

Strategic Plan 2025-2030

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LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH

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Los Angeles County Department of Public Health Strategic Plan 2025-2030

Table of Contents

Letter from the Public Health Director	1
Executive Summary	2
Snapshot of the Strategic Plan	4
Public Health Vision, Mission, Values	5
Overview	6
Strategic Plan Influencers	6
The Development Process	8
Implementation and Tracking Progress	8
PRIORITY 1: Gather and Share Useful and Inclusive Health Data	9
PRIORITY 2: Build, Strengthen, and Honor Partnerships	11
PRIORITY 3: Advance Needed Policy and Systems Change	13
PRIORITY 4: Strengthen Organizational Readiness and Capacity	15
Conclusion	18
Appendix I: About Us	19
Appendix II – Strategic Plan Development Process	21
Appendix III: Program Focus Areas	22
Appendix IV: Los Angeles County Department of Public Health Workforce Development Plan	23
Acknowledgments	24

Letter from the Public Health Director

Dear Colleagues,

It is my privilege to share with you the 2025–2030 Strategic Plan for the Los Angeles County Department of Public Health (Public Health). This plan represents our collective vision and pledge to improve as an organization. We remain committed to our values and mission to advance the conditions that support optimal health and well-being for all.

Over the last decade, communities across Los Angeles County worked tirelessly to advance systems, policies, and practices that safeguard health, prevent disease, and promote equity. While our collective responses to an unprecedented world-wide pandemic, overdose epidemic, and extreme weather events demonstrated the importance of public health efforts, we face uncertainties that may challenge our capacity to respond to current and emerging threats to individual and community well-being.

To ensure our ability to address the challenges ahead, Public Health proposes to focus work on four strategic priorities:

1. Gather and share useful and inclusive health data
2. Build, strengthen, and honor partnerships
3. Advance needed policy and systems change
4. Strengthen organizational readiness and capacity

Public health efforts remain anchored in a commitment to advance health equity by addressing injustices that consistently produce negative health outcomes for communities across the County. The plan will be implemented with transparency, collaboration, and adaptability, as we remain responsive to emerging public health needs and opportunities.

I'm confident that together we will approach the next 5 years with focus and determination. Thank you for your ongoing partnership and wise counsel as we advance this critical work.

Sincerely,

Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Los Angeles County Department of Public Health, Director

Executive Summary

The Los Angeles County Department of Public Health (Public Health) Strategic Plan 2025-2030 serves as a guide for the Department as we work to advance the conditions that support optimal health and well-being for all. Anticipating new challenges ahead, the Strategic Plan will help prioritize our work, foster collaboration, and align resources so we can enhance our ability to serve the communities of Los Angeles County.

While the Department works across a wide range of public health issues in the community, this Strategic Plan focuses on improving our **internal systems** within the Department. By enhancing and updating our organization’s systems and processes, these efforts can support Public Health programs across the Department, or in other words, have a **cross-cutting impact**. See Table 1 for examples of anticipated cross-cutting Departmental impacts.

To build on existing efforts, the Strategic Plan also considers other key plans and frameworks. The Strategic Plan is aligned with Public Health’s **Equity Framework** priorities to: 1) gather and share useful and inclusive health **data**, 2) build, strengthen, and honor **partnerships**, 3) advance needed **policy** and systems change, and 4) strengthen **organizational readiness** and capacity. These priorities reflect a continued commitment to close the gap on the most pressing public health disparities and improve health outcomes. Additionally, the Strategic Plan takes into account learnings from other efforts such as the Department’s previous Strategic Plan, lessons from the Department’s COVID-19 pandemic response, the County Strategic Plan, the Workforce Development Plan, and the Quality Improvement Plan.

Although the Strategic Plan focuses on internal changes, we anticipate that these improvements will support work across the Department and in the community. Five Public Health Program Focus Areas (see Table 2) will be elevated to exemplify how the strategies and activities in the plan impact program efforts in the Department. The link between the Strategic Plan and the five Program Focus Areas are highlighted throughout and support current efforts from the Substance Abuse and Prevention Control Program’s Overdose Prevention Plan, a Board-Directed plan for Public Health to address the drug overdose epidemic, and the Community Health Equity Improvement Plan (CHEIP), a shared health improvement plan between Public Health and community partners that addresses four key equity efforts.

Table 1. Cross-Cutting Departmental Impact

- Streamlined operations and processes
- Modernized technology and infrastructure
- Transparent and accessible communications
- Accessible data platforms
- Diverse and coordinated partnerships
- Proactive policy solutions
- Policy, data, and engagement support for staff
- Just work culture that strengthens inclusion and belonging
- Collaborative Communities of Practice
- Adaptable learning organization


Table 2. Five Public Health Program Focus Areas

1. Overdose Prevention
2. Black/African American Infant & Maternal Health
3. Environmental Justice
4. Sexually Transmitted Infections & Congenital Syphilis
5. Violence Prevention

Lastly, the Strategic Plan was developed in several phases, with a special emphasis to collaborate and engage with staff and community partners. Think Tanks, led by internal subject matter experts, were established, and staff and community partners shared their input to shape meaningful goals, strategies, and activities.


Below are key highlights of the 2025-2030 Public Health Strategic Plan.

Priority 1: Gather and Share Useful and Inclusive Health Data




- Share useful and inclusive public health equity data
- Create policies and processes that support high-quality data practices
- Support targeted professional development
- Create and share timely and useful public health information and insights

Priority 3: Advance Needed Policy and Systems Change




- Equip staff with tools and resources to proactively engage with partners on policy
- Increase awareness of public health policy matters
- Help community partners to support equitable policy and systems change

Priority 2: Build, Strengthen, and Honor Partnerships



- Strengthen internal coordination and expand the diversity of partners
- Enhance internal coordination for community efforts and requests
- Equip staff with vital tools and resources needed for community engagement
- Offer resources that help organizations partner with the County

Priority 4: Strengthen Organizational Readiness and Capacity



- Support a just culture and promote staff wellness
- Strengthen internal and external communication on Public Health information
- Streamline and modernize the Department’s operations and systems

At the heart of this plan is a commitment to make our organization more coordinated, responsive, and effective. Using the Department’s vision, mission, and values to guide the work ahead, these efforts will sustain and enhance the Department’s dedication to reach its vision of healthy people in healthy communities.

Snapshot of the Strategic Plan

Priority 1: Gather and Share Useful and Inclusive Health Data

Goal 1: By June 2030, institutionalize practices that share useful, high-quality health data throughout the Department.

