

2020-2025

Santa Cruz County Health Services Agency 2025 Strategic Plan



The Santa Cruz County Health Services Agency (HSA) collectively produced its first ever Strategic Plan as a roadmap that leads the department towards a shared vision of health for the community. Implementation of the plan will be guided by a 2-year Operational Plan, which when completed will align with the County of Santa Cruz [Strategic Plan](#) and [Operational Plan](#) timelines. The Santa Cruz County HSA Strategic Plan documents are accessible online at <https://www.santacruzhealth.org/>.

HSA Leadership Team

Mimi Hall, HSA Director

Marcus Pimentel, HSA Assistant Director

Amy Peeler, Chief of Clinic Services

Erik Riera, Director of Behavioral Health

Gail Newel, Health Officer

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Message from the Director

Dear Staff,

Dear Staff, Partners and Community Members,

Guided by its first ever department Strategic Plan, Santa Cruz County Health Services Agency (HSA) has seized the opportunity to strengthen our capacity to improve the health of everyone in Santa Cruz County. At this historic moment in time, as HSA guides our community through the COVID-19 pandemic, we are grateful for the foresight and timing of the 2020-2025 Strategic Plan. It has provided a foundation to guide the department through a pandemic that has widened gaps in our community health systems, impacted public funding for health and human services, and exposed long-standing health inequities in our communities.

Looking forward, the Health Services Agency must be a resilient organization, prepared to respond to the health challenges of tomorrow amidst financial challenges predicted to be more severe than the Great Recession. This plan serves as an organizational roadmap, mobilizing the agency on a path towards achieving its most important priorities.

Recognizing that our work is part of many cross-sector efforts to collectively achieve a healthier community, this effort is inspired by, and is intended to support, the strategic initiatives of the County of Santa Cruz and numerous community partners. Towards that end, ours is an agency plan, focused on bolstering the organization's capacity and effectiveness. It serves as a living document to prioritize and align HSA policies, resources and activities to achieve the Vision of Santa Cruz County as a healthy, safe and thriving community for all. We have developed long term focus areas and goals to be guided by Values such as equity, integrity and compassion, which are the daily inspirations that lead our efforts. The Strategic Plan will guide our decision-making, from developing programs to allocating resources, in a manner that keeps us on course to continuously pursue our Vision and Mission in every area of our work.

My deepest appreciation goes to the HSA workforce, as over 400 of you contributed to the planning process through virtual meetings, workshops, and survey feedback. I am proud to see our collective experience, knowledge and wisdom reflected in the 2020-2025 HSA Strategic Plan and look forward to working with the staff of HSA on its implementation.

Santa Cruz County Health Services Agency (HSA) Strategic Plan

Implementation of the Operational Plan strategies, objectives and key steps are expected to commence at the start of July 2021. We invite you to visit the HSA Strategic Plan website at (<https://www.santacruzhealth.org/HSAHome/HSAMission.aspx>) to view information about the Strategic Plan process.

Respectfully submitted,



Mimi Hall
HSA Director
September 2020

Executive Summary

The Santa Cruz County Health Services Agency (HSA) is guided by the following Vision, Mission, Values, Focus Areas, and Goals.

Vision

Santa Cruz County is a healthy, safe and thriving community for all.

Mission

To promote and ensure a healthy community and environment by providing education, outreach and comprehensive health services in an inclusive and accessible manner.

Values



INTEGRITY: We commit to honesty, accountability, and transparency in all our interactions with the public and our workforce.



QUALITY: Through informed practice, encouragement of innovation, and continuous process improvement, we are dedicated to service excellence in all aspects of our work.



COMPASSION & RESPECT: We interact with others with dignity and humility, believing that all persons have wisdom and gifts to be recognized.



EQUITY & JUSTICE: Our work will be informed by and responsive to the diverse realities, views, and needs of communities such that everyone has the opportunity to attain their highest level of health.



COLLECTIVE IMPACT: We believe that improving health well-being is a shared responsibility and collaboration across HSA divisions and diverse sectors in the community will leverage the resources we need to make a lasting impact.



CAPACITY BUILDING: We build capacity and address social determinants of health by engaging the community in the treatment and health promotion process to promote a culture of safety, empowerment, and healing.



POSITIVITY: We foster joy and enthusiasm in our workplace and the community.

Focus Areas & Goals



FOCUS AREA 1: ORGANIZATIONAL CULTURE

- ▶ **Goal 1.1: Workforce Development:** Create a premiere workplace that fosters an equitable, stable and highly competent workforce.
- ▶ **Goal 1.2: Employee Wellbeing:** Strengthen organizational resiliency by optimizing employee well-being, safety, and quality of life.
- ▶ **Goal 1.3: Reflective Workforce:** Create a workforce that reflects the diversity of the community.



