



Building a Resilient Strategic Plan

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Objectives

- ❖ To understand different approaches in developing a strategic plan
- ❖ To understand role of leadership in revising and sustaining a strategic plan

Agenda – City of Berkeley

- ❖ Introduction to the City of Berkeley's HHCS Dept.
- ❖ Birth of a Strategic Plan for Health Equity
- ❖ Plan Revival & Finalization Process
- ❖ Next Steps/Leadership Involvement
- ❖ Lessons Learned



Berkeley's HHCS Department

- One of 3 city health jurisdictions in CA
- Serves population of 120,000+
- ~ 240 FTE; ~ 260 employees
- 6 Divisions: Aging Services, Environmental Health, Housing, Mental Health, Public Health, Office of the Director

Birth of a Strategic Plan for Health Equity

New Department Leadership

- New Department Director came aboard 2020
- Post-COVID assessment of departmental strengths and barriers using equity framework (began Fall 2022)

Why a Focus on Health Equity?

- Racial equity at core of work
- Focus on collective understanding of SDOH
- Systemic focus on service delivery and internal support



Plan Development

Themes

- Staffing, resources, & systems
- Leadership support
- Access (& awareness) of services
- Collaboration & communication

Data Analysis with Leadership Team

- Workshops with HHCS leadership team to review themes and findings (Spring 2023)
- Refine key strategies and action steps
- Include program highlights that exemplify how we are achieving strategy



Alignment with SDOH

	Office of the Director	Public Health	Mental Health
Healthcare Access and Quality	Supporting HHCS-wide efforts to increase public health information available to the public	Providing healthcare resources	Providing direct mental and psychiatric health care services; supporting clients/families in navigating healthcare resources and connecting to service providers
Neighborhood and Built Environment	Supporting complex funding for affordable housing and homeless programs	Addressing health concerns within the community	Assembling and accessing housing opportunities across the spectrum; supporting and enhancing client connection to those resources
Social and Community Context	Ensuring that funds are available to community for new spaces and facilities	Providing services to all, no matter their current situation	Promoting health and wellness activities/practices; supporting connections and linkages to community and social supports



HHCS Strategic Direction thru FY2024

Strategies

- **Reduce racial inequities** in quality of life as experienced by those living in Berkeley
- **Increase access to services** that meet the needs of those who seek them
- **Support a vibrant workforce** where all staff have opportunities to influence the organization and have the necessary tool to conduct their work
- **Coordinate among the 6 divisions to strengthen alignment, collaboration, and integration** and eliminate silos experienced by staff and community members
- **Measure progress** on all strategies and evaluate the impacts made to the SDOH



Strategy Highlights

- **Partnership with FQHC to establish Trust Clinic** (mental and physical health needs of people experiencing homelessness)
- **Development of CHA & CHIP**
- **Staff shadow program**
- **Implementation of Results-Based Accountability**

Plan Revival

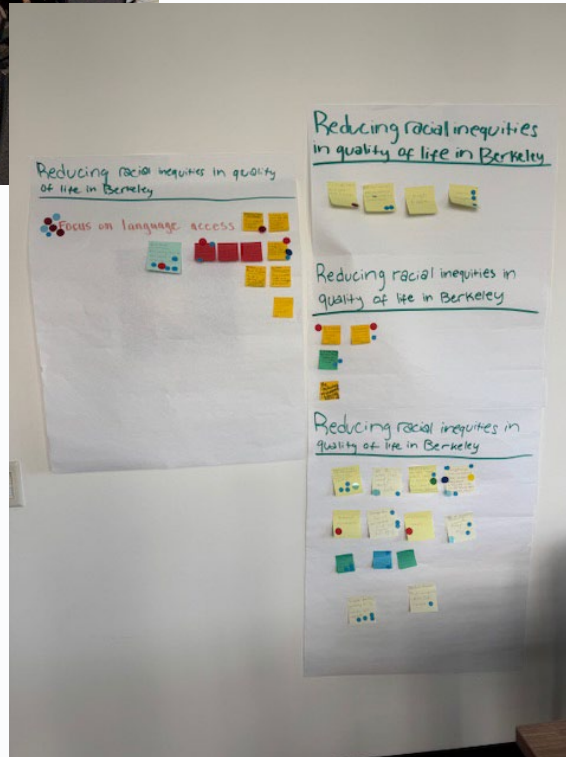


Department / Leadership Changes

- Director and Deputy Director resigned January 2024
- New interim leadership appointed → became permanent Fall/Winter 2024
- Creation of EPICC Unit in Office of the Director (Equity Projects, Improvement, Communications, CalAIM coordination)