- **Strategy 1:** Develop and implement **data governance policies** that support high-quality data practices within the organization.
- **Strategy 2:** Provide and support targeted **professional development opportunities and resources** to ensure staff possess the knowledge and skills to engage with data to perform their jobs effectively.
- **Strategy 3:** Develop and maintain **data solutions and processes** to ensure the timely delivery of key public health information to staff and the community.
- **Strategy 4*:** Create, sustain, and share **analytical products** that effectively communicate actionable public health insights to staff and the community.

Priority 2: Build, Strengthen, and Honor Partnerships

Goal 2: By June 2030, establish an internal coordination infrastructure that strengthens and diversifies partnerships to address equity gaps.

- **Strategy 5*:** Expand the **diversity of partners and partnerships** the Department engages with to strengthen capacity and reach.
- **Strategy 6*:** Implement **systems-level changes** to enhance internal communications, coordination, and responsiveness with partners on public health priorities and initiatives.
- **Strategy 7:** Improve staff access and utilization of **tools and resources** needed to engage with the community members and partners.
- **Strategy 8:** **Support community organizations** in engaging with Public Health and the County.

Priority 3: Advance Needed Policy and Systems Change

Goal 3: By June 2030, proactively shape public health policies and systems that create long lasting, equitable reforms to address the root causes of disparities.

- **Strategy 9*:** Support and equip the workforce with **tools and resources** needed to support policy and systems changes that impact public health.
- **Strategy 10:** **Proactively engage** with Board offices on policy development.
- **Strategy 11*:** Increase **external partner and community member awareness** of policy and legislative matters impacting public health.
- **Strategy 12*:** **Support community and partnership opportunities** to effectively impact public health policy, legislation and systems change.

Priority 4: Strengthen Organizational Readiness and Capacity

Goal 4: By June 2030, build and sustain a just work culture.

- **Strategy 13:** Enhance ongoing efforts that **support a just culture** and advance equity, inclusion, and belonging.
- **Strategy 14:** **Promote wellness** programs and activities for the DPH workforce.

Goal 5: By June 2030, build communication infrastructure to inform the workforce and public about vital Public Health information and updates in a linguistically, accessible, and culturally appropriate manner.

- **Strategy 15:** **Regularly communicate with staff** on public health priorities, initiatives, and topics to foster transparency and keep staff informed.
- **Strategy 16:** Enhance public engagement by fostering **clear and effective communication** and sharing information the public can easily access and understand.
- **Strategy 17:** Enhance DPH's ability to effectively **communicate during crises**.
- **Strategy 18:** Expand the department's capacity to provide high-quality services in a **linguistic, accessible, and culturally appropriate manner**.

Goal 6: By June 2030, streamline and modernize the Department's operations (across six internal systems) to optimize organizational readiness and capacity to build equitable systems.

- **Strategy 19:** **Streamline and modernize the department's operations** to maximize efficiencies in finance, procurement, human resources, contracts and grants, contract monitoring, and IT infrastructure.

**Strategies Linked to the 5 Program Focus Areas*

Public Health Vision, Mission, Values

Vision:

Healthy People in Healthy Communities

Mission:

Advance the conditions that support optimal health and well-being for all

Values:

- **Equity:** We collaborate with public, private and community partners to ensure just systems, policies and practices eliminate gaps in health outcomes and lead to optimal health.
- **Inclusivity:** We honor the dignity and worth of all people and create welcoming environments that invite and sustain meaningful engagement with people and organizations that represent diversity in experience, thought, and culture.
- **Collaboration:** We promote, nurture, and honor partnerships with our employees, community partners and residents to strengthen our capacity to accomplish shared goals.
- **Accountability:** We act with transparency and integrity as responsible stewards of public funds.
- **Compassion:** We treat each other and those we serve with respect, kindness, humility, and empathy.
- **Quality:** We utilize state-of-the-art science, best and promising practices, and continuous improvement to maintain and enhance program efficiency and efficacy.
- **Innovation:** We embrace new approaches to address challenges that are too complex to solely rely on proven practices.
- **Leadership:** We are recognized throughout the field for our innovative programming and community-driven strategies that transform systems, policies, and practices.

Overview

Welcome to the **Los Angeles County Department of Public Health (Public Health) Strategic Plan 2025-2030**. This plan serves as a guide for Public Health as we work towards our vision of healthy people in healthy communities.

As a department, we work across a wide range of public health issues with partners in the community. While this new Strategic Plan does not list all these initiatives, it does focus on **internal changes** in our organization to better support our Programs and Divisions and the work in the community. By making improvements to our organization’s systems and processes, these efforts can support Public Health programs across the Department and have a **cross-cutting impact**. See Table 1 for examples.

Since the last Strategic Plan was launched, Public Health learned to navigate many complex challenges. Those lessons along with Public Health’s organizational values were brought to life in forming this new plan. Staff embodied the values of equity, quality, compassion, innovation, and leadership to create impactful strategies. Public Health embraced accountability and inclusivity by collaborating with the workforce and partners to shape our work.

Table 1. Cross-Cutting Departmental Impact

- Streamlined operations and processes
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Strategic Plan Influencers

To set the foundation, Public Health reviewed and built upon other key frameworks and plans (See Figure 1). With a continued commitment to reduce gaps in health outcomes, the Strategic Plan is aligned with the four priorities in the **Public Health Extended Action Plan 2018-2024** and **Equity Framework**, which can be used to guide the design of Public Health programs, services and processes:

1. Provide access to useful and inclusive health equity **data**.
2. Build and strengthen **partnerships** that truly share power and respect community autonomy.
3. Support **policy** and systems changes for the equitable distribution of opportunities and resources.
4. Enhance **organizational readiness** and capacity to adopt a just culture and advance health equity.

The process to create the Strategic Plan was also influenced by the following key documents:

- Public Health’s **Quality Improvement (QI) Plan** and Results-Based Accountability Framework, which provides a model to measure progress in implementing the plan.

- Public Health’s **Workforce Development Plan (WDP)**, which aims to prepare and strengthen the workforce’s capacity. Support for the workforce remains a top priority. Thus, strategies and activities were added to complement, but not duplicate, work in the WDP.
- Lessons learned from other efforts, including the previous Strategic Plan, the County Strategic Plan, and the COVID-19 emergency response to inform future strategies.