FOCUS AREA 2: OPERATIONAL EXCELLENCE

- ▶ **Goal 2.1: Continuous Process Improvement:** Strengthen systems through continuous process improvements.
- ▶ **Goal 2.2: Financial Resilience:** Create fiscally sustainable systems that support operational services and growth.
- ▶ **Goal 2.3: Equity in Program Resources:** Maximize equity in division and program resources, support and technology.



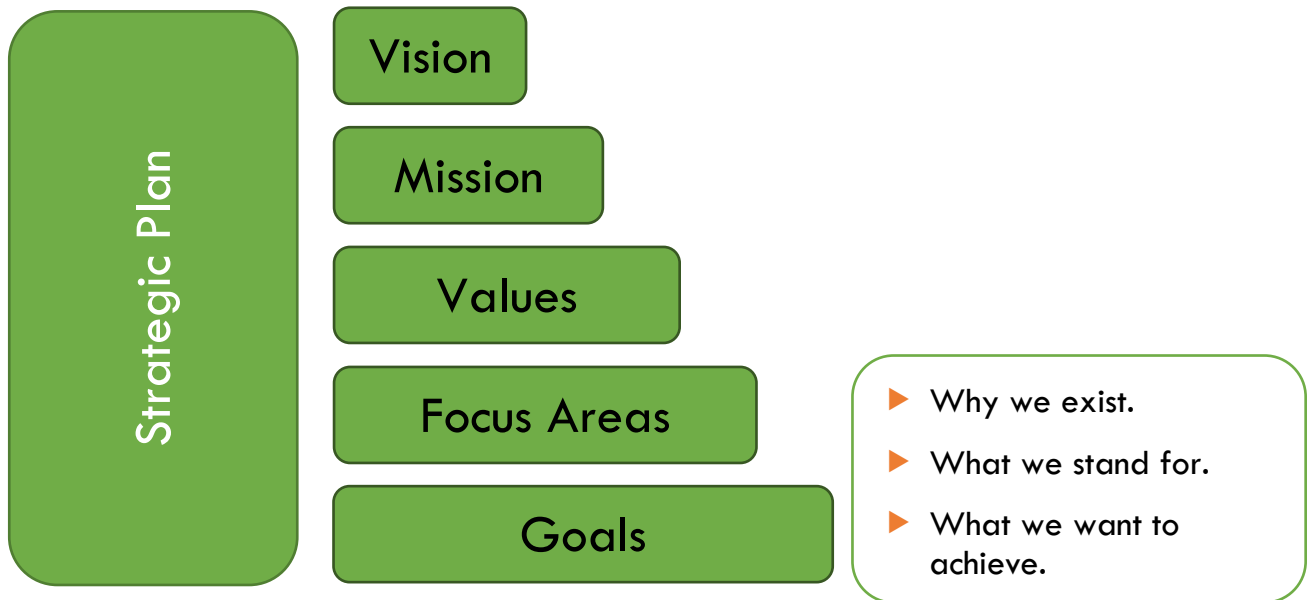
FOCUS AREA 3: COMMUNITY COLLABORATION

- ▶ **Goal 3.1: Public Awareness:** Increase public awareness to empower our community to address key health and environmental issues.
- ▶ **Goal 3.2: Access to Health and Wellbeing:** Maximize access to services to improve health and wellbeing.
- ▶ **Goal 3.3: Promote Equity:** Normalize health equity, resiliency, and environmental stewardship for current and future residents.

Introduction

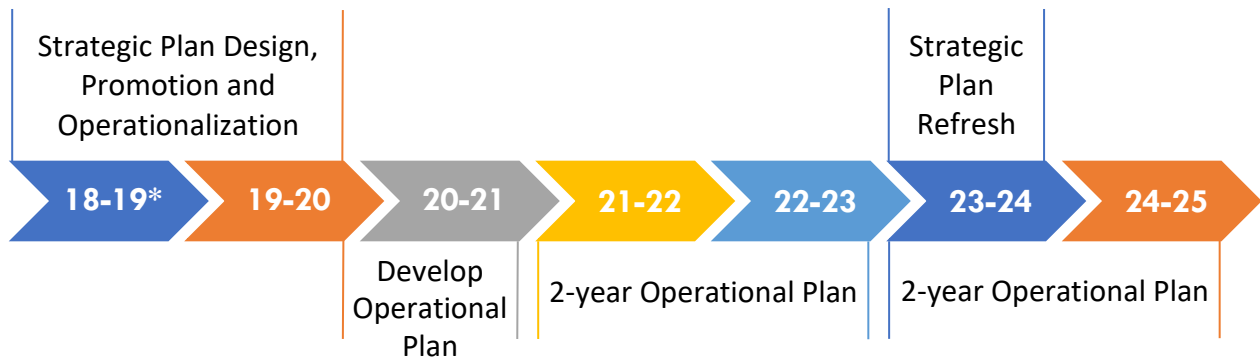
The purpose of the HSA 2025 Strategic Plan is to establish a roadmap for the future of the organization, which includes the agency’s Vision, Mission, Values, Focus Areas, and Goals. This plan will be supported by an agency-wide Operational Plan, which lays out the Strategies, Objectives, and Key Steps for achieving each Goal. The Operational Plan will be revisited every two years, in alignment with the County of Santa Cruz Operational Plan, to make ongoing adjustments based on progress, changing environmental conditions, funding, regulations, and other internal or external forces. (See [Strategic Plan Timeline](#) and [Agency-Wide Operational Plan](#) below).

