



**HEALTH AND
HUMAN SERVICES**

STRATEGIC PLAN

**Serving Our
Community
Together**

*Sutter County Health and Human Services extends sincere thanks to Placer County
for the use of this Strategic Plan template.*

PRIORITIES

COMMUNITY LEADERSHIP

LEADERSHIP ON HEALTH AND HUMAN SERVICES ISSUES

Coordinated strategies to address homelessness, mental health, and substance use crisis

AWARENESS OF HHS ROLE & VALUE

Grow community understanding of HHS services, role, and value

DISASTER, CRISIS PLANNING, & RESPONSE

Institutionalize new knowledge, relationships, and systems to plan for and respond to natural disaster crises

FISCAL & ADMINISTRATIVE PERFORMANCE

FISCAL STABILITY

Plan, implement, and manage budget strategies that build fiscal integrity, fund balance, and budget stability

TECHNICAL SKILL

Advance and develop staff skills via ongoing training in accounting, contracts management, reporting, and policy analysis

FACILITIES PLANNING

Plan for, invest in, and implement facilities improvement strategies

INTEGRATED COMMUNITY SERVICES

INTEGRATED & PERSON-CENTERED SERVICES

Deliver seamless, person-centered, integrated services across HHS branches & multi-sector partners

HEALTH DISPARITIES

Be a leader in describing and addressing health disparities and access issues

DEMONSTRATED HHS PROGRAM OUTCOMES

Meaningfully report on the reach and impact of HHS services

WORKFORCE

FLEXIBLE, ADAPTABLE HIRING

Simplify and reshape hiring structures to meet workforce goals and needs

ATTRACTIVE WORK ENVIRONMENT

Create and maintain an attractive and welcoming work environment

FOCUS ON WORKFORCE

Improve staff training, career development, coaching, and succession planning

Letter from the DIRECTOR

Dear Sutter County clients, staff, colleagues, friends, and neighbors,

Thank you for your support of Sutter County HHS – we could not serve over 50,000 individuals, families and children without your insight, feedback, and guidance on how we can best support our community. HHS exists to help individuals in our community with employment, Medi-Cal insurance coverage, public health, behavioral health care, homeless supports, children and family services, adult protective services, in-home supportive services (IHSS) and public guardian assistance. HHS also supports the Children and Families Commission in providing some of the most important services to families and children under five in Sutter County.



In my role as director, I am often asked what we do – The simple answer is that we support people, our community, and their growth. That includes staff, clients, colleagues, or individual partners like community-based organizations, non-profits, faith-based organizations, health care providers, K-12 and secondary education partners, and groups working on health access and inclusion. We provide this support at the direction of our Board of Supervisors through transparent and responsible management of HHS's annual budget, commitment to effective program services, thoughtful responses to community needs, and deep dedication to HHS staff, clients, and the Sutter County community.

HHS serves those who are most vulnerable in our community – those impacted by poverty, living with disabilities, at-risk for or living with homelessness, medically vulnerable, in need of family supports, housing and access to medical care. We also support our community in broader ways through community health education, job training, employment services, providing birth and other certificates, responding during declared emergencies, guiding healthcare and homeless service network development, health improvement strategies, collaborating with criminal justice partners, providing community re-entry services, and advocating for behavioral health needs.