Lastly, two community-health focused plans, the Community Health Equity Improvement Plan (CHEIP) and the Public Health Overdose Prevention Plan, were used to identify **five Program Focus Areas** that are elevated in this Strategic Plan. (See Table 2.) These five areas reflect ongoing priorities that were identified through community health assessments and address some of the widest gaps in health outcomes in Los Angeles County. Each section of the Strategic Plan contains activities that support or complement the five Public Health Program Focus Areas. (See Appendix III for details.)

Table 2. Five Public Health Program Focus Areas

1. Overdose Prevention
2. Black/African American Infant & Maternal Health
3. Environmental Justice
4. Sexually Transmitted Infections & Congenital Syphilis
5. Violence Prevention

Figure 1. Work that Influenced the Public Health Strategic Plan



The Development Process

The Strategic Plan was developed in several phases, with an emphasis to engage and collaborate with staff and community partners in shaping the new plan. In the early phases, Public Health reviewed key plans and reports and also selected tools and processes to engage and community members. Public Health then established four staff Think Tanks to develop recommendations for the Strategic Plan. As they met, the Think Tanks reviewed feedback and key documents and considered efforts that would support the five Public Health Program Focus Areas. Recognizing the importance of collaboration and including diverse viewpoints, Public Health also engaged with a broad range of voices by creating opportunities for people to share their experiences, challenges, and recommendations. Considering the collective input, Public Health drafted and finalized a strategic set of goals, strategies, and activities. (See Appendix II for more details about the development process.)

Implementation and Tracking Progress

Each section of the Strategic Plan includes components to help define the work and track progress:

- A measurable **Goal** describes the changes we seek within each priority of the plan.
- The **Strategies** describe the work we think will best move our organization closer to its goal.
- The **Activities** help operationalize the strategies.
- **Performance Measures** are used to assess our performance and progress towards the goal.

To support the plan’s progress, a separate detailed implementation plan will be developed and reviewed annually, at minimum. This implementation plan will identify roles, timelines, milestones, and performance measures to ensure accountability and progress.

The Strategic Plan includes four (4) priorities, six (6) overarching goals, nineteen (19) key strategies, and sixty-one (61) measurable activities.

By providing clear priorities and measurable actions, this plan offers a framework to align resources, strengthen partnerships, and enhance our organization’s capacity to counter long-standing health disparities. Additionally, recognizing that the public health landscape will continue to evolve, Public Health will assess the Strategic Plan on an annual basis and update the plan as needed. This will help ensure that we, a learning organization, remain aligned, responsive, and adaptable to the needs of the Department.

PRIORITY 1: Gather and Share Useful and Inclusive Health Data

Data is critical to identify public health challenges, make informed decisions, develop targeted actions, and dedicate resources to address the health needs of communities across Los Angeles County.

To expand the Department’s capacity to gather and share useful and inclusive health data, the input received suggested that the Department could:

- Enhance staff skills to work with data through workforce development activities.
- Create and improve data practices, policies, and governance systems.
- Improve access to, sharing of, and exchange of important Public Health and key partner data.
- Create valuable data and analytical products (e.g., dashboards, maps, apps), with actionable information that is easy to understand.
- Collaborate with community partners to analyze and use data.
- Modernize the Department’s data systems and technology.

Given these considerations, the following goals, strategies, and activities were developed to help advance the Department’s systems and processes to improve health data.

GOAL 1: By June 2030, institutionalize practices that share useful, high-quality health data throughout the Department.

STRATEGY 1	Develop and implement data governance policies that support high-quality data practices within the Department.
ACTIVITY	<p>1.1: By December 31, 2029, regularly conduct a data governance maturity assessment to measure progress, identify gaps, and inform future initiatives based on emerging needs and opportunities. <i>Lead: Information Management and Analytics Office (IMAO)</i></p> <p>1.2: By June 30, 2030, develop and execute a comprehensive data strategy plan that enhances organizational data capabilities and aligns with public health goals. <i>Lead: IMAO, Contributors: Program Subject Matter Experts (SMEs)</i></p> <p>1.3: By June 30, 2025, and ongoing, maintain active governance bodies with leadership and expert representation to address ongoing and ad hoc data governance priorities and ensure alignment with objectives. <i>Lead: IMAO, Contributors/Participants: SMEs</i></p>
STRATEGY 2	Provide and support targeted professional development opportunities and resources to ensure staff possess the knowledge and skills to engage with data to perform their jobs effectively.
ACTIVITY	<p>2.1: By June 30, 2030, support Communities of Practice to foster ongoing education, knowledge sharing, and collaboration on data skills and best practices among staff. <i>Lead: IMAO, Contributors/Participants: Department of Public Health (DPH) programs</i></p>

	<p>2.2: By June 30, 2030, conduct regular workforce assessments to evaluate data skill levels and identify gaps to inform targeted workforce development and training initiatives. <i>Lead: IMAO</i></p> <p>2.3: By July 31, 2025, and ongoing, deliver ongoing Results-Based Accountability (RBA) technical assistance and support to all Divisions/Programs. <i>Lead: Quality Improvement & Accreditation Program (QIAP)</i></p>
STRATEGY 3	Develop and maintain data solutions and processes to ensure the timely delivery of key public health information to staff and the community.
ACTIVITY	<p>3.1: By June 30, 2030, implement and support processes, including trainings if needed, to ensure access to relevant external health data sources (e.g., health information exchange (HIE) data.) <i>Lead: IMAO</i></p> <p>3.2: By June 30, 2030, operationalize a standalone or shared integrated disease surveillance system, ensuring that infectious disease data is easily accessible through data marts for timely response and monitoring. <i>Lead: Disease Control Bureau</i></p> <p>3.3: By June 30, 2030, upgrade the Laboratory Information Management System (LIMS) to streamline data transmission channels and improve interoperability with healthcare partners. <i>Lead: Disease Control Bureau</i></p>
STRATEGY 4	Create, sustain, and share analytical products that effectively communicate actionable public health insights to staff and the community.
ACTIVITY	<p>4.1: By June 30, 2030, create and distribute dashboards and analytical products using public health program data and leveraging Departmental technology platforms to broaden access, support informed decision-making, and enhance community engagement; this includes creating, sharing, and maintaining data and information across the 5 Program Focus Areas. <i>Leads: IMAO and 5 program Focus Areas</i> <i>(Refer to the Community Health Equity Improvement Plan: AAIMM Strategy 1; Sexually Transmitted Infections Strategy 1; Environmental Justice Strategy 1 and 2; Violence Prevention Strategy 1; and Confronting the Drug Overdose Epidemic Board Motion, Project 11.)</i></p> <p>4.2: By June 30, 2025, and ongoing, develop and maintain results-based performance scorecards and use them by regularly doing turn-the-curve exercises for program improvement. <i>Lead: QIAP, Contributors: DPH programs</i></p>

PRIORITY 2: Build, Strengthen, and Honor Partnerships

Partnerships in public health are essential to achieving a sustained and collective impact on health outcomes. As trusted entities and community members, partners play a crucial role in uplifting and meeting the needs of the community. They help share data, provide expertise, and advocate for equitable policies, resources, and programs to reach the broader goal of healthy communities. Thus, Public Health’s commitment to collaborating with partners remains a consistent priority.