Strategic Plan Overview



Strategic Plan Timeline

HSA has aligned the Strategic Plan timeline with the County of Santa Cruz Strategic and Operational Plans. This timeline may change dependent on the impact of COVID-19.



**Fiscal Years (July-June)*

About the Santa Cruz County HSA

Santa Cruz County HSA is one of California’s 61 local health jurisdictions. The agency consists of five divisions including, Administration, Behavioral Health, Clinics, Environmental Health, and Public Health. Approximately 611 regular employees work at offices throughout Santa Cruz County, predominantly in Santa Cruz and Watsonville. HSA serves as a community safety net by providing a broad spectrum of services that are intended to protect, improve, and meet the basic needs of health care for low income, uninsured residents who have no other sources of care ([Section 17000 of the California Welfare and Institutions Code](#)). These services are funded by a combination of local, state, and federal categorical and grant funding. The County is governed with local representation from five districts on the Board of Supervisors.

Overview of the Planning Process

HSA contracted Ellis Planning Associates Inc. to conduct an intensive collaborative planning process by engaging staff input equitably across all operations and levels in the activities described below. Our aim was to provide the opportunity for all HSA employees to participate in the planning process to gain diverse knowledge, experiences, and perspectives from a range of staff from different divisions and levels along the way.

Design Team

To coordinate the overall planning process, Ellis Planning Associates Inc. facilitated regular meetings with the HSA Director, the HSA Assistant Director, and the Director of Administrative Services. This team identified HSA needs, resources, and the overall project design, which was intended to maximize opportunities for all staff input into the Strategic Plan.

Leadership Team

The Design Team engaged the HSA Leadership Team in decision-making for the Strategic Plan. The HSA Leadership Team is made up of directors from all five divisions within the agency, including Administration, Behavioral Health, Clinics, Environmental Health, and Public Health. (See [Acknowledgements](#) below).

Needs Assessment

In order to assess the available resources and needs for organizational improvements, data was collected from the following existing strategic plans and a staff survey:

1. Santa Cruz County Strategic Plan (2018-2024) and Santa Cruz County Operational Plan (2019-20 and 2020-2021).
2. Santa Cruz County HSA Behavioral Health Division Mental Health Strategic Plan (parts II. of III.); and Alcohol and Drug Program Strategic Plan (2014-2019).
3. Santa Cruz County HSA Public Health Division Strategic Plan (2018-2023).
4. Santa Cruz County HSA Employee Engagement Survey administered online with 300 employees in August 2018 (SurveyMonkey, Inc.).

(See [Needs for Strategic Planning](#) below and [Appendix A. Santa Cruz County HSA Key findings from Surveys and Plans](#)).

Virtual Meetings

In early March 2019 and November 2019, Ellis Planning Associates Inc. facilitated six virtual meetings (three each) with 370 HSA staff using Adobe Connect, an online training and web-conferencing software. The purposes of the meetings were to offer all staff the opportunity to learn about the planning landscape, ask questions about and provide input into the

process, provide a status update on the progress, and to encourage continued participation in the upcoming strategic planning activities.

Identification of Vision, Mission, and Values

In mid-March 2019, Ellis Planning Associates Inc. facilitated four in-person workshops with 90 staff, representative of all HSA divisions. In these workshops, staff reviewed the needs assessment data and identified four distinct drafts of HSA Visions, Missions, and Values. A variety of collective decision-making workshop methods were used that gave participants the opportunity to reflect individually, in pairs, in small groups, and then as a whole group.

In early April 2019, a survey went out to all staff to provide the opportunity for employees to review and rank the draft Mission, Vision, and Values statements from the workshops (SurveyMonkey, Inc.). Almost half (47%) of all regular employees responded to the survey (n=251). The Leadership Team approved highest-ranked Vision and Mission statements from the survey. For the Values, the Design Team aggregated all the results from each of the workshops into seven final Values statements. (See [Vision, Mission, and Values](#) below and [Appendix B. Mission, Vision, and Values Workshop Outcomes](#)).

