Dear Colleagues,

Thank you for your amazing work over the past year. Our community and partners joined together to help Pima County address our ongoing needs as well as provide a robust pandemic response. Community members assisted Pima County Health Department with the Community Health Needs Assessment (CHNA), helping identify the most pressing health issues that are facing our community. Four health priority areas were identified:

- Behavioral and Mental health
- Substance Use Disorder
- Access to Care
- Social Determinants of Health, particularly poverty, transportation, and the built environment

Understanding the community’s health concerns is a foundational part of charting our path to become the healthiest county in the nation. We recently underwent our Strategic Planning process to chart our future. The HD staff worked together to make sure that our department continues to align resources to achieve our vision and mission, focusing on five strategic priorities:

1. Communication and Transparency
2. Community Partnerships
3. Health Equity
4. Innovative Models
5. Recovery and Resiliency

With the stretch goal of becoming the healthiest county in the nation, we have set in motion a variety of steps to get us there.

**Centering the Community:** The community is the heart of the work of PCHD, and by building, maintaining, and leveraging meaningful partnerships and relationships with community stakeholders, we will be able to improve the health of Pima County.

**Diverse Workforce:** To better serve Pima County, PCHD must be as culturally, linguistically, and economically diverse as the community we serve.

**Data-driven decision-making:** By looking at our community’s health data, we can prioritize our responses to serve the most needed areas. Data-driven decision-making will also allow PCHD to chart the progress that is being made within the community.

PCHD is excited to anticipate and fuel critical public health changes over the next five years to become the healthiest county in the nation: creating a healthy county for **Everyone. Everywhere, Everyday.**

Sincerely,

Theresa Cullen, MD
Pima County Health Department
Director
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Our Approach to Developing the Plan

Strategic planning is a process that allows us to critically evaluate all aspects of our department so we can learn, grow, and improve. Through this process, we developed a shared vision, mission, and direction to guide our work ahead. Strategic planning helps us to nurture creative problem-solving and decision-making, align our resources with the priorities of the community, and assure accountability and high-quality performance.

Our new director, Dr. Theresa Cullen, made a bold statement during a community forum. “In five years, I want PCHD to be the best public health department in the country – an exemplar.” To be considered a great health department, Dr. Cullen said that we must:

- Act as the connecting thread throughout the infrastructure of a community to impact outcomes
- Cultivate a culturally, linguistically, and economically diverse workforce
- Use data-driven decision-making
- Maintain strong surveillance systems
- Be viewed by its community as trustworthy and responsive
- Leverage its position to affect policy

With this statement, Dr. Cullen shared a road map for a great health department, and thus our strategic planning journey began.

Our Strategic Plan

Vision
A Healthy Pima County. Everyone. Everywhere. Every day.

Mission
Collaborate with our community to improve the health, safety, and well-being of Pima County residents.

Values
Accessible: We meet people where they are and break down barriers to seamlessly connect them to resources.
Accountable: We are truthful, honest, and fair in our actions and take responsibility for our performance.
Collaborative: We view the community as the most important member of our team, working side-by-side to build a public health system that works for all.
Quality Focused: We improve and innovate our public health practice through continuous learning, evaluation, and improvement.
Customer-centered: We are respectful, kind, and helpful and believe each interaction is an opportunity to learn.
Data-driven: We base decisions, policies, and programs on the best available data, evidence, and practice.
Equitable: We are committed to compassionate and inclusive service that affirms dignity and works toward justice.

