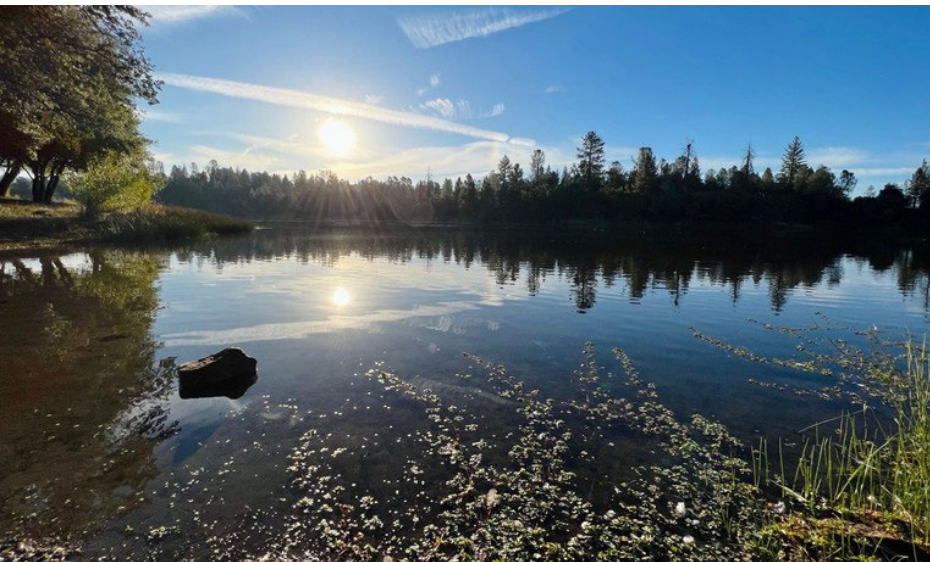




**HEALTH AND HUMAN  
SERVICES AGENCY  
EL DORADO COUNTY**

*Transforming Lives and Improving Futures*

# 2024 STRATEGIC PLAN



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## 2024 STRATEGIC PLAN

<b>Our History</b>	<b>3</b>
<b>About El Dorado County</b>	<b>4</b>
<b>Executive Summary</b>	<b>5-6</b>
<b>Core Services</b>	<b>7</b>
<b>Community Input</b>	<b>8</b>
<b>Our Mission &amp; Vision</b>	<b>9</b>
<b>Our Values</b>	<b>10</b>
<b>Strategic Focus Areas</b>	<b>11</b>
<b>Workforce Development and Retention &amp; Capacity</b>	<b>12</b>
<b>Social Marketing and Branding</b>	<b>13</b>
<b>Service Expansion, Enhancement &amp; Integration</b>	<b>14</b>
<b>Quality Improvement &amp; Performance Management</b>	<b>15</b>
<b>Data Sharing &amp; Information Technology</b>	<b>16</b>
<b>Photo Credits</b>	<b>17</b>

# Message

## from the Director



El Dorado County is an extraordinary place to be. The Health and Human Services Agency prides itself on providing services to our community so that everyone has the opportunity to experience an exceptional quality of life in this unique place that I am grateful to call home.

**In 2023, the Health and Human Services Agency embarked on a journey to redefine our identity.** We began by diving into candid conversations around our mission, values, and priorities and developed an Agency logo to visually unify our work. Next, we solicited information from staff, the community and stakeholders to develop our Strategic Plan which will serve as a beacon, guiding our work over the next three to five years. The foundational role of the Health and Human Services Agency is to provide core services, many of which are mandated by the State of California. That being said, it is important that we also meet the unique needs of our community through discretionary programs and maintain the capacity to achieve aspirational ideals while being fiscally responsible. We believe our strategic plan provides room for innovation which will allow us to creatively redefine our service delivery model and strategically leverage funding to better serve our community. Our residents will be best served by a valued and thriving workforce that finds satisfaction and meaning in the daily context of our service. The word "unified" keeps surfacing as we pledge to break down internal and external silos, driven by the desire to serve our community.