Environmental Scan

In late April 2019, a total of 10 virtual focus groups with 60 staff were conducted by Ellis Planning Associates Inc. The data was collected using Adobe Connect, the same online and web-conferencing software used for the virtual meetings (See [Virtual Meetings](#) above). The online platform was designed to be interactive using chat pods and open discussions. The objective of the focus groups was to evaluate the Strengths, Weaknesses, Opportunities, and Threats (SWOT) affecting HSA. The focus groups included 16 open-ended questions, with four questions per SWOT category. The participants were grouped together by staff from HSA programs or divisions, including an Administration group, an Emergency Medical Services/Epidemiology group, an Environmental Health group, two Public Health groups, two Clinics groups, two Behavioral Health groups, and a Leadership group with managers and supervisors. The results of the focus groups were analyzed to identify the key themes related to the health of the organization. (See [Environmental Scan Findings](#) below and [Appendix C. Virtual Focus Group Data and SWOT Analysis](#)).

In late May 2019, Ellis Planning Associates Inc. conducted a second series of three in-person workshops with the same 90 staff who attended the Mission, Vision, and Values workshops

(See [Identification of Mission, Vision, and Values](#) above). In these workshops, staff used the findings from the SWOT analysis to conduct a Force Field Analysis. In the Force Field Analysis, HSA staff identified and prioritized the key driving and restraining force affecting their ability to achieve their vision. (See [Appendix D. Priority Focus Areas Workshop Outcomes](#)).

Identification of Focus Areas

In the same Force Field Analysis workshops in late May 2019, 90 staff participants used the environmental scan findings to identify broad, “bold moves” that would address the restraining forces and drive HSA towards their vision (See [Environmental Scan](#) above). Ellis Planning Associates Inc. aggregated the data from the workshops to identify 11 overarching HSA Focus Areas with a list of associated data that could become potential goals, strategies, or objectives. The Focus Areas data was consolidated into four proposed Focus Areas and seven potential Goals. In August 2019, Ellis Planning Associates Inc. facilitated a virtual meeting with the Leadership Team to gain input into finalizing three agency Focus Areas. (See [Focus Areas](#) below and [Appendix D. Priority Focus Areas Workshop Outcomes](#)).

Identification of Goals

By December 2019, HSA recruited a new group of workshop participants to be reflective of all HSA staff with emphasis on union representation, work location, length of service and divisions. Volunteers were solicited through the November virtual meetings, through division outreach, and HSA wide communication. In mid-December 2019, Ellis Planning Associates Inc. facilitated two Goals and Strategies workshops in North and South County with 60 staff participants. In table groups corresponding with the three agency Focus Areas, HSA staff reviewed the data from the Priority Focus Areas workshops to identify possible Goals. A variety of workshop methods were used, such as individual brainstorming, round robin sharing of ideas and group discussions. After the workshops, Ellis Planning Associates Inc. aggregated and consolidated the Goals for staff review. The Goals were then vetted by the Leadership Team for comprehensiveness and alignment with divisional priorities. See [Goals](#) below and [Appendix E. Goals and Strategies Workshop Outcomes](#)).

Preparation of Operational Action Plan

In February 2020, Ellis Planning Associates Inc. facilitated two Strategies and Broad Objective workshops in North and South County with the same 60 staff participants from December 2019 to begin the development of a two-year operational action plan. In table groups corresponding with the three agency Focus Areas, HSA staff reviewed the data from the Goals and Strategies workshops. A variety of team and interactive workshop methods were used, such as individual brainstorming, round robin sharing of ideas and group discussions. After the workshops, Ellis Planning Associates Inc. aggregated and consolidated the recommendations for review. Prior to the shift into COVID response, the Leadership Team was scheduled to review the Strategic and Broad Objectives to support the roll-out of up to three work groups that would recommend Action Plans that include strategies, SMART objectives, key steps and responsible parties. These work groups would solicit feedback from applicable division and operational leadership across HSA. See [Appendix F. Acton Planning Workshop Outcomes](#)).

Needs for Strategic Planning

To begin the planning process, a review of existing strategic plans and a staff survey identified the need for HSA to develop a new agency-wide Mission, Vision, and Values that incorporates all divisions, as well as establish an operational plan that aligns with the County of Santa Cruz Goals and Objectives. In addition, the review highlighted the opportunity for HSA divisions to develop, update, or revisit their strategic and operational plans to align their priorities with the HSA Strategic Plan. Below is a summary of the findings. (See [Appendix A. Santa Cruz County HSA Key findings from Surveys and Plans](#)).