Annual All-Staff Event (Spring 2025)

- Revisiting the plan
- Focus on first 2 strategies: Reduce racial inequities and increase access to services
- Small group work to identify performance measures



Finalizing the Plan

- Refinement of performance measures for the plan strategies
- Identification of department-wide strengths and challenges/areas of opportunity for growth
- Maintain other strategies as internal priority areas: workforce support & development, intradepartmental collaboration, measuring progress
- Collaboration with City's DEI Officer

Working through our Challenges

Department engagement

- Standing agenda item to increase awareness and implement performance measures, new ideas
- Staff identified effective collaboration within the department as an ongoing challenge

Federal Concerns

- Transparent communication to staff
- “Lifting up” the work when outlook appears bleak

Connecting to Other Initiatives

- Regular communication to staff
- Continuous staff involvement in all initiatives





SUPPORT



TRUST



UNITY



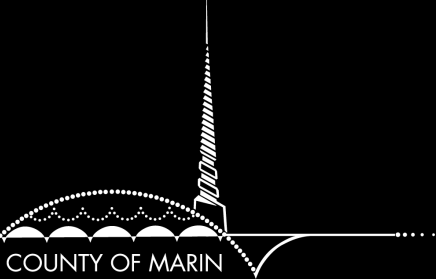
EXCELLENCE

Marin County Health and Human Services 2025 Strategic Plan Development

CHEAC Annual Conference

Niccore Tyler, MBA

Chief Assistant Director/Chief Strategy Officer



Overview of Marin Health & Human Services

- Marin Health and Human Services, with 800+ employees, 40+ programs, and 12 locations, is the largest department in the County.
- HHS has 5 divisions:
 - Planning and Administration
 - Behavioral Health and Recovery Services (BHRS)
 - Public Health
 - Social Services
 - Homelessness and Coordinated Care
- Mandated to provide safety net services
- Political subdivisions of the State
- Legislature delegated many functions to implement state and Federal Health and Social Service Policies
- General fund Subsidy/overmatch used to leverage grant funds enhance mandated service levels, provide discretionary preventive services

Marin Health and Human Services Divisions



Homelessness & Coordinated Care

Services to build a sustainable, evidence-based, outcomes-focused coordinated system of care across health and social sectors.



Social Services

Services that provide food, cash aid, medical benefits as well as social care for infants all the way to older adults.



Planning and Administration

Everything from strategic planning and measurement to human resources, IT, fiscal and facilities.



Behavioral Health and Recovery Services

Behavioral health and recovery services that include Psychiatric Emergency and alcohol and other drug programs.



Public Health

Communicable disease, our clinics and labs as well as emergency medical services and community health, policy, and prevention.

Marin HHS Strategic Plan

Core Purpose for HHS Strategic Plan

- Strategic planning is, *at its heart*, a process of setting and aligning priorities according to community needs and input, data and outcomes, and changing internal and external conditions.
- The strategic plan creates a vision, articulates its purpose, and sets strategic goals that are long-term and forward-focused.
- The HHS strategic plan will cover a 3-year period.