**This Strategic Plan contains five strategic areas of focus which will drive our work for the coming years: Workforce Development, Retention and Capacity Building; Social Marketing and Branding; Service Expansion, Enhancement and Integration; Quality Improvement and Performance Management; and Data Sharing and Information Technology.** Recognizing there is never enough time or money to do everything we want to; we will balance investment in these focus areas along with state and federal mandates which encompass a large majority of our workload.

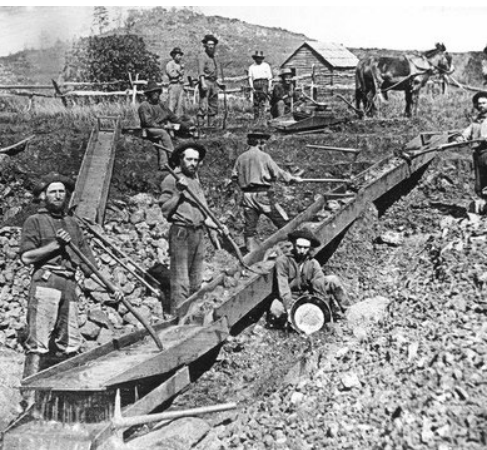
I would like to personally thank all those who contributed to making sure our Strategic Plan represents staff, the community, and our stakeholders as it will guide our efforts on behalf of the people we have the privilege to serve.

Olivia Byron-Cooper, MPH

Director

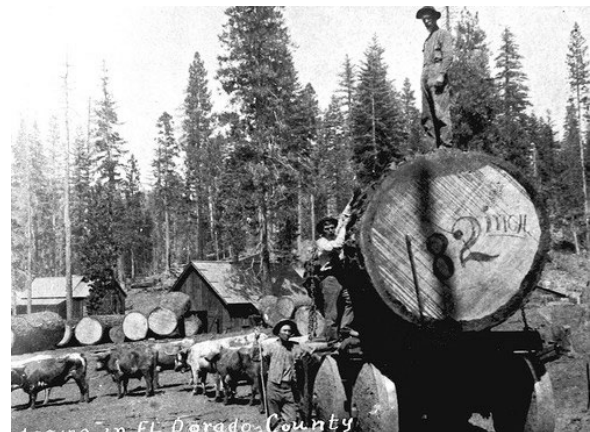
# Our History

(Credit: El Dorado County's Strategic Plan)



**El Dorado County is a tapestry of rich history.** Our County is the traditional homeland of the Nisenan, Maidu, Miwok and Washoe tribes that lived in the foothills of the High Sierras and whose influence continues today.

**Our history has also been immortalized by the remnants, bounty, and legacy of the California Gold Rush.** In 1839, a German-born Swiss businessman named Johann August Sutter founded a settlement at the confluence of the Sacramento and American River after obtaining a land grant from the Mexican Governor. By the early 1840's, the first organized settlers began arriving. In 1846, Sutter contracted with James Marshall to establish a sawmill on the American River in Coloma to support the growing region. When flakes of gold were found in 1848, the world forever changed as the Gold Rush sparked the largest mass migration in United States history. When California became a state in 1850, El Dorado County was established as one of the original 27 counties. Known as the heart of the Mother Lode, our name, *"the Gilded One"*, reflects our affluent origins and golden past.





# About El Dorado County

(Credit: El Dorado County's Strategic Plan)

**El Dorado County is now home to 191,185 residents, according to the 2020 census.**

Located in the northeastern part of California, El Dorado County encompasses over 1,700 square miles and roughly 73% of our land mass is part of the Eldorado National Forest. From outdoor adventures on Lake Tahoe, the American River or the Desolation Wilderness to the wine regions and family farms of Apple Hill, El Dorado County offers an array of unique experiences.