Existing Strategic Plans

- ▶ The County overall is working under a six-year Strategic Plan (2018-2024) and a two-year Operational Plan (2019-2021), including a Continuous Quality Improvement initiative.
- ▶ The Santa Cruz County HSA has an outdated Mission and Values.
- ▶ Within the Santa Cruz County HSA divisions:

- Public Health currently has a six-year strategic plan (2018-2023).
- Behavioral Health has the first two parts of a three-part strategic plan for Mental Health (2014 and 2015); as well as an Alcohol and Drug Program Strategic Plan that needs to be revisited (2014-2019).
- Clinics is currently developing an Operational Plan that is aligned with the agency Strategic Plan.
- Environmental Health has not conducted any strategic planning.
- Of those divisions that have done planning, they have each identified separate priority needs and goals.

Employee Engagement Survey

In August 2018, the new HSA Director administered an employee engagement survey to get a pulse on the agency and check-in with staff (SurveyMonkey, Inc.). Of staff surveyed, 81% were familiar with HSA's Mission and Goals (n=291). With regards to mission and goals, some of the relevant themes from the survey were:

- ▶ Divisions have their individual missions and goals. Opportunities to collaborate across divisions would be welcome.
- ▶ The mission and goals should reflect all divisions. HSA mission and goals tend to reflect health and health care more strongly than the regulatory goals of the Environmental Health division.
- ▶ Having clear goals may improve our operations and increase capacity for administrative supports.
- ▶ Greater understanding of common goals to serve the community might help change the culture so that operations and administration are more supportive of programmatic work.
- ▶ HSA could benefit from stronger branding of the mission and goals.

Strategic Planning Results

Vision, Mission, and Values

HSA created and is now guided by the following new Vision, Mission, and Values. Our vision is our best imaginable future. Our mission is our core purpose, the needs we exist to fill, our unique role, and how we do it. Our values are a set of guiding principles, beliefs, and underlying assumptions that guide our work. (See [Appendix B. Mission, Vision, and Values Workshop Outcomes](#)).

Vision



Santa Cruz County is a healthy, safe and thriving community for all.

Mission



To promote and ensure a healthy community and environment by providing education, outreach and comprehensive health services in an inclusive and accessible manner.

Values

	<p>INTEGRITY</p> <p>We commit to honesty, accountability, and transparency in all our interactions with the public and our workforce.</p>
	<p>QUALITY</p> <p>Through informed practice, encouragement of innovation, and continuous process improvement, we are dedicated to service excellence in all aspects of our work.</p>
	<p>COMPASSION & RESPECT</p> <p>We interact with others with dignity and humility, believing that all persons have wisdom and gifts to be recognized.</p>
	<p>EQUITY & JUSTICE</p> <p>Our work will be informed by and responsive to the diverse realities, views, and needs of communities such that everyone has the opportunity to attain their highest level of health.</p>
	<p>COLLECTIVE IMPACT</p> <p>We believe that improving health well-being is a shared responsibility and collaboration across HSA divisions and diverse sectors in the community will leverage the resources we need to make a lasting impact.</p>
	<p>CAPACITY BUILDING</p> <p>We build capacity and address social determinants of health by engaging the community in the treatment and health promotion process to promote a culture of safety, empowerment, and healing.</p>
	<p>POSITIVITY</p> <p>We foster joy and enthusiasm in our workplace and the community.</p>