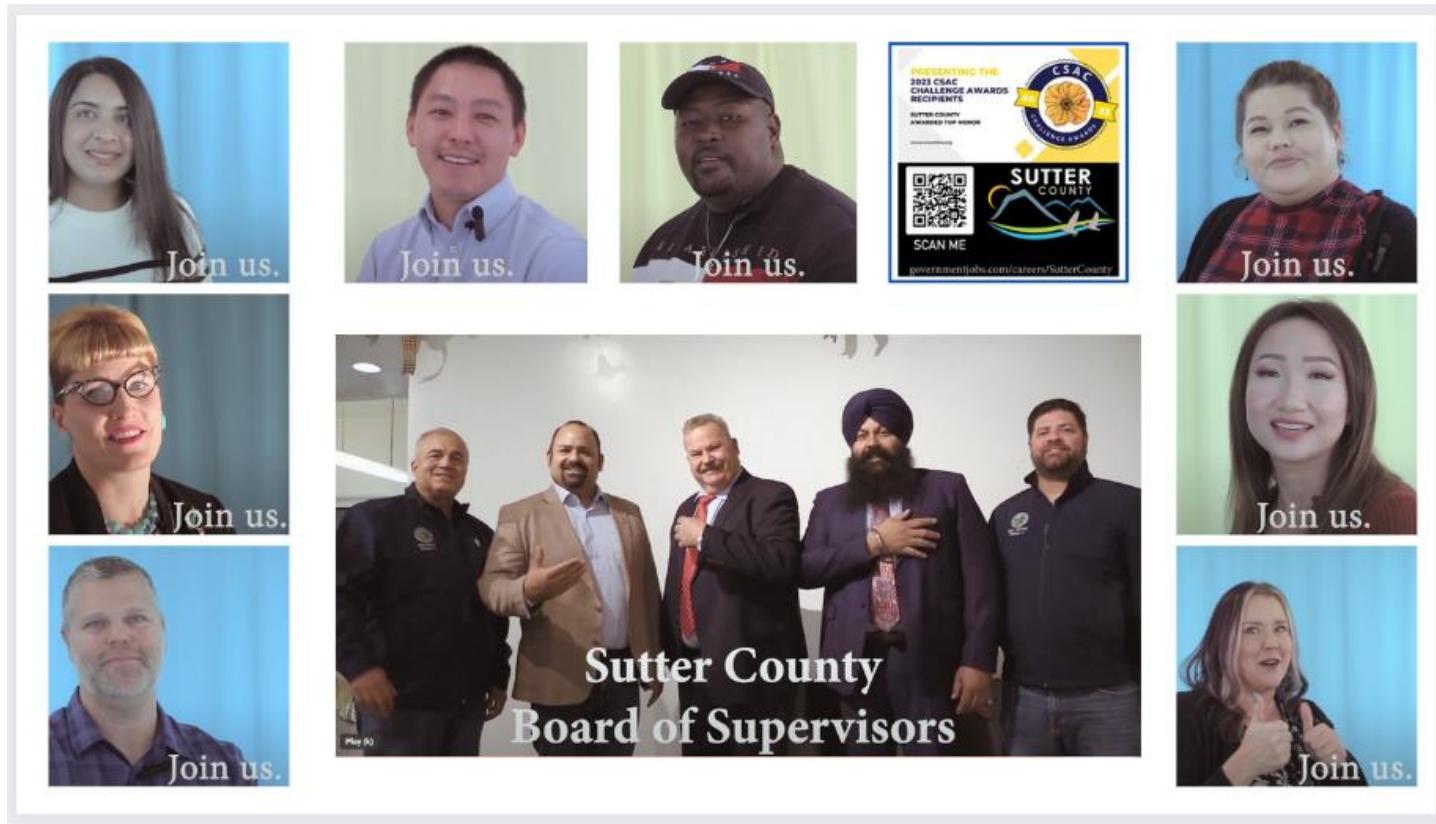
To gather critical feedback about our mission, vision, and strategic direction, over the past eighteen months HHS released an employee survey, scheduled seventeen discussion meetings with over 400 HHS staff, hosted and attended community forums, released a community survey under the Community Health Improvement Process (CHIP), met with community members, leaders and organizations to discuss community needs, HHS services, and where we need to head for the future. This strategic plan is a culmination of that feedback. It is intended to align with the Board of Supervisor's Strategic Plan and direction for Sutter County, state requirements, mandates, community, staff, and client defined needs.

Via this plan we have defined our top four strategic priorities and invite you to be a part of our progress, charting a course for the next three to five years that helps us better define and show how we serve, how we can help, and where we can improve.

A thriving, dynamic, diverse, and well-living community takes each and every one of us. A community that grows and adjusts to challenges is anchored in collaboration, belonging, and connectedness. We are not perfect in our pursuit of this, but we are committed to trying our very best, caring about each other, our community, partners, and those we serve in a mission to make our community the very best it can possibly be for all.

In Service,

Sarah Eberhardt-Rios, MPA
Director, Health and Human Services



VISION:

Healthy people in thriving communities

MISSION:

The Sutter County Health and Human Services Department promotes health, safety, economic stability, and quality of life for our community.

VALUES:

Collaboration

Leadership

Compassion

Service

Perseverance

Inclusion

COMMUNITY LEADERSHIP

OBJECTIVE	STRATEGIES
<p>LEADERSHIP ON COMMUNITY HEALTH ISSUES</p> <p>Coordinated countywide strategies to address homelessness, mental health, and substance use crisis</p>	<p>Support and participate in the Sutter – Yuba Homeless Consortium as a partner and Homeless Services Provider.</p> <p>Implement Mobile Crisis.</p> <p>Lead behavioral health initiatives and educate on changing landscapes related to CARE Court, Behavioral Health Bridge Housing, CalAIM, the IST cap and conservatorship reform as well as other significant policy change such as the Behavioral Health Services Act (BHSA).</p>
<p>AWARENESS OF HHS ROLES & VALUE</p> <p>Grow community understanding of HHS services, role, and value</p>	<p>Develop robust identity and messaging strategy.</p> <p>Lead regular community forums, learning collaboratives, focus groups focusing on specific HHS topics to increase community awareness and understanding.</p> <p>Develop and distribute audience specific communication tools and resources that highlight HHS services and programs.</p>
<p>DISASTER, CRISIS PLANNING, & RESPONSE</p> <p>Institutionalize new knowledge, relationships, and systems to plan for and respond to natural disaster crises</p>	<p>Train out across HHS the ability to coordinate with county teams structuring a resilient organizational capacity to respond to disaster crisis.</p> <p>Work with the California Department of Social Services (CDSS) to finalize and implement the Sutter County Specific Sheltering Plan, Training and Tabletop Exercise.</p> <p>Align HHS Sheltering and Disaster Response Documents, Trainings and Materials with the County Office of Emergency Services.</p>