**El Dorado County is governed by five elected County Supervisors who serve as the legislative and executive body, providing policy direction for county government.** The Board of Supervisors hire the County Administrative Officer and County Counsel who, in turn, assemble an executive team of appointed Department Heads to manage day-to-day operations and services as well as discharging federal and state mandates, along with the other elected county officials.

**While El Dorado County was forged on a golden past, our future is ripe with opportunity.**

We are proud of our rural, historic roots and are committed to value, honor, and protect that heritage. As guardians of our county, we are proud that the entrepreneurial spirit of the California Gold Rush is shining bright.

With our diverse landscape, abundant recreational opportunities, quaint historic hometowns, rich agricultural regions and thriving business sectors, El Dorado County is the ideal location to visit and to call home.

# Executive Summary



*This Executive Summary provides a concise overview of The Health and Human Services Agency's (HHS) Strategic Plan which has been refreshed to focus on five critical areas: Workforce Development, Retention and Capacity Building; Social Marketing and Branding; Service Expansion, Enhancement and Integration; Quality Improvement and Performance Management; and Data Sharing and Information Technology.*

## **WORKFORCE DEVELOPMENT, RETENTION AND CAPACITY BUILDING:**

Recognizing the essential role of a skilled and motivated workforce, we are dedicated to becoming an employer of choice by attracting, developing, and retaining a diverse, empowered, effective, and talented team. Initiatives focus on improving opportunities for leadership trainings, creating an adaptable hiring structure with effective on-boarding, and developing intern and academic field placement opportunities.

## **SOCIAL MARKETING AND BRANDING OF THE AGENCY:**

The Health and Human Services Agency is almost 800 employees strong with diverse programs operated out of six divisions. We recognize the importance of consistent, easy to find, understandable messaging and seamless integration of programming in order to unify our work, build trust, and improve health outcomes. Initiatives focus on branding, an engaged and responsive Social Media presence, development of marketing material, development of standardized communication protocols, and a shared community outreach calendar.

## **SERVICE EXPANSION, ENHANCEMENT AND INTEGRATION:**

It is our goal to continuously evaluate and adapt our programs to better address the health and well-being of our community. We will work to create shared opportunities to meet community needs both within HHS and across our community partners by identifying opportunities to establish satellite and integrated service delivery.

# Executive Summary Cont.

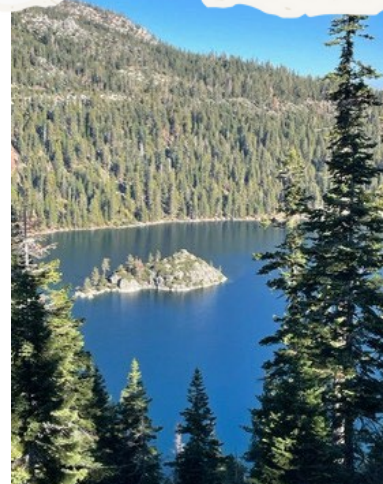


## **QUALITY IMPROVEMENT AND PERFORMANCE MANAGEMENT:**

Health and human services agencies across the State are being asked to do more with less. It is imperative that the delivery of our programs and services yield concrete and meaningful results and that we focus our attention and energy on work which will directly improve the lives of individuals, families and the communities we serve. We will work to create a system where employees are empowered to identify problems, propose solutions, and participate in improvement efforts for the betterment of the Agency.

## **DATA SHARING AND INFORMATION TECHNOLOGY:**

In order for us to understand the impact of our programs and opportunities to improve our service delivery we need access to meaningful data. To this end, we plan to develop an intra Agency data sharing agreement along with custom data reports and dashboards to help inform our work. In addition, we will explore cross-sector care coordination software platforms and evaluate the benefit of implementation for improved client service delivery.





# Core Services

Health and Human Services Agencies across the State of California are responsible for operating ever changing programs mandated by law and we continually evolve and re-prioritize our service approach to meet this obligation. Approximately 50% of Agency services provided annually are legally required by the State, with the remaining services not necessarily mandated but necessary to protect the public and provide support for local initiatives. In total, funds in excess of \$224 million dollars must be managed effectively to provide accountability for service delivery to local and state taxpayers.