Environmental Scan Findings

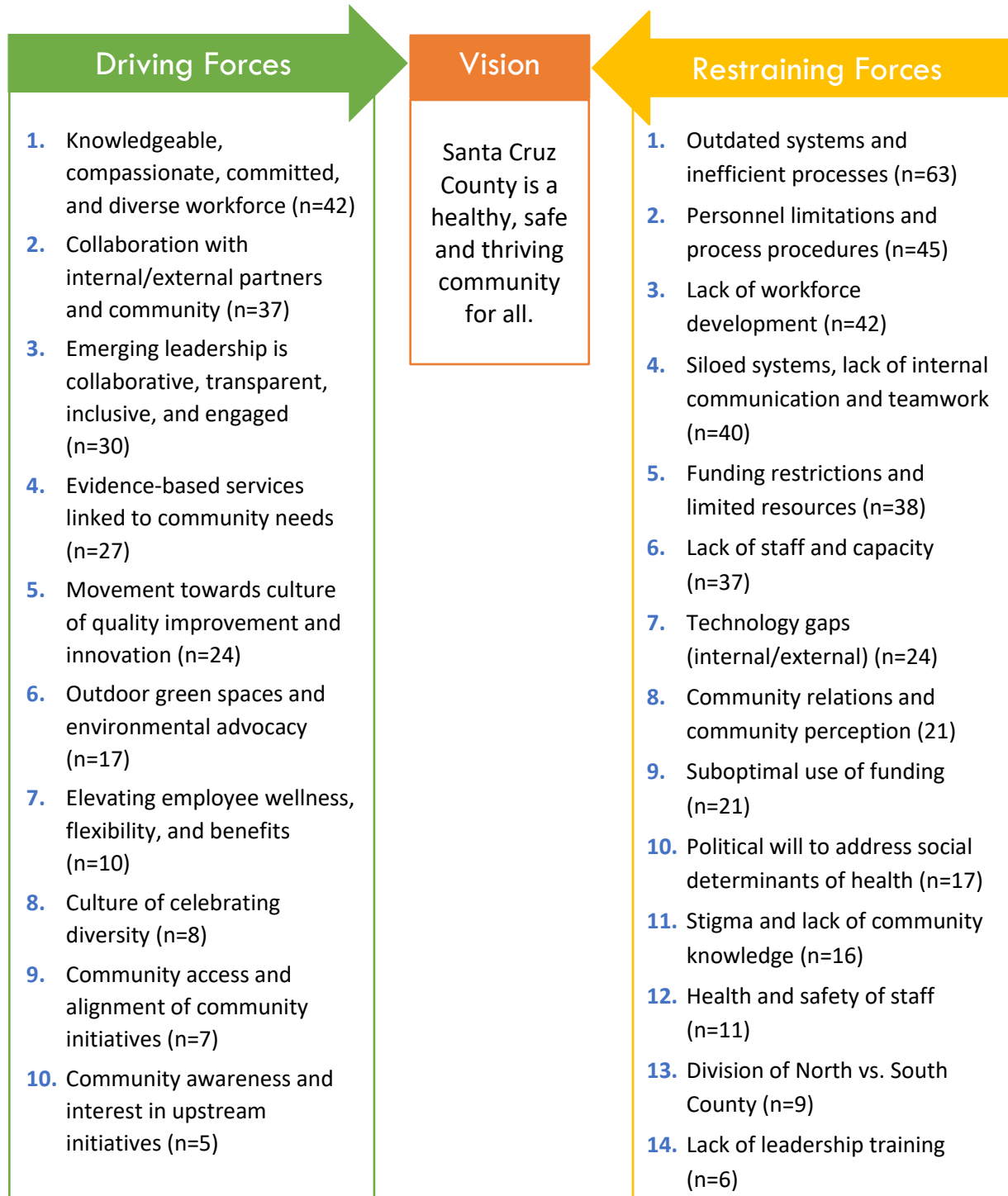
Strengths, Weaknesses, Opportunities, and Threats

In 10 virtual focus groups, HSA staff identified and prioritized the key internal Strengths and Weaknesses, and external Opportunities and Threats (SWOT) affecting the agency (listed in the chart below in priority order). (See [Appendix C. Virtual Focus Group Data and SWOT Analysis](#) for detailed results of the SWOT Analysis).

<p>S</p> <p>Strengths</p>	<p>W</p> <p>Weaknesses</p>	<p>O</p> <p>Opportunities</p>	<p>T</p> <p>Threats</p>
<p>Strong Leadership (n=78)</p>	<p>Lack of internal collaboration and communication (n=57)</p>	<p>Engage at local level (n=50)</p>	<p>Staffing Shortages (n=26)</p>
<p>Experienced and dedicated staff (n=43)</p>	<p>Suboptimal organizational processes (n=55)</p>	<p>Integrated models of care (n=15)</p>	<p>Growing population needs (n=22)</p>
<p>Comprehensive and quality services (n=42)</p>	<p>Insufficient staff and inefficient hiring processes (n=48)</p>	<p>Funding Opportunities (n=10)</p>	<p>Political climate (n=22)</p>
<p>Range of partnerships and collaboration (n=23)</p>	<p>Poor public awareness and perception of HSA (n=27)</p>	<p>Health IT and data use (n=10)</p>	<p>Stigma and community health knowledge (n=19)</p>
<p>Organizational adaptability (n=19)</p>	<p>Insufficient staff Training (n=18)</p>	<p>Regional Approaches (n=6)</p>	<p>Lack of funding (n=14)</p>
	<p>Insufficient IT resources (n=15)</p>		

Driving and Restraining Forces

Equipped with the SWOT findings, HSA staff identified and prioritized the following key driving and restraining forces affecting our ability to achieve our vision (listed in priority order) (See [Appendix D. Priority Focus Area Workshop Outcomes](#)).