INTEGRATED COMMUNITY SERVICES

OBJECTIVE	STRATEGIES
<p>INTEGRATED & PERSON-CENTERED SERVICES</p> <p>Deliver seamless, person-centered, integrated services across all HHS Branches & multi-sector partners</p>	<p>Design services and HHS programs to operate in an integrated, client focused approach that creates a seamless experience across HHS programs for individuals served.</p> <p>Provide significant leadership for and participate in regional healthcare, behavioral health, and homeless services regional network development activities and integrated services with Partnership HealthPlan, the Medi-Cal Managed Care Plan, and its providers.</p> <p>Support HHS staff to develop, value and operate with a spirit of collaboration, coordination, and integration at both individual and program levels.</p>
<p>HEALTH DISPARITIES</p> <p>Be a leader in describing and addressing health disparities and access issues</p>	<p>Develop partnerships with community leaders to inform HHS program strategies and activities to address health disparities and promote access.</p> <p>Engage the HHS Connections Committee to inform program planning, policy creation, and address health access, discrimination, and stigma issues for all.</p> <p>Host community outreach events aimed at addressing, HHS Connections Committee, CHIP, and SYBH identified Health Disparities for Physical and Behavioral Health to include Partnership HealthPlan and other local partners.</p>
<p>DEMONSTRATED HHS PROGRAM OUTCOMES</p> <p>Meaningfully report on the reach and impact of HHS services</p>	<p>Assess current data sources to include identifying additional data elements needed for reporting that include strategies for investing as possible in improved data collection efforts.</p> <p>Develop an evaluation and performance metrics reporting plan and initial draft outcomes for HHS programs based on available data.</p> <p>Use HHS available data to drive decision making and present available data in HHS staff, community, and other meetings.</p>

FISCAL & ADMINISTRATIVE PERFORMANCE

OBJECTIVE	STRATEGIES
FISCAL STABILITY Plan, implement, and manage budget strategies that build fiscal integrity, fund balance, and budget stability	<p>Carefully analyze current funding streams for optimization opportunities to ensure qualified expenditures are claimed. Maximize new funding sources to develop and strengthen the services delivered to the community.</p> <p>Collaborate with other departments and community partners to find opportunities for blended funding.</p> <p>Ensure adequate reserves to lessen current and future risks and ensure stable program service delivery.</p>
TECHNICAL SKILL Advance and develop staff skills via ongoing training in accounting, contracts management, reporting, and policy analysis	<p>Create and provide training opportunities in technical accounting, contracts management, monitoring and reporting for HHS fiscal and administrative performance metrics, budget creation, management, and audit readiness in collaboration with CAO's Office and Auditor Controller.</p> <p>Implement all aspects of the Enterprise Resource System, Workday, developing subject matter expertise in operations, support, and training of others within HHS for programmatic, fiscal, and administrative use.</p> <p>Review current administrative processes. Increase the use of modern technology to achieve a higher level of efficiency to include adequate budget planning for technology needs.</p>
FACILITIES PLANNING Plan for, invest in, and implement facilities improvement strategies	<p>Continue long-term facilities planning process with a focus on consolidating and integrating programs and service delivery.</p> <p>Create a plan to strategically invest in facility improvement projects for owned and leased HHS sites.</p> <p>Fund staffing levels commensurate with HHS facility needs, to include staff in Development and/or General Services.</p>

WORKFORCE

OBJECTIVE	STRATEGIES
<p>FLEXIBLE, ADAPTABLE HIRING</p> <p>Simplify and reshape hiring structures to meet workforce goals and needs</p>	<p>Review and streamline job specifications to reflect current workforce needs.</p> <p>Develop comprehensive internship program and Skillbridge Plan.</p> <p>Expand on one-day hiring events, Day in the Life Videos, and Intern Fairs.</p>
<p>ATTRACTIVE WORK ENVIRONMENT</p> <p>Create and maintain an attractive and welcoming work environment</p>	<p>Develop telework framework – policy and procedure to address expectations and structure.</p> <p>Develop 60-90 days of HHS Onboarding & Training programs which encompasses all HHS branches in a modernized way.</p>
<p>FOCUS ON WORKFORCE</p> <p>Improve staff training, career development, coaching, and succession planning</p>	<p>Create training and development plans that address core competencies for each position and field of practice.</p> <p>Develop career ladders and succession plan.</p> <p>Develop "HHS Learns", Supervision 101 Program, and "HHS Grows" Leadership Development and Coaching program.</p>