Based on input from staff and community partners, strategies for the Department to build, strengthen, and honor partnerships include:

- Simplify processes and create guidelines to help staff work with partner and respond to external requests more effectively.
- Improve internal awareness and coordination of community engagement and outreach between programs.
- Reduce barriers for organizations to foster new partnerships with the Department.
- Sustain funding and resources for program initiatives.
- Assess gaps in partnership and expand the diversity of Public Health partners.

Given these considerations, the following goals, strategies, and activities were developed to foster new and stronger partnerships.

GOAL 2: By June 2030, establish an internal coordination infrastructure that strengthens and diversifies partnerships to address equity gaps.

STRATEGY 5	Expand the diversity of partners and partnerships the Department engages with to strengthen reach and capacity.
ACTIVITY	<p>5.1: By December 31, 2025, assess the Department’s network of partners, types of partnerships, and coalitions/committees to identify gaps and opportunities to expand the department’s diversity of partners and partnerships. <i>Leads: Office of Planning, Integration, and Engagement (PIE), Center for Health Equity (CHE); Contributors: DPH programs</i></p> <p>5.2: By December 31, 2027, establish a coordinated approach to engage with new partners (e.g., youth councils, grassroots organizations) and expand partnerships (e.g., pathways or platforms for community organizations to connect with the department, networking events, open houses), elevating the 5 Program Focus Areas. <i>Leads: PIE; Contributors: DPH programs</i></p>
STRATEGY 6	Implement systems-level changes to enhance internal communications, coordination, and responsiveness with partners on public health priorities and initiatives.
ACTIVITY	6.1: By December 31, 2028, identify, secure and implement a partner data management platform (e.g., CRM). <i>Leads: PIE, Operations Support Bureau (OSB)</i>

	<p>6.2: By June 30, 2030, utilize and maintain a data management platform (e.g., CRM) to increase coordination between DPH programs. <i>Contributors: DPH programs</i></p> <p>6.3: By June 30, 2025, and ongoing, share program information and updates on community engagement efforts and partnerships, including the 5 Program Focus Areas, to increase awareness across the Department. <i>Leads: PIE, Office of Communications and Public Affairs (OCPA); Contributors: DPH programs and 5 Program Focus Areas</i></p>
STRATEGY 7	Improve staff access and utilization of tools and resources needed to engage with the community members and partners.
ACTIVITY	<p>7.1: By June 30, 2025, implement a department-wide Community Engagement Policy for DPH programs to regularly review, assess, and monitor the progress and effectiveness of community engagement efforts. <i>Lead: PIE</i></p> <p>7.2: By June 30, 2030, provide trainings, technical assistance, or tools for community engagement (e.g., resources for programs, best practices for leading committees, task forces, small groups, or other partnerships). <i>Leads: PIE, CHE; Participants/End-Users: DPH programs</i></p> <p>7.3: By June 30, 2025, and ongoing, utilize internal resources (e.g., HIT, plain language practices, Community Engagement funds) to ensure that services and information are provided in a culturally and linguistically appropriate manner. <i>Leads: CHE, PIE; End-Users: DPH programs</i></p> <p>7.4: By June 30, 2030, streamline internal processes used by staff to facilitate community engagement efforts (e.g., access to funds for community engagement events, transportation vouchers, gift cards, stipends, childcare services, etc.). <i>Lead: OSB</i></p>
STRATEGY 8	Support community organizations in engaging with Public Health and the County.
ACTIVITY	<p>8.1: By December 31, 2029, simplify processes and/or reduce barriers to partnering with the County to make collaboration easier and more consistent (e.g., streamline processes regarding contracts, Master Agreements, MOUs, participation forms). <i>Leads: PIE, CHE, OSB</i></p> <p>8.2: By July 31, 2025, and ongoing, offer resources to local community-based organizations that support partnering with the County (e.g., grant workshops, technical assistance, data workshops). <i>Leads: PIE, CHE, DPH programs</i></p>

PRIORITY 3: Advance Needed Policy and Systems Change

Policies play a significant role in influencing public health outcomes. Tobacco control policies, healthy food initiatives, environmental health protections, and access to healthcare are a few examples. As such, addressing root causes of poor health outcomes, including health disparities, requires policy and systems changes to make a transformative impact.

To advance needed policy and systems changes, strategies suggested by staff and community include:

- Strengthen staff capacity to work towards policy and systems changes through trainings, updates, and best practices for engaging with partners.
- Support Public Health efforts with resources such as funding, staffing, tools, and guidance.
- Coordinate internal efforts across the Department to strengthen support for policy-related changes.
- Engage staff and community at all levels to uplift community voices and inform policy development.
- Create space for staff to learn from each other, coordinate, and collaborate where possible.

In response, the goals, strategies, and activities below were developed to enhance the Department’s capacity to advance policy and systems change.

GOAL 3: By June 2030, proactively shape public health policies and systems that create long-lasting equitable reforms to address the root causes of disparities.