In the development of El Dorado County’s Health and Human Services Agency 2024 Strategic Plan Update, we attempted to achieve a balance between mandated services and priorities that serves our population, while allowing for a “future- focused” approach that proactively meets the needs of our communities.

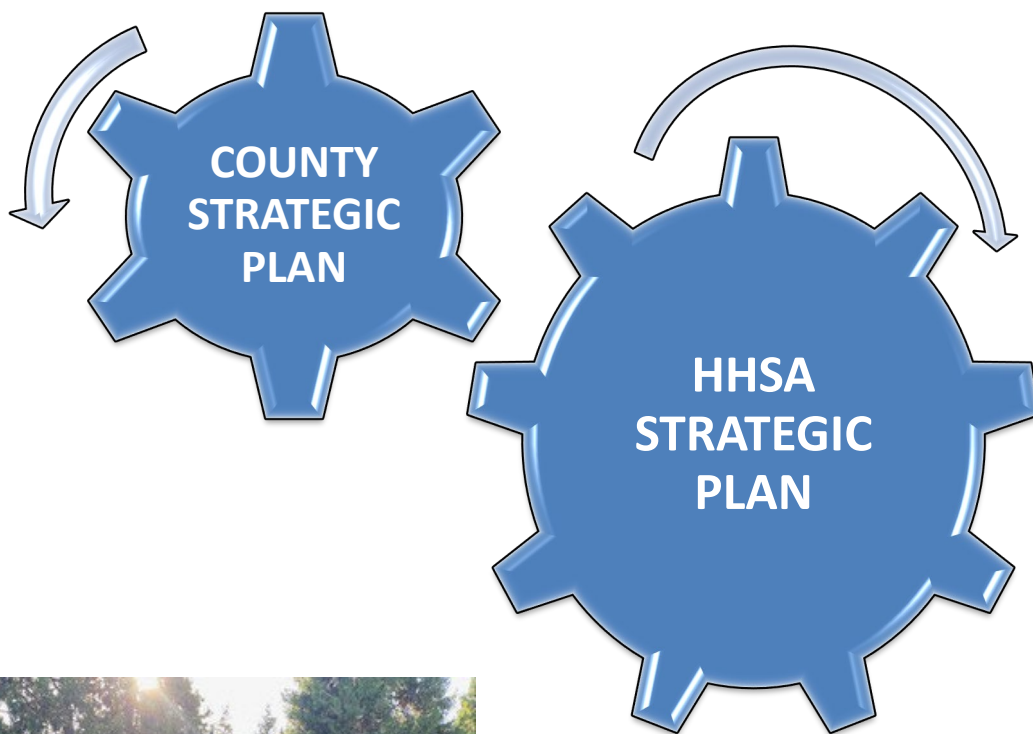




# Staff, Community and Stakeholder Input

It was critical to engage our staff, residents, and partners to make sure this strategic plan is reflective of their needs, values, and priorities. Public workshops, key interviews, a SWOT analysis, and surveys were used to ensure a broad perspective informed our Strategic Plan. Common themes emerged through our engagement process. Including a desire to prioritize collaboration, integration, expanded service deliver and long-term solutions to homelessness. Above all, El Dorado County encouraged us to listen, keep our promises, communicate transparently, reduce employee turnover, and maintain a solution focused culture.

In addition, it was important to us that our Agency Strategic Plan complement our 2024 County Strategic Plan. Our strategic focus areas dove tail nicely into the priorities set forth in the County Strategic Plan. This allows us to leverage the work being done in the Health and Human Services Agency to assist the County in achieving identified goals.