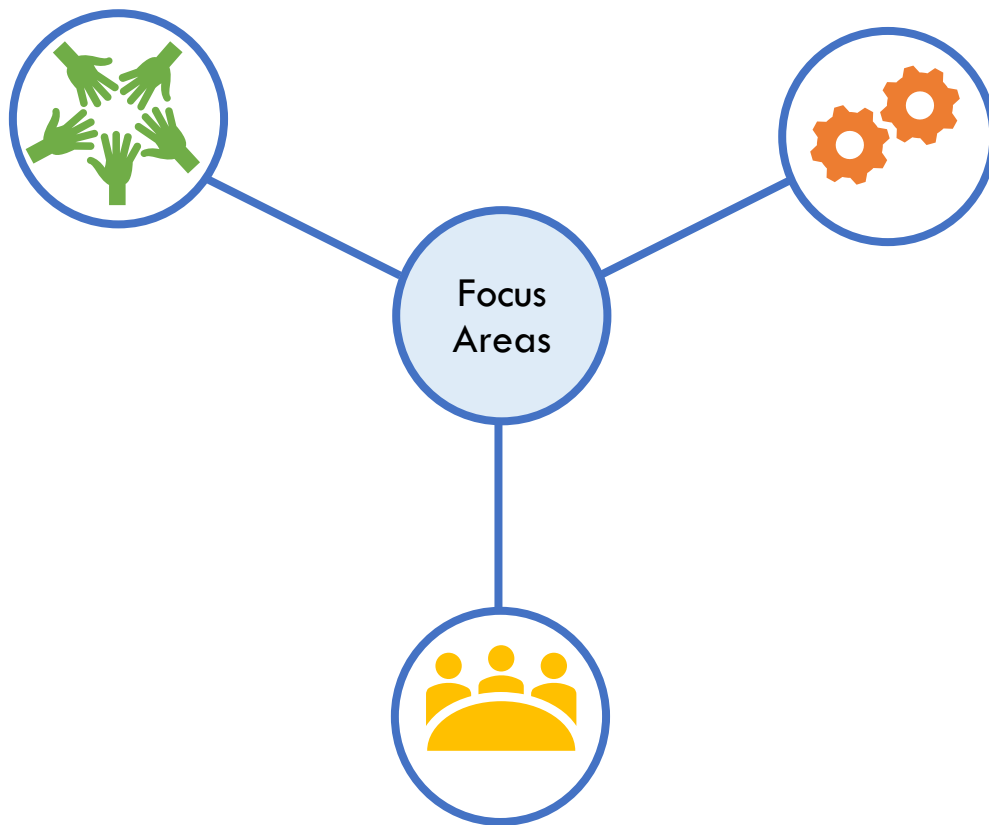


Focus Areas

The Santa Cruz County HSA staff identified the following three Focus Areas that would draw on the driving forces and address the restraining forces to achieve our vision. (See [Appendix D. Priority Focus Areas Workshop Outcomes](#)).

Focus Area 1: Organizational Culture

Focus Area 2: Operational Excellence



Focus Area 3: Community Collaboration

Focus Areas Descriptions

HSA Leadership compiled all HSA staff input from the workshops and existing agency and county-wide plans to describe the 3 HSA Focus Areas on the next page.



FOCUS AREA 1: ORGANIZATIONAL CULTURE

A supportive organizational culture provides the social and psychological conditions that optimize employee health, safety, and well-being. This can involve supporting employees' growth and development; setting realistic and balanced team workloads; and intentionally building positive, equitable relationships between staff, their work, and the agency. When HSA has a supportive culture, employees are more likely to be engaged, empowered and perform at their natural best which will enhance service delivery, product quality and overall organizational performance.



FOCUS AREA 2: OPERATIONAL EXCELLENCE

Operational excellence is a workplace where every person at every level of the organization is effectively working together with a clear purpose towards our common vision. Operational excellence involves teamwork and collaborative problem-solving among every person at every level of the organization; as well as leaders who are willing to seek input, listen and learn to continuously improve the processes, systems, and structures within the agency. Appreciating every individual's contribution to the whole agency's success is critical, as every role within the agency brings value to the client and/or communities we serve. Through operational excellence, we create a safe and open environment for the flow of information, ideas and improvements throughout the agency.



FOCUS AREA 3: COMMUNITY COLLABORATION

By collaborating to promote community health and wellness, we work together with employees, clients, partners, suppliers, and the community to create a healthy, safe and thriving place for people to live, work and play. Through county-wide collaboration and integrated care, we can support a wide spectrum of policies, programs, and services that address both social determinants of health and the immediate needs of the communities we serve. We do this through a lens of health equity, trauma-informed care, and by creating a sustainable environment. By collaborating to promote community health and wellness, we share the responsibility to leverage the resources needed to make a lasting impact.