STRATEGY 9	Support and equip the workforce with tools and resources needed to support policy and systems changes that impact public health.
ACTIVITY	<p>9.1: By June 30, 2026, and ongoing, establish a Policy Community of Practice, with participation from select DPH program staff, that increases opportunities for policy awareness, collaboration, and coordination. <i>Leads: Govt Affairs, CHE; Contributors/Participants: DPH programs</i></p> <p>9.2: By January 31, 2026, and ongoing, increase staff awareness of policy and legislative matters, including root causes of disparities, mechanisms for tracking priority bills, policy updates, regulatory actions, County of Los Angeles positions, and DPH policy efforts, which include the 5 Program Focus Areas. <i>Lead: Govt Affairs; Contributors: DPH programs and 5 Program Focus Areas</i></p> <p>9.3: By December 31, 2025, update the department’s legislative activity policy (Policy 106) to provide guidance and increase staff knowledge on policy efforts. <i>Lead: Govt Affairs</i></p> <p>9.4: By December 31, 2025, and ongoing, offer targeted staff trainings (e.g., how to work on policy and legislative strategies internally and with partners, leading effective collaborations, guidelines regarding advocacy, how to develop policy briefs, policy communications tools, responses to BOS policy requests, prepare Board reports, etc.) to strengthen the capacity of staff that engage in policy and systems change. <i>Leads: Govt Affairs, CHE; Participants: DPH programs</i></p>

	<p>9.5: By July 31, 2025, and ongoing, offer technical assistance and tools to strengthen the capacity of staff that support partners’ policy and systems change efforts. <i>Leads: Govt Affairs, CHE; Participants: DPH programs</i></p>
STRATEGY 10	Proactively engage with Board offices on policy development.
ACTIVITY	<p>10.1: By June 30, 2025, and annually thereafter, identify key Department policy priorities and proactively engage with one or more Board of Supervisors’ offices to gather support for policy or systems changes. <i>Lead: Govt Affairs; Collaborators: DPH programs</i></p> <p>10.2: By July 31, 2025, and ongoing, identify opportunities for programs to engage with Board of Supervisors’ Offices on issues or policies impacting public health. <i>Lead: Govt Affairs; Collaborators: DPH programs</i></p>
STRATEGY 11	Increase external partner and community member awareness of policy and legislative matters impacting public health.
ACTIVITY	<p>11.1: By June 30, 2030, contribute to and utilize a data management platform to identify partners and community members that could be engaged in policy efforts. <i>Lead(s): TBD for Community of Practice; Contributors: DPH programs (Note: linked to activity 6.1 and 6.2)</i></p> <p>11.2: By January 31, 2026, and annually thereafter, create and disseminate external communications, policy tools or briefs, as needed, to spread awareness of public health priority policies, legislative and regulatory matters, and opportunities to support Department and community policy efforts, including those related to the 5 Program Focus Areas. <i>Leads: 5 Program Focus Areas and DPH programs; Technical Support: Govt Affairs; IMAO</i></p> <p>11.3: By July 31, 2025, and ongoing, enhance communications to elected officials and decision makers on key public health policy issues, (e.g., including the use of GovDelivery). <i>Lead: Govt Affairs; Contributors: DPH programs</i></p>
STRATEGY 12	Support community and partnership opportunities to effectively impact public health policy, legislation and systems change.
ACTIVITY	<p>12.1: By June 30, 2025, and annually thereafter, identify and implement opportunities to engage with external partners and community members to effectively support public health priorities, funding and resources for public health infrastructure, health equity commitments, or legislative and regulatory change efforts. <i>Lead(s): Govt Affairs; Contributors: All Divisions and Programs</i></p> <p>12.2: By June 30, 2030, Public health will convene and support community partners on policy and systems changes, including efforts within the 5 Program Focus Areas. <i>Leads: Govt Affairs, DPH programs, 5 Program Focus Areas</i></p> <p><i>Note: Examples of policy/system changes include supporting an economic stabilizing initiative for pregnant persons, expanding doula care in health systems, improving adherence to mandated syphilis screenings for pregnant persons, developing a policy agenda on environmental justice and climate health issues, improving services to survivors of sexual assault and prevention programs, expanding gender-based violence initiatives/services, and expanding place-based community-driven public safety efforts. Refer to the Community Health Equity Improvement Plan: AAIMM Strategy 2 and 3; Sexually Transmitted Infections Strategy 2; Environmental Justice Strategy 3; Violence Prevention Strategy 2, 3, and 4; and Confronting the Drug Overdose Epidemic Board Motion, Project 11.)</i></p>

PRIORITY 4: Strengthen Organizational Readiness and Capacity

This fourth priority focuses on the Department’s readiness and capacity as an organization to implement changes and practices that will move us closer to reaching our vision and mission. Input for this priority covered a broad range of themes related to balancing the needs of the workforce and workload, creating a more supportive workplace culture, updating the organization’s infrastructure and systems, ensuring stable funding and resources, identifying priorities, and increasing transparency.

The Organizational Readiness and Capacity section of this plan focuses on three goals:

- Strengthening just culture and employee wellness
- Enhancing communications efforts
- Updating Public Health’s infrastructure and systems

To note, the Department’s Workforce Development Plan (WDP), which outlines five overarching goals, is dedicated to building and strengthening the workforce’s knowledge and capacity. (See Appendix IV for details.) However, support for the workforce remains a top priority. Thus, strategies and activities were added to the Strategic Plan to complement, but not duplicate, work in the WDP.

GOAL 4: By June 2030, build and sustain a just work culture.

STRATEGY 13	Enhance ongoing efforts that support a just culture and advance equity, inclusion, and belonging. <i>(Linked to Workforce Development Plan (WDP) 2022-2026, Strategy 3.1)</i>
ACTIVITY	<p>13.1: By June 30, 2025, revise the existing just culture policy to reflect new insights, feedback, and evolving organizational needs. <i>Lead: Wellness Office</i></p> <p>13.2: By June 30, 2025, and annually thereafter, conduct an employee Just Culture Pulse Survey at regular intervals to assess the current state of just culture within the department and inform future training and implementation strategies. <i>Lead: Wellness Office</i></p> <p>13.3: By June 30, 2025, encourage participation in trainings and resources that foster Just Culture (including Just Culture, SDP, EQ, Coaching) to all DPH staff. <i>Leads: Wellness Office, Organizational Development and Training (ODT); Contributors/Participants: DPH programs</i></p> <p>13.4: By December 31, 2025, launch a just culture dashboard to track key performance indicators, identify areas of systems-level improvement, and celebrate successes. <i>Leads: Wellness Office, ODT</i></p>
STRATEGY 14	Promote wellness programs and activities for the DPH workforce. <i>(Linked to Workforce Development Plan (WDP) 2022-2026, Strategy 3.2)</i>

ACTIVITY	<p>14.1: By June 30, 2025, establish a council, including sub-committees and action teams to inform wellness and culture related strategies and activities. <i>Leads: Wellness Office, ODT; Contributors/Participants: DPH programs</i></p> <p>14.2: By June 30, 2030, support participation in Los Angeles County Department of Human Resource-led wellness programs. <i>Leads: Wellness Office, ODT; Contributors/Participants: DPH programs</i></p> <p>14.3: By June 30, 2030, support participation in DPH-led wellness initiatives that target mental health, promote embodied resilience, and reduce burnout. <i>Leads: Wellness Office, ODT; Contributors/Participants: DPH programs</i></p> <p>14.4: By December 31, 2025, launch a dashboard to monitor wellness trends over time and identify areas in need of support. <i>Leads: Wellness Office, ODT</i></p>
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GOAL 5: By 2030, build communication infrastructure to inform the workforce and public about vital Public Health information and updates in a linguistically, accessible, and culturally appropriate manner.

