ongoing professional development , including training on the latest research, best practices, emerging public health issues and leadership.	Foster a culture of continuous learning that promotes retention and internal promotion; encourage and reward staff for completing advanced degrees, certifications, and specializations in relevant areas.	Staff are equipped with knowledge, tools, and techniques to make informed decisions, and achieve better results . Retained staff leads to more efficient resource allocation and greater cost savings for the community and Public Health.	Responsibility: All Bureaus (Leadership) Timeline: This will be worked on continuously throughout the duration of the plan
3b	Strengthen interdepartmental collaboration to promote interdisciplinary approaches .	Foster collaboration and communication between divisions within Public	Established mechanisms for sharing successful innovations within Public Health increases transparency and trusting relationships .	Responsibility: All Bureaus (Leadership) Timeline: This will be worked on the duration of the plan
3c	Invest in technology to optimize solutions that allow for real-time data sharing and analytics .	Regularly assess internal processes, streamline workflows, and eliminate all unnecessary bureaucratic barriers that may impede the delivery of vital public health services.	Improved performance, productivity and evidence-based decision-making contribute to organizational success and the delivery of high-quality services .	Responsibility: All Bureaus (Leadership) Timeline: This will be worked on continuously throughout the duration of the plan

SOLANO COUNTY PUBLIC HEALTH

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