



# 2022-2024 Strategic Plan Summary

Updated June 2022

## FOUR PILLARS



**PILLAR 1**  
Equity & Access



**PILLAR 2**  
Integration & Prevention



**PILLAR 3**  
Data & Analytics



**PILLAR 4**  
Staff Development & Efficiency

| GOALS  | CORRESPONDING STRATEGIES   |   |  |
|--|--|---|--|
| <p><b>GOAL 1</b><br/>Promote equity and decrease disparity</p>   | <p><b>1. Strengthen Diversity, Equity, and Inclusion (DEI) competencies</b></p> <ul style="list-style-type: none"> <li>a. Ensure shared language, awareness, and practices</li> <li>b. Promote daily behaviors that support DEI values</li> <li>c. Promote a sustained and vibrant communication culture that recognizes and celebrates DEI work and values</li> </ul> <p><b>2. Implement the equity lens across the department</b></p> <ul style="list-style-type: none"> <li>a. Prioritize resources to actively coach and lead sustained efforts of DEI work</li> </ul>   | <ul style="list-style-type: none"> <li>b. Increase use of data to assist in planning and evaluation of our programming, policies, and services</li> </ul> <p><b>3. Increase outreach, engagement, and access with those most impacted by disparities</b></p> <ul style="list-style-type: none"> <li>a. Launch community partnerships program to build capacity to support pandemic recovery and further health equity in communities</li> <li>b. Strengthen partnerships with culturally-specific community-based organizations to build capacity for community-centered interventions</li> </ul> | <ul style="list-style-type: none"> <li>c. Collaborate with communities to develop data use approaches that include community strengths and the root drivers of social equity</li> <li>d. Sustain and increase mobile outreach capacity</li> </ul> <p><b>4. Align with the Lane County Equity Action Plan</b></p>   |
| <p><b>GOAL 2</b><br/>Focus on community health and well-being, especially for those with highest needs</p> | <p><b>1. Develop an integrated approach to health, behavioral health, public safety, and housing insecurity</b></p> <ul style="list-style-type: none"> <li>a. Gain the perspective from those with the highest needs and highest users of the system to make sure the system is serving their needs</li> <li>b. Develop a community stabilization center in partnership with community organizations</li> <li>c. Stabilize housing through investment in permanent supportive housing and outreach efforts</li> </ul> <p><b>2. Support cross-departmental, cross-divisional alignment of resources as well as partner agency involvement</b></p> | <ul style="list-style-type: none"> <li>a. Develop a community-wide care coordination referral system in partnership with community organizations</li> </ul> <p><b>3. Continue to support H&amp;HS Dovetail and build out community health worker and peer support programming across the department</b></p> <p><b>4. Focus on health promotion by providing equitable access to primary, behavioral, and dental health care and comprehensive, evidence-based prevention strategies across the life span</b></p>  | <ul style="list-style-type: none"> <li>a. Increase outreach, engagement, and access with those most impacted by the highest disparities to increase their overall wellbeing</li> </ul> <p><b>5. Protect communities from environmental health threats from climate change through culturally and linguistically responsive public health interventions that support equitable climate adaptation</b></p> <p><b>6. Use the state or community health improvement plan as the basis for collaborative work with partners, align activities and use of resources with the plan priorities</b></p> |
| <p><b>GOAL 3</b><br/>Strengthen a supportive infrastructure</p>  | <p><b>1. Strengthen our inter and intra departmental collaboration and coordination</b></p> <ul style="list-style-type: none"> <li>a. Increase understanding of our individual, Division, and Department roles</li> <li>b. Support operations of the navigation center</li> <li>c. Enhance collaboration across the Department</li> <li>d. Increase communication</li> <li>e. Align with rural outreach strategies</li> <li>f. Support core internal support services in order to deliver high-quality, dependable, and consistent customer service</li> <li>g. Align with the Affordable Housing Action Plan</li> </ul>                         | <p><b>2. Provide staff access to improved resources, tools, and information</b></p> <ul style="list-style-type: none"> <li>a. Simplify processes and systems</li> <li>b. Build awareness and acumen for Quality Improvement among all employees</li> </ul> <p><b>3. Invest in technology efforts that enhance efficiencies</b></p> <ul style="list-style-type: none"> <li>a. Train and empower staff with access to data</li> <li>b. Adopt a data governance strategy</li> <li>c. Implement technology platforms to improve data sharing</li> </ul>   | <p><b>4. Build a culture of preparedness and operational readiness within the Department</b></p> <p><b>5. Develop disaster recovery plans, policies and procedures</b></p> <p><b>6. Align with new grant and contracting processes within the county</b></p>   |
| <p><b>GOAL 4</b><br/>Focus on our people</p>   | <p><b>1. Advance an inclusive, diverse, and equitable workforce in order to shift the culture around equity</b></p> <ul style="list-style-type: none"> <li>a. Hire and retain more diverse staff</li> <li>b. Implement transparent and intentional hiring practices</li> <li>c. Account for structural barriers and biases and honor lived experiences</li> <li>d. Promote multi-cultural and multi-lingual representation</li> </ul>  | <p><b>2. Support opportunities for development through the employment lifecycle in order to retain talent</b></p> <ul style="list-style-type: none"> <li>a. Strengthen orientation and on-boarding program</li> <li>b. Build opportunities for mentoring, job shadowing, on-the-job development, and/or leadership development</li> </ul>   | <p><b>3. Work to mitigate the causes and effects of workplace stress and promote health and well-being in order to increase staff satisfaction and longevity</b></p>   |