Goals

The Santa Cruz County HSA staff identified the following three Goals per agency Focus Area. Goals are broad statements about our long-term expectations or outcomes. (See [Appendix E. Goals and Strategies Workshop Outcomes](#)).



FOCUS AREA 1: ORGANIZATIONAL CULTURE

GOAL 1.1 WORKFORCE DEVELOPMENT

Create a premiere workplace that fosters an equitable, stable and highly competent workforce.

GOAL 1.2 EMPLOYEE WELLBEING

Strengthen organizational resiliency by optimizing employee well-being, safety and quality of life.

GOAL 1.3 REFLECTIVE WORKFORCE

Create a workforce that reflects the diversity of the community at all levels



FOCUS AREA 2: OPERATIONAL EXCELLENCE

GOAL 2.1 CONTINUOUS PROCESS IMPROVEMENT

Strengthen systems through continuous process improvements.

GOAL 2.2 FINANCIAL RESILIENCE

Create fiscally sustainable systems that support operational services and growth.

GOAL 2.3 EQUITY IN PROGRAM RESOURCES

Maximize equity in division and program resources, support and technology.



FOCUS AREA 3: COMMUNITY COLLABORATION

GOAL 3.1 PUBLIC AWARENESS

Increase public awareness to empower our community to address key health and environmental issues.

GOAL 3.2 ACCESS TO HEALTH AND WELLBEING

Maximize access to services to improve health and wellbeing.

GOAL 3.3 PROMOTE EQUITY

Normalize health equity, resiliency and environmental stewardship for current and future residents.

Implementation

Agency-Wide Operational Plan

The Strategic Plan will be supported across all HSA through a two-year operational plan and supported by targeted efforts to develop the workforce to improve services to the community. The first agency-wide Operational Plan will be developed in fiscal year 2020-2021 and will cover fiscal years 2021-2022 and 2022-2023, and will include strategies, objectives, and key steps for achieving each Goal (See [Strategic Plan Timeline](#) above and [Appendix F. Acton Planning Workshop Outcomes](#)). The objectives will provide specific, measurable, attainable, relevant and timely (SMART) actions that work towards the HSA Goals (See [Goals](#) above). The Key Steps represent activities and tactics necessary to achieve each objective.

Division Operational Plans

All HSA divisions shall develop, update, or revisit their strategic and operational plans to ensure that they have aligned their plans with the agency's Strategic Plan. In addition to operational plans, each division can have their own Mission Statements that are unique to their core purpose.

Glossary of Terms

The following Strategic Planning terms and definitions have been aligned with the County of Santa Cruz Strategic and Operational Plans.

Terms	Definition
Strategic Plan	Establishes why we exist, what we stand for, and what we want to achieve (can also be referred to as a “Strategic Framework”).
Operational Plan	Establishes what we will do and how we will do it (can also be referred to as an “Implementation Plan”).
Vision	Futuristic view regarding our ideal state or conditions that we aspire to change or create.
Mission	Our core purpose; what we do and why.
Values	The principles, beliefs and underlying assumptions that guide our work.
Focus Areas	Broad directions or proposals that catalyze movement towards our Vision.
Goals	Broad statements about our long-term expectations or outcomes for each Focus Area.
Strategies	Approaches for achieving our Goals.
Objectives	Specific, Measurable, Attainable, Relevant and Timebound (SMART) actions that work towards our Goals and Strategies.
Key Steps	Tactics or activities necessary to achieve each objective.

Acknowledgements

The development of this Strategic Plan would not have been possible without the direction and ongoing engagement from Santa Cruz County HSA leadership; over 400 HSA staff who participated in workshops, focus groups, and surveys; and research and facilitation services from Ellis Planning Associates Inc. We would like to especially thank the following people who provided their time, wisdom, and experience to the development of this Strategic Plan document.

HSA Leadership

- ▶ Mimi Hall, HSA Director
- ▶ Marcus Pimentel, HSA Assistant Director
- ▶ Jessica Randolph, Director of Administrative Services
- ▶ Jennifer Herrera, Chief of Public Health
- ▶ Amy Peeler, Chief of Clinic Services
- ▶ Erik Riera, Director of Behavioral Health
- ▶ Dr. Gail Newel, Health Officer
- ▶ Marilyn Underwood, Director of Environmental Health

HSA Other Leaders

- ▶ Christine Williams, Chief of Fiscal Services
- ▶ Leslie Scanagatta, Senior Personnel Analyst
- ▶ Vanessa de la Cruz, Chief of Psychiatry (former)
- ▶ Tyler Evans, Medical Director (former)
- ▶ Arnold Leff, Health Officer (former)

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