## OUR MISSION

Unified in building a stronger, safer, and healthier community

## OUR VISION

Transforming lives and improving futures

# OUR VALUES

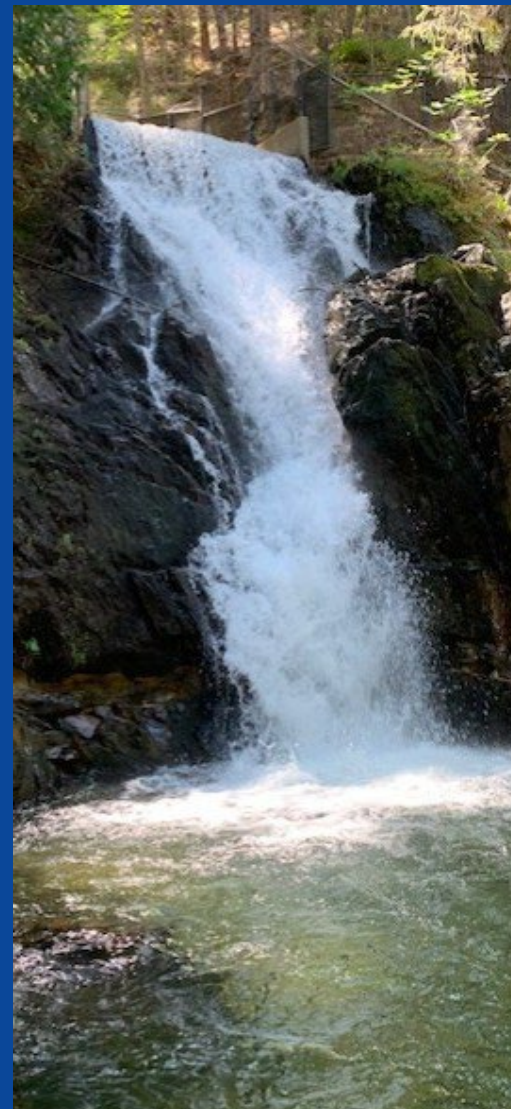
**INTEGRITY:** We are responsible for our actions and accountable to our citizens, workforce and stakeholders.

**COLLABORATION:** We engage, communicate, and connect to achieve the best possible outcomes together (external and internal).

**TRANSPARENCY:** We recognize the importance of sharing information freely in order to build and maintain trust.

**RESPECT:** We foster an environment where respect is paramount in creating a culture where employees feel valued, supported and empowered.

**ACCOUNTABILITY:** We take responsibility for our actions, decisions and performance and are empowered to expect the same from our coworkers.



# STRATEGIC FOCUS AREAS



**WORKFORCE  
DEVELOPMENT,  
RETENTION AND  
CAPACITY BUILDING**

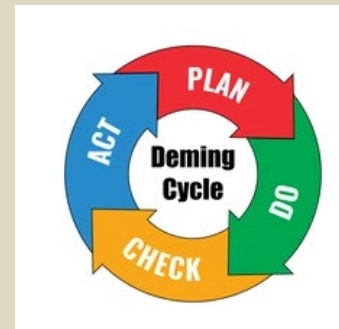


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**SOCIAL  
MARKETING AND  
BRANDING**



**SERVICE EXPANSION,  
ENHANCEMENT, AND  
INTEGRATION**



**QUALITY  
IMPROVEMENT AND  
PERFORMANCE  
MANAGEMENT**



**DATA SHARING AND  
INFORMATION  
TECHNOLOGY**



# WORKFORCE DEVELOPMENT, RETENTION AND CAPACITY BUILDING

<b>Area of Focus:</b>	<b>Workforce Development, Retention and Capacity Building</b>
Outcome Goal: To be an employer of choice by attracting, developing, and retaining a diverse, empowered, effective, and talented team.	
<b>Objective #1:</b>	Develop an Agency wide training and development program that provides employees with the skills to effectively do their job and fosters successful internal promotion.
<b>Objective #2:</b>	Create an effective onboarding for new and promotional hires to meet workforce demands.
<b>Objective #3:</b>	Cultivate an employee engagement system of clear communication, standardized evaluations, and a culture of transparent bidirectional feedback across the Agency to promote an engaged, empowered, and high-performing workforce.
<b>Objective #4:</b>	Develop and maintain or expand intern and academic field placement opportunities with academic institutions to improve access to Health and Human Services Career Pathways.