Strategic Priority Areas

- Communication and Transparency
- Community Partnerships
- Health Equity
- Innovative Models
- Recovery and Resiliency
Goals and Objectives

Priority Area: Communication and Transparency

Goal 1: Improve internal communication and transparency among Pima County Health Department (PCHD) staff and leadership

- **Objective 1**: By August 2022, a revised operational/functional department intranet website is available for staff and leadership
- **Objective 2**: By June of each year, develop and publish an annual department communications sharing calendar of events and meetings for staff and leadership
- **Objective 3**: By June of each year, develop a strategy to assess its organizational culture using different methods to better understand workforce strengths, gaps, and opportunities as well as staff engagement and morale
- **Objective 4**: By June of each year, review and revise appropriate department plans and operational policies and procedures for staff dissemination
- **Objective 5**: By June of each year, review, consider, and resolve at least two (2) pertinent public health ethical issues following an explicit, rigorous, and standard process that uses ethical reasoning and an established ethical decision-making framework

Goal 2: Improve external communication and transparency throughout Pima County

- **Objective 1**: By December 2021, develop processes and procedures to coordinate external communications with the Pima County Communications Department
- **Objective 2**: By August 2022, train at a minimum 10% of identified staff on the process of coordinating external communications with the Pima County Communications Department
- **Objective 3**: By December 2023, train 90% of staff on customer experience
- **Objective 4**: By January 2024, launch a new external website for the general public in coordination with Pima County Communications
 Priority Area: Community Partnerships

Goal 1: Strengthen sustainable partnerships among Pima County’s diverse community stakeholders and members to advance a shared vision, collaboration, and health equity

• Objective 1: By June 2023, develop partnerships tools and resources to collaborate with community strategic partners
• Objective 2: Through June 2025, establish and sustain the Community Advisory Committee to advise department programming and activities
• Objective 3: Through June 2025, share findings from the community health needs assessment (CHNA) with community partners through the Healthy Pima initiative to engage partners in addressing health priorities
• Objective 4: By June 2023, develop academic affiliations with at least two (2) academic institutions

Goal 2: Ensure community engagement, outreach strategies, and initiatives within PCHD are coordinated and customer-centered

• Objective 1: By June 2023, train and maintain 75% of staff working with the public and community partners on community engagement, mobilization, and collaboration
• Objective 2: By June 2023, implement a coordinated communication and customer-centered approach to community outreach, engagement, and mobilization efforts

Priority Area: Health Equity

Goal 1: Become nationally recognized for health equity among United States county health departments

• Objective 1: By June 2025, ensure at least five (5) community strategic partnerships are developed to advance health equity in at least three Pima County supervisor districts align with district needs
• Objective 2: By December 2021, establish the health equity program
• Objective 3: By December 2021, develop a draft department health equity action plan
• Objective 4: By June 2025, implement the health equity action plan
• Objective 5: Through June 2026, meet or exceed the five specified tasks in the Board of Supervisors resolution dated December 1, 2020
• Objective 6: By June 2026, present on health equity and public health at five (5) national professional conferences, annual meetings, and/or forums
Priority Area: Innovative Models

**Goal 1:** Foster a culture of data-driven public health practices across all areas of the PCHD
- **Objective 1:** By June 2023, generate data using a department-wide data informatics platform or framework that supports data collection, analysis, and decision-making
- **Objective 2:** By June 2023, train 75% of appropriate staff on public health informatics, data literacy, and data-driven decision-making

**Goal 2:** Innovate public health practice by integrating business and technology frameworks
- **Objective 1:** By June 2023, train 75% of appropriate staff in project management
- **Objective 2:** By December 2023, 25% of each functional area uses project management processes and tools when appropriate
- **Objective 3:** By June 2023, train 55% of appropriate staff (based on job function) in human centered design
- **Objective 4:** By December 2024, 25% of each functional area uses human centered design processes and tools when appropriate
- **Objective 5:** Beginning July 1, 2022, assess and research emerging business and technology frameworks applicable to public health and briefs senior leadership with a new innovative approaches report on an annual basis

**Goal 3:** Prioritize policy, systems, and environmental (PSE) changes to transform the impact of public health practice in Pima County
- **Objective 1:** By June 2022, establish a public health policy program
- **Objective 2:** By June 2025, train 75% of appropriate staff on policy, systems, and environmental changes
- **Objective 3:** By June 2026, inform and develop at a minimum five (5) policy, systems, or environmental changes in collaboration with key stakeholders and community partners within Pima County
Priority Area: Recovery and Resiliency