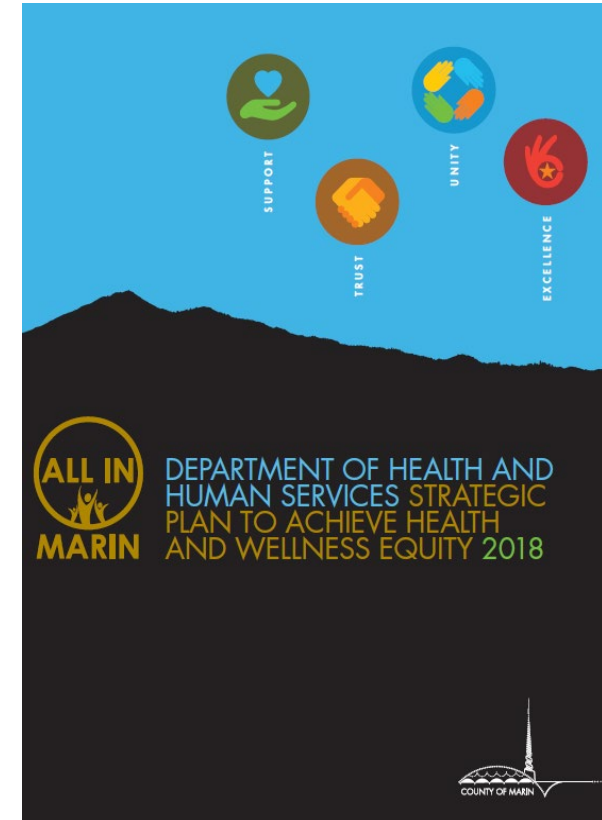


Strategic Planning Approach

- Last Strategic Plan was adopted in 2018
- HHS contracted with Health Management Associates (HMA) and Nicholson Strategic Services to develop a new Strategic Plan for health and wellness equity, with a focus on furthering efforts to be a race forward organization. The project has two components:
 - Interactive, community engagement process
 - Strategic plan that identifies goals and priorities for the next 3 years
- This isn't starting over - it's a Strategic Refresh

The Vision: Having an Equity Lens

- In 2018, Marin ranked as the most inequitable county in California.
- Responsibility to understand and address the systemic causes of inequities.
- Need to acknowledge and confront the policies, programs, and practices that are critical to achieving an equitable service delivery.
- Realization that an institution's culture determines whether equity goals are met and maintained.



Phases of the work and timeline



Phase 1: Project Design and Launch
Sep '23 - Oct '23

- Developed engagement strategies
- Confirmed processes and timeline

Phase 2: Discovery and Community Engagement
Nov '23 – April '24

- Conducted key informant interviews with County staff and Community Based partners
- Conducted focus groups based on 1) geography and 2) underserved communities
- Conducted employee survey and focus groups

Phase 3: Goal and Strategy Development
Mar '24 – October '24

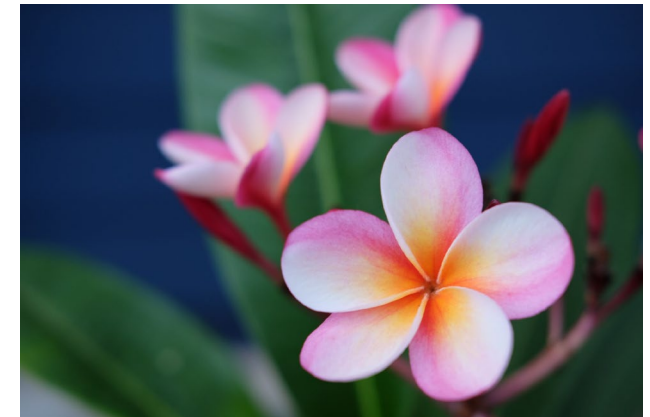
- Reviewed key themes and findings
- Worked with HHS divisions to determine feasibility and next steps
- Developed goals, strategies, and tactics

Phase 4: Strategic Plan and Finalization
October '24 – December '24

- Create plan for internal and external audience
- Incorporate plan into HHS division goals

Important Notes About the Plan

1. Key Stakeholders Included:
 - Strategic Advisory Committee - External partners
 - Steering Committee - Internal partners
 - Collaborator Meetings - External and Internal partners together
 - Focus Groups - Internally with HHS employees and other County partners and with Community members receiving services
 - Key Informant Interviews - Internal and External Community Based Organization feedback
2. Plan length January 2025 - December 2027
3. Cross Cutting Strategies appear in most initiatives
4. Initiatives are measurable and outcome based
5. Yearly plan updates and measurement
6. Focus on increasing engagement with CRTs



What programs or services do you think need improvement?



Cal Fresh



Cal Works



Mental Health



Community Clinics



Increase Spanish
Speaking Staff

What communities should be supported more & is there a specific need in your community that is unmet?