STRATEGY 15 Regularly **communicate with staff** on public health priorities, initiatives, and topics to foster transparency and keep staff informed.

ACTIVITY	<p>15.1: By December 31, 2025, develop a communication plan that outlines how to identify key messages to staff and establishes simple methods for directors, managers, and supervisors at all levels to share these messages and information (bidirectionally) with their teams and leadership. <i>Lead: Office of Communications and Public Affairs (OCPA)</i></p> <p>15.2: By December 31, 2026, redesign the intranet and other communication strategies that are informed by staff on an ongoing basis to keep staff regularly informed. <i>Lead: OCPA</i></p> <p>15.3: By June 30, 2027, launch a communication effort to increase awareness of where staff can find DPH updates (e.g., Director’s Briefing; Revised Intranet; All-Staff Meeting recordings). <i>Lead: OCPA</i></p> <p>15.4: By June 30, 2025, and thereafter, evaluate communication platforms (i.e., analytic information about websites, SharePoint and emails) to understand which platforms staff use most frequently to stay informed about departmental updates. <i>Lead: OCPA</i></p>
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STRATEGY 16 Enhance public engagement by fostering clear and effective **communication and sharing information** the public can easily access and understand.

ACTIVITY	<p>16.1: By December 31, 2025, develop an intuitive, user-centered website or app that supports various languages and offers easy navigation. Ensure the platforms adhere to accessibility standards (e.g., WCAG 2.0) for visually or hearing-impaired users, ensuring equitable access to information. <i>Leads: OCPA, PHIS</i></p>
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16.2: By December 31, 2027, establish **culturally responsive social media channels** that are popular and widely used among non-English speaking communities to share vital public health information and updates in multiple languages. *Leads: OCPA, CHE*

STRATEGY 17 Enhance DPH’s ability to effectively **communicate during crises.**

ACTIVITY

17.1: By December 31, 2025, and thereafter, conduct an **annual review** of the existing standardized crisis communication framework with internal stakeholders to assess if updates are needed to improve the effectiveness of the tiered response system for various levels of crises. *Leads: OCP, EPRD, ACD, CHE*

17.2: By December 31, 2026, **establish a crisis communication framework** for how we provide **in-language updates and responses** to the public. This would take into account at least threshold languages, as well as using data to determine if there are language needs based off geography and data for the community(ies) impacted. *Lead: OCPA*

17.3: By June 30, 2030, develop **stronger ties with local media** that results in increased placement/additional stories that ensure prompt and accurate dissemination of public health information during emergencies. *Lead: OCPA*

17.4: By June 30, 2030, develop **stronger ties with local ethnic media** that results in increased placement/additional stories and develop an ongoing ethnic media communications list that DPH staff can more easily access. *Lead: OCPA*

STRATEGY 18 Expand the department’s capacity to provide **high-quality services in a linguistic, accessible, and culturally appropriate manner.**

ACTIVITY

18.1: By June 30, 2025, and ongoing, provide **learning opportunities for staff** (i.e., trainings, FAQs, toolkits, resource guides) on the importance of language access and how to implement language justice practices and resources. *Lead: CHE*

18.2: By June 30, 2030, enhance the department’s **language and accessibility infrastructure** (i.e., use of on-demand interpretation systems, addressing language and accessibility requirements, improving language access policies and protocols, creating intersections with the department’s community engagement process). *Lead: CHE*

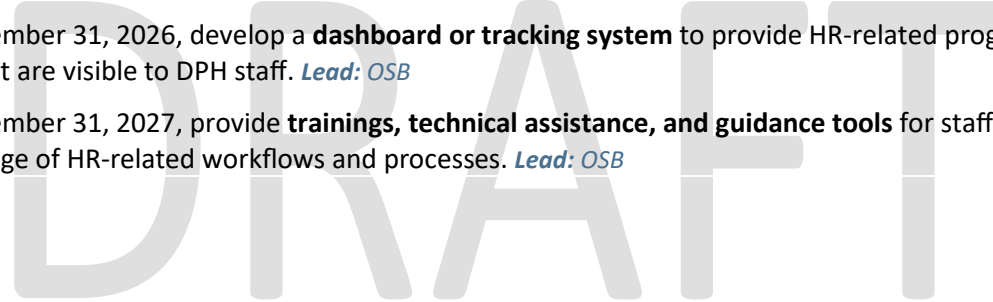
GOAL 6: By June 2030, streamline and modernize the Department’s operations (across six internal systems) to optimize organizational readiness and capacity to build equitable systems.

STRATEGY 19 Streamline and modernize the **department’s operations** to maximize efficiencies in finance, procurement, human resources, contracts and grants, contract monitoring, and IT infrastructure.

ACTIVITY

19.1: By December 31, 2025, **assess department-wide operations**, in collaboration with key users, to identify areas to improve operational efficiencies within finance, contracts and grants, contract monitoring, procurement, and IT infrastructure. *Lead: OSB*

- 19.2:** By December 31, 2026, develop and implement a **workplan to streamline and automate processes** within finance, contracts and grants, contract monitoring, procurement, and IT infrastructure to improve efficiencies within the Department and when working with partners. *Lead: OSB*
- 19.3:** By December 31, 2027, develop accessible **dashboards or tracking systems** within finance, contracts and grants, contract monitoring, procurement, and IT to provide progress updates and performance measures that are visible to DPH staff. *Lead: OSB*
- 19.4:** By December 31, 2027, provide **trainings, technical assistance, and guidance tools** for DPH staff to strengthen transparency and staff knowledge of updated workflows within finance, contracts and grants, contract monitoring, procurement, and IT infrastructure. *Lead: OSB*
- 19.5:** By December 31, 2025, assess human resource (HR) operations and **develop a workplan** to implement process improvements. *Lead: OSB*
- 19.6:** By December 31, 2026, develop a **dashboard or tracking system** to provide HR-related progress updates and performance measures that are visible to DPH staff. *Lead: OSB*
- 19.7:** By December 31, 2027, provide **trainings, technical assistance, and guidance tools** for staff to strengthen transparency and staff knowledge of HR-related workflows and processes. *Lead: OSB*



Conclusion

At the heart of this Plan is a renewed commitment to make our organization more responsive and effective in fostering healthy communities for all residents in Los Angeles County. Engaging broadly with staff and community members to consider lessons learned, needs, experiences, and key priorities have been essential to evolving and building a new plan. And while efforts to strengthen the workforce, update internal processes and systems, and foster diverse partnerships will move us closer to reaching our vision and mission, the Strategic Plan is also an opportunity to elevate the Department’s values. Embracing collaboration, inclusivity, accountability, and equity during the process of creating the Plan helped guide the way we approach our work. Together, these efforts will enhance the Department’s dedication and capacity to advance the conditions that support optimal health and well-being for all.