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# SOCIAL MARKETING AND BRANDING

<b>Area of Focus:</b>	<b>Social Marketing and Branding of the Agency</b>
Outcome Goal: To provide a consistent communication and brand experience for our communities and the people we serve in order to unify our work, build trust, and improve health outcomes.	
<b>Objective #1:</b>	Develop standardized administrative materials (PowerPoint background, meeting agenda/minute templates, memo templates, etc.) utilizing the new Agency logo along with use parameters.
<b>Objective #2:</b>	Create an engaged and responsive Social Media presence by identifying ownership, developing Agency-wide procedures, workflows and monitoring systems.
<b>Objective #3:</b>	Develop marketing material for the Agency including but not limited to: reports, brochures, a process for keeping our website up to date, etc. to promote a unified Agency.
<b>Objective #4:</b>	Develop standardized communications etiquette protocols (email, text, video, telephone) to improve positive relationships with Agency staff, vendors and clients.
<b>Objective #5:</b>	Develop shared calendar of community outreach, engagement, and marketing event opportunities to promote increased event attendance and inter-Agency participation.



# SERVICE EXPANSION, ENHANCEMENT AND INTEGRATION

<b>Area of Focus:</b>	<b>Service Expansion, Enhancement and Integration</b>
Outcome Goal: To focus on the needs of the people we serve by (1) continuously evaluating and adapting our programs to better address the health and well-being of our community, and (2) creating shared opportunities to meet community needs—both within HHSA and across our community partners.	
<b>Objective #1:</b>	Identify gaps in service delivery and establish integrated mobile/satellite services in areas of need (rural communities, Justice Involved, Skyline Village)
<b>Objective #2:</b>	Map eligibility and referral processes for intra-Agency services and resources
<b>Objective #3:</b>	Establish ongoing Agency Manager and Supervisor meetings
<b>Objective #4:</b>	Establish an annual All Staff meeting
<b>Objective #5:</b>	Develop and post Agency Disaster Response Plans/resources
<b>Objective #6:</b>	Integrate SUDS and Mental Health services through policy and procedure development and colocation of staff and services
<b>Objective #7:</b>	Evaluate untapped funding opportunities designed to support integrated service delivery and disaster response. Identify ways to use funding to support a truly integrated Agency
<b>Objective #8:</b>	Identify gaps in embedded staffing across internal HHSA Divisions and work to fill them to intentionally improve service access to shared client populations
<b>Objective #9:</b>	Design floorplan and transition staff into new SLT Building



# QUALITY IMPROVEMENT AND PERFORMANCE MANAGEMENT

<b>Area of Focus:</b>	<b>Quality Improvement and Performance Management</b>
Outcome Goal: To ensure the delivery of our programs and services yield concrete and meaningful results by focusing our attention and energy on work which will directly improve the lives of individuals, families, and communities we serve.	
<b>Objective #1:</b>	Create a system where employees are empowered to identify problems, propose solutions, and participate in improvement efforts.
<b>Objective #2:</b>	Develop Standardized Policies and Procedures easily accessed by staff and create a mechanism to keep updated and archive
<b>Objective #3:</b>	Standardize Commission/Committees Meetings, Agendas, By-Laws, etc.
<b>Objective #4:</b>	Develop and implement Agency-wide Compliance tracking and monitoring to support process improvement and reduce Agency risk.
<b>Objective #5:</b>	Map out fiscal/administrative processes from start to finish and evaluate opportunities to streamline and improve. Once process is determined, document and post on SharePoint site.