Goal 1: Become nationally recognized for recovery and resiliency work among United States counties

- **Objective 1:** By June 2023, coordinate development and dissemination of A Public Health Road Map to Recovery
- **Objective 2:** By December 2024, assess the effectiveness of public health emergency preparedness structures and processes to implement improvements
- **Objective 3:** By December 2025, improve surveillance systems for public health emergency response
- **Objective 4:** By June 2026, present on recovery, resiliency, and public health at five (5) national professional conferences, annual meetings, and/or forums

Putting Our Plan into Action

We have a defined framework for how we will implement the strategic plan – implementation, monitoring and tracking, annual review, and work plan refinement.

- **Implementation.** Priority area leaders will hold team kick-off meetings after annual work plans are approved by department leadership. Each quarter, priority area teams will work with their peers to implement activities outlined in the annual work plans.

- **Monitoring and Tracking.** Each priority area team will submit a quarterly update and annual progress report to department leadership. The purpose of the quarterly reports is to share progress, celebrate successes, explore creative opportunities for the work, and identify and strengthen integration across the department.

- **Annual Review.** At the beginning of the fiscal year, each priority area team will conduct an annual review of achieving plan objectives. A report of accomplishments and recommendations for department leadership will generate their input and guidance for the coming fiscal year.

- **Work Plan Refinement.** Using department leadership input and guidance, each priority area team will refine their annual work plan. Priority area teams will present these revised work plans to department leadership for approval. The cycle then starts all over again with implementation.
Moving from Present to Future

Our strategic planning framework led us through a systematic process which focused on four principles and functional areas:

- **Assess where we are**
  - Compile information about our current environment

- **Refresh our foundation**
  - Review our vision, mission, and values

- **Identify our strategic priorities**
  - Analyze results and determine areas of focus

- **Chart our future**
  - Develop goals, objectives, and implementation plans

Assess Where We Are

Our department undertakes a strategic planning process every five years to guide its future decisions and strategies to support the well-being of its community. Two main methods were used to collect this information – soliciting information from key stakeholders and the public and an environmental scan.

Stakeholder Surveys and Subject Matter Expert Interviews

Integral to strategic planning is soliciting information from key stakeholders and the public. The underlying question guiding this work was *what does it mean to be a great health department* and how can we refine our vision, mission and set goals that align our resources with the community’s public health priorities. Data was collected using three distinct surveys which targeted various stakeholder groups and interviews with local, state, and national public health subject matter experts. Surveys and interviews were conducted by external consultants from September 28, 2020, to November 30, 2020.
### Table 1: Internal Stakeholder Survey (137 respondents)

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Questions Topics</th>
<th>Recruitment Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees of the Pima County Health Department (English language only)</td>
<td>Mission, vision, value, operational tenets, and services</td>
<td>Email request to employees from leadership with multiple requests for follow-up</td>
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### Table 2: External Stakeholder Survey (466 respondents)

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<th>Respondents</th>
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<td>Community organizations and key partners identified by the Pima County Health Department (English language only)</td>
<td>Social and environmental issues, health care services, health priorities, and services</td>
<td>Email request to known contacts using existing contact information and email address lists</td>
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### Table 3: Community Survey (1,528 respondents)

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<thead>
<tr>
<th>Respondents</th>
<th>Questions Topics</th>
<th>Recruitment Strategy</th>
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</thead>
<tbody>
<tr>
<td>Pima County community members (English and Spanish languages)</td>
<td>Social and environmental issues, health care services, health priorities, and services</td>
<td>Survey link posted on social media channels and websites</td>
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</tbody>
</table>