Appendix I: About Us

The Los Angeles County Department of Public Health (Public Health) is committed to promoting health equity and ensuring optimal health and well-being for nearly 10 million residents of Los Angeles County. Through a variety of programs, community partnerships and services, Public Health oversees environmental health, disease control, and community health. Nationally accredited by the Public Health Accreditation Board, the Los Angeles County Department of Public Health is comprised of more than 4,000 employees and has an annual budget of \$1.7 billion.

Public Health focuses on prevention, seeking to assure protection for the entire population, from threats to the public's health, including food-borne and easily transmittable disease outbreaks, natural and man-made emergencies, to working to prevent chronic diseases, such as heart disease, diabetes, and cancer.

Los Angeles (LA) County is the most populous county in the United States with nearly 10 million people living in a 4,000 square mile area that ranges from densely urban to sparsely rural and includes 88 cities and unincorporated communities. 3.2 million of these residents — 1 in 3 — are foreign-born. More than half of the County's population speaks a language other than English at home — more than 110 languages — adding to the region's rich cultural diversity. LA County is one of the most diverse regions in the U.S. with a mix of communities that bring richness and complexity to our region, including extensive racial, cultural, linguistic, and socioeconomic diversity.

Service Planning Areas

Los Angeles County is divided into eight geographic regions, or Service Planning Areas (SPAs). These distinct areas allow the Department of Public Health to provide services that meet the specific health needs in these areas.

1 – Antelope Valley

4 – Metro

7 – East

2 – San Fernando Valley

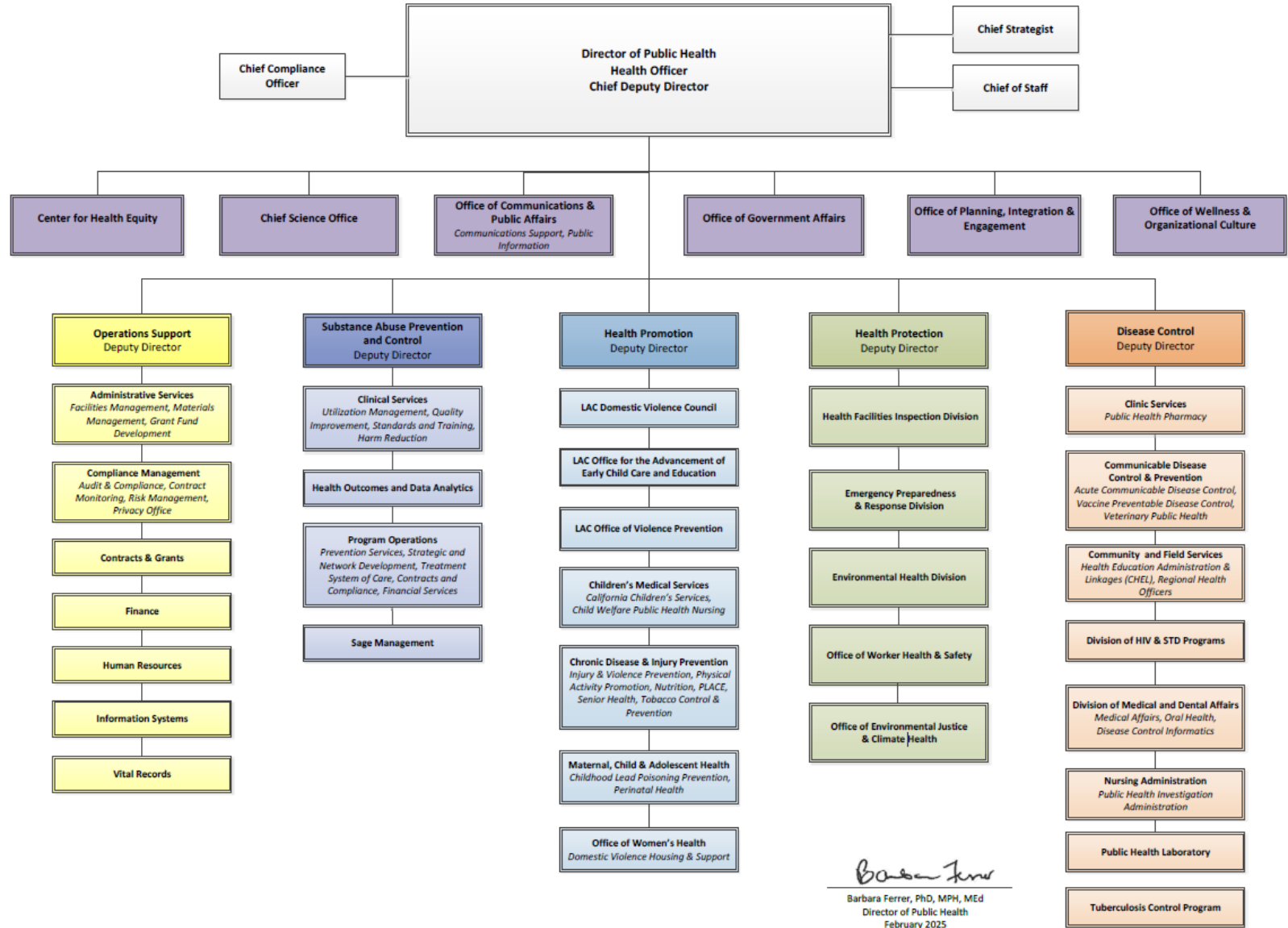
5 – West

8 – South Bay (includes Catalina Island)

3 – San Gabriel Valley

6 - South

COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC HEALTH



Barbara Ferrer
 Barbara Ferrer, PhD, MPH, MEd
 Director of Public Health
 February 2025

Appendix II – Strategic Plan Development Process

The Strategic Plan was developed in several phases with an emphasis to engage and collaborate with staff and community partners in shaping the new plan.