# DATA SHARING AND INFORMATION TECHNOLOGY



<b>Area of Focus:</b>	<b>Data Sharing and Information Technology</b>
Outcome Goal: To leverage and share data to better understand the current conditions in our communities, the impact of our existing programs and the opportunities to improve our service delivery.	
<b>Objective #1:</b>	Identify funding and establish a contract to develop an intra Agency data sharing agreement, evaluate existing data sources, develop an electronic data sharing process, and custom data reports and dashboards.
<b>Objective #2:</b>	Research and identify cross-sector care coordination software platforms and evaluate benefit of implementation for improved client service delivery.
<b>Objective #3:</b>	Explore opportunities for predictive analytics and machine learning opportunities to improve client care.
<b>Objective #4:</b>	Develop Agency-wide Key Performance Indicator dashboard to support active engagement in process improvement.

# Photo Credits

*Many thanks to our El Dorado County staff who submitted photos of this incredible place we call home. Your artistic vision has given us a glimpse of what makes our County compelling, historic and special, and has contributed greatly to the development of this Strategic Plan.*

## **PHOTO CREDIT**

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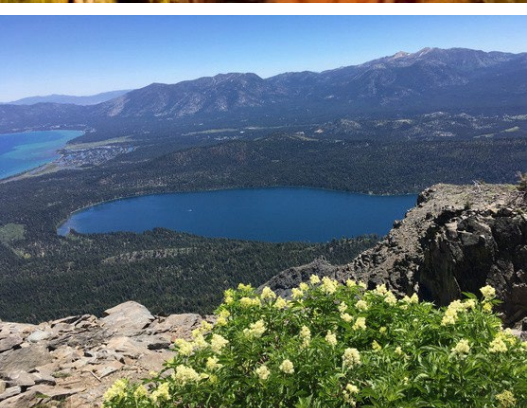
Kim Smith

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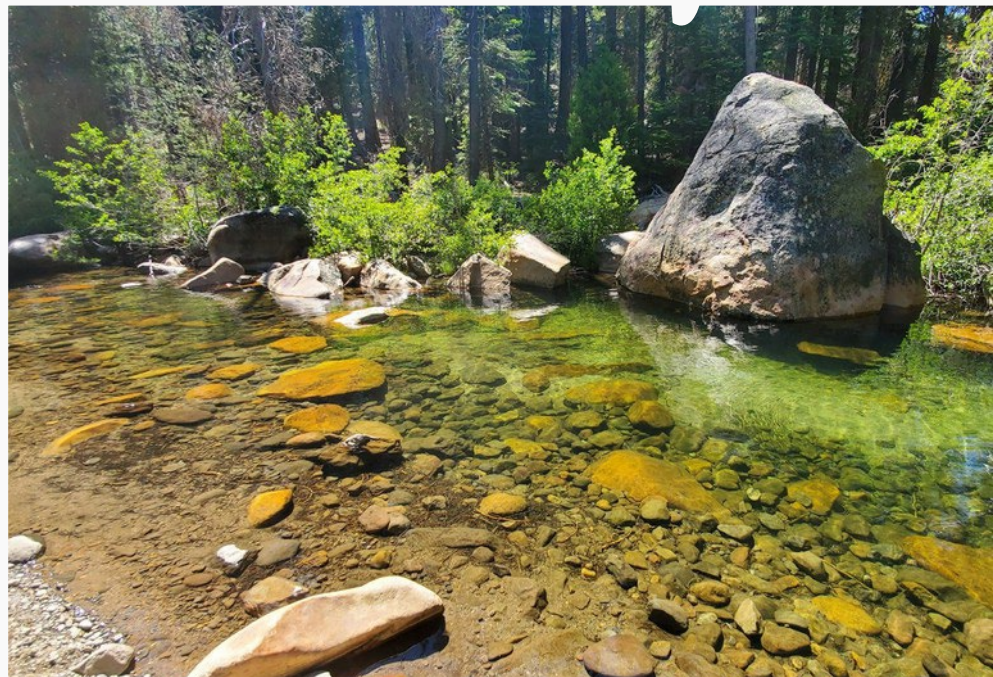
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# El Dorado County



“Exceptional quality of life with a strong sense of community, rural character, managed growth, and opportunity for all.”