### Table 4: Public Health Subject Matter Expert Interviews (33 respondents)

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<tr>
<th>Respondents</th>
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<th>Recruitment Strategy</th>
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<tbody>
<tr>
<td>Local, state, and national public health subject matter experts (English language only)</td>
<td>Public health field/industry, proven public health tactics and strategies, public health tools and resources, public health funding, health priorities</td>
<td>Email requests and follow-up phone calls</td>
</tr>
</tbody>
</table>
Table 5: Stakeholder Surveys and Interview Report Highlights

| 1. More should be done to listen to and communicate with Pima County community members |
| 2. A strong Health Department presence in Pima County’s diverse neighborhoods will play a crucial role in the effective distribution of COVID-19 vaccinations |
| 3. Health Department’s tactical response to COVID-19 has paved the way for continued and increased collaboration with local health care facilities |
| 4. Opportunities exist for the Health Department to strengthen and grow its working relationships with academic institutions |
| 5. Stakeholders and community members identified three health issues as top priorities for Pima County – behavioral health, substance misuse, diabetes |
| 6. Stakeholders and community members identified three social determinants of health as top priorities for Pima County – schools and educational opportunities, economic and financial resources, and health equity and racism |
| 7. Health Department resources, staffing model, and recruitment policies and practices are inadequate to meet the evolving needs of its staff |

Environmental Scan

An environmental scan is a process of gathering information about events, factors, and trends and how they impact an organization. The environmental scan is conducted to identify potential strengths, weaknesses, opportunities, and threats to an organization. The primary purpose of an environmental scan is to help leadership determine the future direction of an organization. External consultants conducted the environmental scan.

Table 6: Environmental Scan Report Highlights

| 1. Demographic trends and insights |
| 2. Social determinant trends and insights |
| 3. Physical environment trends and insights |
| 4. Health insurance trends and insights |
| 5. Policy trends and insights |
Refresh Our Foundation

Our department’s vision, mission, and values serve as our foundation and creates a shared understanding of the purpose and principles that guide our initiatives, actions, and decisions. They provide inspirational direction for staff and our community, bringing us together to collaborate on efforts to improve the health of our community.

Vision

The team elected to keep the current vision statement because it was inspiring, easy to understand and communicate, and describes the community we want to create.

Mission

Compared to the previous mission statement, this new mission statement is a short, simple sentence that highlights our commitment to collaborate with our community to ensure health, safety, and well-being for all.

Values

Our seven values represent what our community can expect when they come to us for a service, participate in one of our programs, or collaborate with us to improve the health of our community.

Identify Our Strategic Priorities

The strategic planning process focused on our strengths, weaknesses, opportunities, and threats (SWOT) as a department and allowed us to identify our direction moving forward.

SWOT Analysis

Focal areas were staffing, organizational, operational, stakeholder relations, capacity support, population, health, and environmental issues.

STRENGTHS

- PCHD Leadership/Staff
- Commitment to community and collaborative partnerships
- Adaptability to changing needs
- Communication with hospital leaders, providers, and regulated facility operators
- Nationally Accredited Health Department

WEAKNESSES

- Human Resources: staffing model, training, recruitment policies, employee relations, retention, and practices are inadequate to meet evolving needs of staff.
- Decision-making processes: Lack of community and employee representation, and inconsistencies of data
- Management/leadership frequency of turnover
- Internal and external communications through transparency
- Inconsistent enforcement, implementation, and timely review of policies and plans
- Internal and external political biases
- Resistance to change, inability to quickly adapt to emerging issues; low resiliency, and lack of commitment to equity
- Overarching programmatic and preparedness characteristics
- Inconsistent strategic direction and priorities
- Systematic approach for ensuring sustainable revenue, use of resources, and funding
- Fragmented integration of programs and services/business inefficiencies
- Outdated hardware, software technologies, and data infrastructure