Seniors & Disabled



Immigrants



Unhoused or Precariously Housed



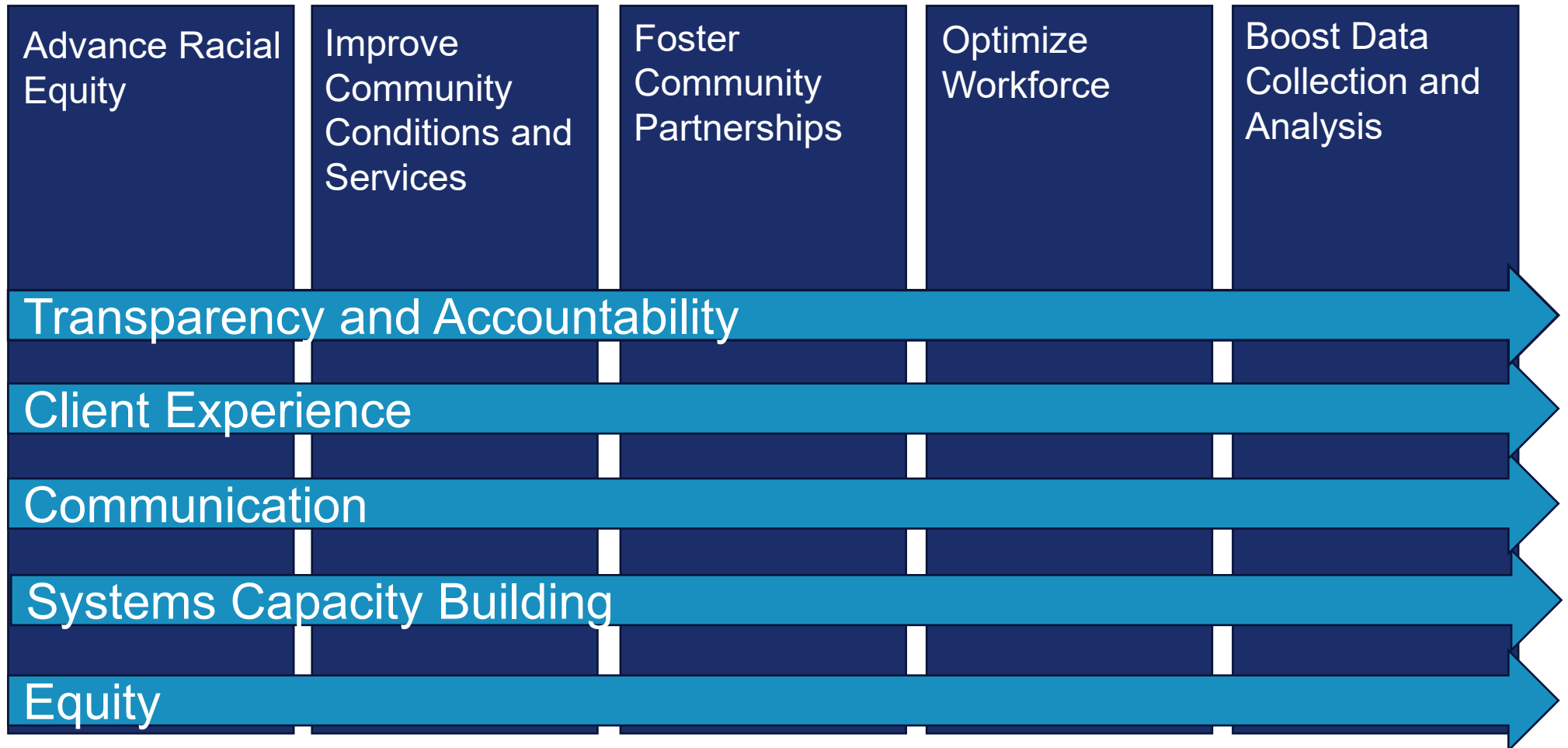
Youth



Employment

How we responded: Strategic Plan Framework

Key Priorities



Lessons Learned



Marin County

- Take the time to be intentional about identifying stakeholders
- When using a consultant, make sure they stay clear on the vision and direction throughout the project
- Be clear with the community and stakeholders at the beginning about decision points in which they have voice
- It's OK to pivot, and should be expected

City of Berkeley

- Staff input and engagement in the process takes time...
- Leadership Team's commitment to the plan is critical
- Describe plan's connection to other departmental initiatives
- Acknowledge concerns about federal funding and & impact on local public health

Thank you!

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