

# 2024-2026 Strategic Plan Framework

## Goal 1. Increase Access to Care and Services

### **Guiding Principle:**

OCHD will ensure that all Onondaga County residents receive the necessary care and services to achieve their optimal health.

### **Departmental Priorities:**

Increase the number of individuals from priority populations receiving necessary care and services.

### **Departmental Strategies:**

- Streamline and integrate referral processes for services and programs across OCHD, the county, and the community.
- Expand and formalize Community Health Worker (CHW)/navigator/peer programs to facilitate linkages to care.
- Expand use of mobile outreach and satellite sites to reduce barriers to access.
- Engage with trainees in priority service areas (e.g., Early Intervention, CHW, Public Health Nursing) to increase visibility and interest in public health careers.

## Goal 2. Improve Health Equity

### **Guiding Principle:**

OCHD will eliminate health disparities due to structural biases and inequities in Onondaga County.

### **Departmental Priorities:**

- Decrease inequities in service provision.
- Decrease health outcome disparities.

### **Departmental Strategies:**

- Perform a comprehensive review of health outcome data to determine the scope and clinical features of health disparities in Onondaga County.
- Build upon the quantitative summary data in the Onondaga County Community Health Assessment to perform focus groups/town halls/listening sessions to identify barriers to health equity (e.g., Social Determinants of Health).
- Review and edit policies and forms used by OCHD to ensure health literacy and alignment with trauma informed principles.
- Expand and formalize role of Doulas within the local maternal healthcare landscape as a means of reducing structural inequities and supporting patient-centered care.

## Goal 3. Enrich Community Partnerships

### Guiding Principle:

All OCHD programs will be community-informed and community-integrated.

### Departmental Priorities:

- Increase the number of OCHD programs that are community-informed and community-integrated.

### Departmental Strategies:

- Advance partnerships that engage with underserved populations.
  - Assess the existing partner landscape and identify any gaps or opportunities.
  - Identify appropriate funding opportunities to engage and support community partners.
- Engage the community to adapt and implement OCHD programs to meet public health priorities.
  - Develop standardized processes to collect and incorporate feedback about OCHD programs.
  - Use collected program data to inform county and state-level initiatives and advocate for funding opportunities and other necessary supports.
- Leverage community partnerships to reach priority populations.
  - Expand and formalize community health navigator ('trusted messenger') partnerships to increase visibility, access, and acceptance of County programs.



## Goal 4. Strengthen OCHD's Workforce

### Guiding Principle:

All OCHD employees are maximizing their potential to effectively serve their community within a supportive work culture.

### Departmental Priorities:

- Improve employee satisfaction
- Improve employee retention
- Expand representation of diverse backgrounds and perspectives across OCHD Divisions and Programs

### Departmental Strategies:

- Measure employee satisfaction in early 2024 to identify key areas for intervention. Repeat in late 2026.
- Support staff development on a department level – increase access to courses, trainings, and degree programs.
- Advance flexible work schedules/hybrid work plans for suitable positions and staff.
- Identify and develop core competencies for all staff (health equity, health literacy, cultural competency, Title VI/ADA/LEP).



## Goal 5. Enhance Data and Technology Infrastructure

### Guiding Principle:

OCHD will pursue and utilize data, data tools, and new technology to inform decision making and improve efficiency and effectiveness to better serve the community.

### Departmental Priorities:

- Increase internal and external accessibility of relevant public health data.
- Ensuring OCHD programs have access to the data, technology, and skills needed to identify priorities, guide approaches, evaluate performance, and track progress toward goals.
- Reduce the number of contacts with OCHD and other County programs to receive services needed (integrate and streamline interactions with community).
- Reduce the overall usage of paper across the department.

### Departmental Strategies:

- Integrate performance management, program evaluation, and key strategic outcomes.
- Develop data dashboards, report cards, and reports to enhance data visualization and transparency.
- Develop user-friendly integrated systems to eliminate redundant processes, reduce paper usage, and increase efficiency.