**OPPORTUNITIES**

- Tactical response to COVID-19 increased collaboration with local health care facilities for recovery, rebuilding, and resiliency
- Sustainable partnerships to improve, align and expand collaborations to address critical health outcomes
- Foster data-driven and integrate evidence-based public health practices for decision-making to improve access and utilization of client data for assessment and program planning.
- Develop innovative approaches to increase funding and resource diversification
- Innovate public health practice, develop capacity for resiliency and ability to change by integrating business and emerging public health technologies
- Develop a communication strategy to leverage media platforms for citizens that lack internet access

**THREATS**

- Social determinants of health; racial inequities (especially post-COVID)
- Rules, regulations, policies that restrict quick adaptation, resilience, and ability to address/respond to emerging issues
- Lack of community buy-in/trust with some groups
- Lack of government collaboration
- Grant funding restrictions and obligations may create inability to adapt and be responsive
- County and Health Department prohibitions/restrictions regarding tools and processes
**Charting Our Future**

As part of our performance management system and quality improvement program, PCHD will regularly collect information to evaluate progress towards the goals within our strategic plan.

We began implementing several of our strategic objectives in fall 2021.

**Alignment with Healthy Pima**

Since 2010, PCHD has facilitated the development and implementation of Healthy Pima, a comprehensive community health assessment and improvement planning initiative in Pima County. An essential result of this initiative was the identification of the critical health priorities facing Pima County and developing a community health improvement plan around which our community partners have mobilized.

The Healthy Pima initiative represents the voice of our community, and we honor this work by making the community’s priorities our own. As a result, Pima County Community Health Improvement Plan (CHIP) will be developed by Healthy Pima beginning of 2022. Once the CHIP is finalized, the strategic plan will incorporate activities around the CHIP during the annual review. This will ensure our efforts are coordinated with the work undertaken by the Healthy Pima initiative.
## Acknowledgments

Strategic Planning Team 2021

<table>
<thead>
<tr>
<th>Cross-Functional Operations</th>
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<tr>
<td>Alan Bergen</td>
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<td>Don Gates</td>
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<tr>
<td>Jennifer Chancay</td>
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<td>Raul Munoz</td>
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<th>Clinical Services</th>
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<tr>
<td>Maria Chaira</td>
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<td>Noel Valle</td>
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<td>Amanda Anderson</td>
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<td>Jennifer McDowell</td>
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<tr>
<td>Sharon Browning</td>
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<td>Theresa Cullen, MD</td>
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### Strategic Plan Activity Groups

#### Communication & Transparency

<table>
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<tr>
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<tr>
<td>Vicki Altamirano</td>
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<td>Paula Mandel, Danny Nikitas</td>
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<td>Marcela Noble</td>
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#### Community Partnerships

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<td>Alan Bergen</td>
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<td>Lee Itule-Klassen</td>
<td>Julie Kudrna, Jennifer McDowell</td>
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<td>Manny Montano</td>
<td>Jennie Mullins, Maricela Sanchez</td>
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#### Health Equity

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<td>Loni Anderson</td>
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<td>Shane Carroll</td>
<td>Jennifer Chancay, ReCharde Johnson, Kris King</td>
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<td>Paula Mandel</td>
<td>Heather McGovern, Natalia Molina, Marcela Noble</td>
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<td>Terry Nordbrock</td>
<td>Gretchen Peterson, Jax Seline, Richard Wascher</td>
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<td>Louie Valenzuela</td>
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#### Innovative Models

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#### Recovery and Resiliency

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<tr>
<td>Erica Smith</td>
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Pima County Board of Health

Charles Geoffrion, Kathryn Kohler
Mike Humphrey, Bin An
Rene Gastelum, Carolyn Trowbridge
Miguel Rojas, Mary Lou Gonzales
Paul R. Horwitz, MD, Matt Heinz, MD
Gail Smith, Theresa Cullen, MD

Pima County Board of Supervisors

Sharon Bronson, Chair, District 3
Adelita Grijalva, Vice Chair, District 5
Rex Scott, District 1
Dr. Matt Heinz, District 2
Steve Christy, District 4