Phase 1: Prepare the Process. Public Health reviewed key documents including lessons learned from the previous Strategic Plan, the County Strategic Plan, the COVID-19 response, additional large-scale organizational plans, and current public health priorities. Public Health also selected tools and processes to collect input from staff and community members.

Phase 2: Build Think Tanks. Public Health established four staff Think Tanks to develop recommendations for the Strategic Plan. Each of the four Think Tanks focused on a specific priority (i.e., data, partnerships, policy, and organizational readiness). As they met, the Think Tanks reviewed feedback and key documents, and they considered efforts that would support the five Public Health Program Focus Areas (see Appendix III) and address Department priorities.

Phase 3: Staff and Community Engagement. Recognizing the importance of collaboration and including diverse viewpoints, Public Health engaged a broad range of voices. They collected input through both a departmentwide staff survey and community focus groups. Members of the Board-established Community Prevention and Population Health Task Force and the Board-Appointed Public Health Commission provided their recommendations and input during these focus groups. These efforts created a space for people to share their experiences, challenges, and recommendations, which resulted in valuable input.

Phase 4: Develop Goals, Strategies and Activities. Think Tank members reflected on what they learned and the input that was elevated during phase 3. Based on the input they reviewed, they drafted a set of proposed goals, strategies, and activities.

Phase 5: Draft and Finalize the Plan. To finalize the plan, the Think Tanks’ recommendations were compiled and reviewed by team leads and implementation leads to assess and refine the plan. Leadership reviewed the final draft to ensure it aligned with the Department’s needs and larger goals.

Phase 6: Share and Implement the Plan. As the work in the Strategic Plan begins, it will be shared widely across the Department and made accessible on the Department’s website. A more detailed implementation plan will be used to track progress.

Appendix III: Program Focus Areas

Although the Strategic Plan focuses on internal changes, the cross-cutting strategies and activities in the Plan support work across the Department and in the community. **Five Public Health Program Focus Areas** are elevated in this Plan to exemplify how the strategies and activities impact program efforts in the Department. The link between the Strategic Plan and the five Program Focus Areas are highlighted throughout the Plan and support current efforts from the Substance Abuse and Prevention Control Program’s [Overdose Prevention Plan](#), a Board-Directed plan for Public Health to address the drug overdose epidemic, and the [Community Health Equity Improvement Plan \(CHEIP\)](#), a shared health improvement plan between Public Health and community partners that addresses four key health areas that have wide gaps in health outcomes.

Five Program Focus Areas and desired Results:

1. Black/African American Infant and Maternal Mortality:

All Black/African American babies and mothers/birthing people in LA County enjoy healthy and joyous births and thrive well beyond baby’s first birthday.

To learn more about this effort, please visit: <https://www.blackinfantsandfamilies.org/about>

2. Sexually Transmitted Infections and Congenital Syphilis:

Everyone in LA County, including future generations, is protected from sexually transmitted infections and congenital syphilis.

To learn more about this effort, please visit: <http://www.ph.lacounty.gov/dhsp/>

3. Environmental Justice:

Those living in the most highly pollution-burdened communities in LA County enjoy healthy lives safe from toxic exposures and the negative effects of climate change.

To learn more about this effort, please visit: <http://ph.lacounty.gov/eh/about/environmental-justice-climate-health.htm>

4. Violence Prevention:

All families and communities in LA County live free of violence and thrive in a culture of peace.

To learn more about this effort, please visit: <http://ph.lacounty.gov/ovp/>

5. Overdose Prevention:

Reduce the number of overdose events and overdose fatalities.

To learn more about this effort, please visit: <http://ph.lacounty.gov/sapc/public/harm-reduction/>

Appendix IV: Los Angeles County Department of Public Health Workforce Development Plan

WDP Goal 1: Recruit and retain highly skilled workforce members.

- Strategy 1.1: Foster development of future DPH workforce by offering quality learning opportunities to gain experience in DPH through programs such as internship, residency, and fellowship programs.
- Strategy 1.2: Partner with local universities, colleges, and schools to work together to develop the current and future public health workforce.
- Strategy 1.3: Integrate recruitment and retention strategies into succession planning.

WDP Goal 2: Provide professional development opportunities to DPH workforce to develop leaders, enhance skills and support employees to achieve their career goals.

- Strategy 2.1: Use DPH Core Competencies as a tool to identify gaps and areas of learning and development.
- Strategy 2.2: Develop learning opportunities and programs for DPH supervisors, managers, and emerging leaders to effectively lead.
- Strategy 2.3: Provide learning opportunities and programs that are equitable, accessible, relevant, and engaging.
- Strategy 2.4: Advocate for and leverage funding that support equitable Public Health workforce development and learning opportunities.

WDP Goal 3: Foster organizational infrastructure and culture aligned with DPH core values for workforce development.

- Strategy 3.1: Enhance ongoing efforts that promote a workplace culture that is just and supports and advances equity.
- Strategy 3.2: Promote wellness programs and activities for the DPH workforce.
- Strategy 3.3: Sustain initiatives that recognize ongoing employee contribution and efforts.
- Strategy 3.4: Modernize department-wide systems and infrastructure to enhance workforce development efforts.
- Strategy 3.5: Foster a continuous learning culture that promotes professional development and quality improvement.

WDP Goal 4: Create a workplace culture that embraces and applies diversity, equity, and inclusion (DEI) principles.

- Strategy 4.1: Implement organizational policies and practices that align with DEI principles in recruitment, retention, and workforce development.
- Strategy 4.2: Allocate organizational resources to align with DEI practices in recruitment, retention, and workforce development.
- Strategy 4.3: Provide workforce learning opportunities on applying DEI practices in recruitment, retention, and workforce development.

WDP Goal 5: Prepare workforce to respond to public health emergencies.

- Strategy 5.1: Integrate recruitment strategies to ensure hiring of workforce members that understand the role of and must serve as Disaster Service Workers during public health emergency/crises.
- Strategy 5.2: Assess workforce skills and identify gaps to ensure emergency preparedness and response.
- Strategy 5.3: Develop and evaluate emergency training programs to implement strategies to strengthen workforce preparedness and response capability.
- Strategy 5.4: Assess and identify operations and personnel gaps to address and align emergency response operations.

Acknowledgments

(Section in progress)

DRAFT