

Strategic Plan

2019 - 2024



Public Health Alliance™
OF SOUTHERN CALIFORNIA



Who We Are

The Alliance is a coalition of executive leadership from 8 local health departments across Southern California.

Our members have statutory responsibility for nearly 50% of California's population.

City of Long Beach
Los Angeles County
San Bernardino County
Santa Barbara County

City of Pasadena
Riverside County
San Diego County
Ventura County

VISION

Vibrant and activated communities achieving health, justice, and opportunities for all.

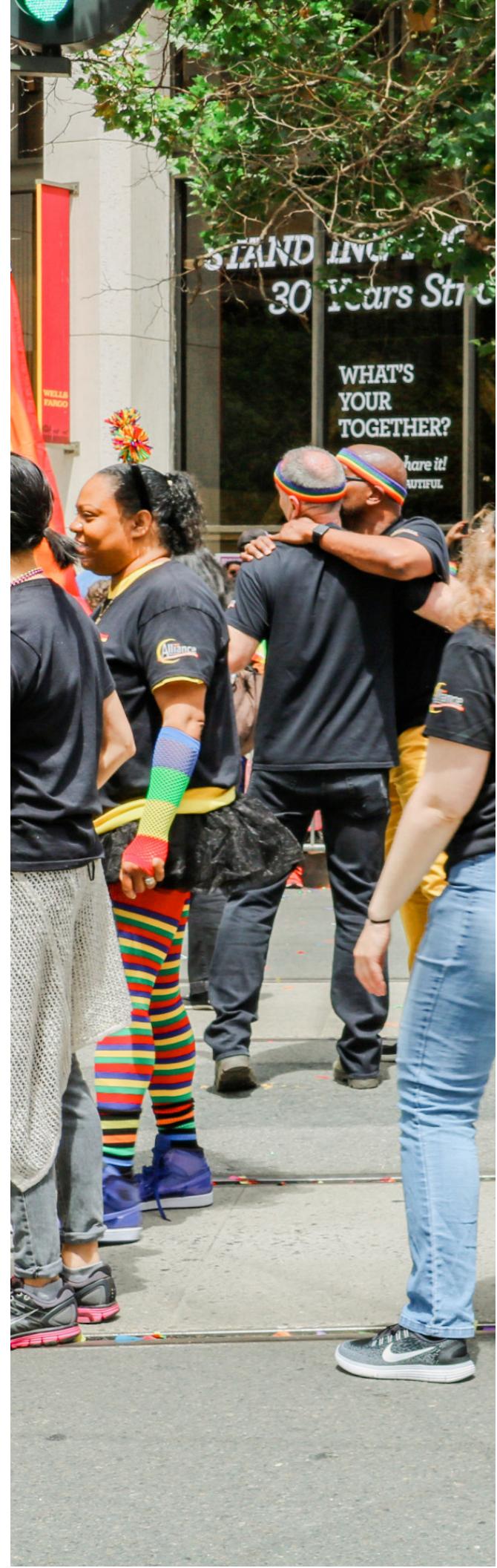
MISSION

Mobilize the transformative power of local public health for enduring health equity.

CORE VALUES

We are:

- * Courageous
- * Dynamic
- * Unifying
- * Highly Impactful
- * Ethical
- * Inclusive



DRAFT



Why It Matters

The Alliance serves Southern California communities rich with cultural diversity, varied geographies and urban, suburban, and rural environments.

OUR JURISDICTIONS INCLUDE:



22.6 million people

of which 6.5 million were born outside the U.S.



8 counties / 215 cities



4 shipping ports

Two (LA and Long Beach) of which handle 25% of all container cargo in the U.S.



310 miles of coastline



Several mountain ranges



2 major deserts



The world's busiest land border

AND IS A CREATIVE AND POWERFUL ECONOMIC ENGINE CONTRIBUTING:



\$1 trillion/year to GDP

Despite all these assets, Southern California still experiences stark health inequities.

- ▶ Life expectancy fluctuates dramatically in our region. Even neighboring communities can have more than a 10-year difference in life expectancy.
- ▶ Over 50% of the population lives in a place without convenient, reliable public transit.
- ▶ Nearly 35% of the population lives in communities with significant pollution burdens.
- ▶ More than 25% of the population lives in neighborhoods designated as food deserts.
- ▶ About 40% of the population lives in or near poverty – with nearly 50% of children living in or near poverty.



How We Will Get There

KEY STRATEGIES

1

ADVANCE HEALTH EQUITY

Everyone should have the opportunity and resources to live a healthy life. The Alliance positively contributes to a fair, just, inclusive, equitable, and sustainable future for all.

2

CHAMPION PREVENTION FUNDING

Everyone should live in a place with adequate public health infrastructure to protect and promote community health and well-being. The Alliance advocates for sustainable local public health funding and innovative financing opportunities for community health investments.

3

PROMOTE POWERFUL, HEALTHY COMMUNITIES

Everyone should live in a place that offers them the opportunity and ability to lead their healthiest lives. The Alliance advances equitable policies such as economic well-being, nutritious food, active transportation, clean water, and affordable housing.

4

ELEVATE THE CLIMATE + HEALTH NEXUS

Everyone should be protected from the health impacts of climate change. The Alliance works to address the public health and equity nexus with climate change adaptation, mitigation, and recovery efforts.

5

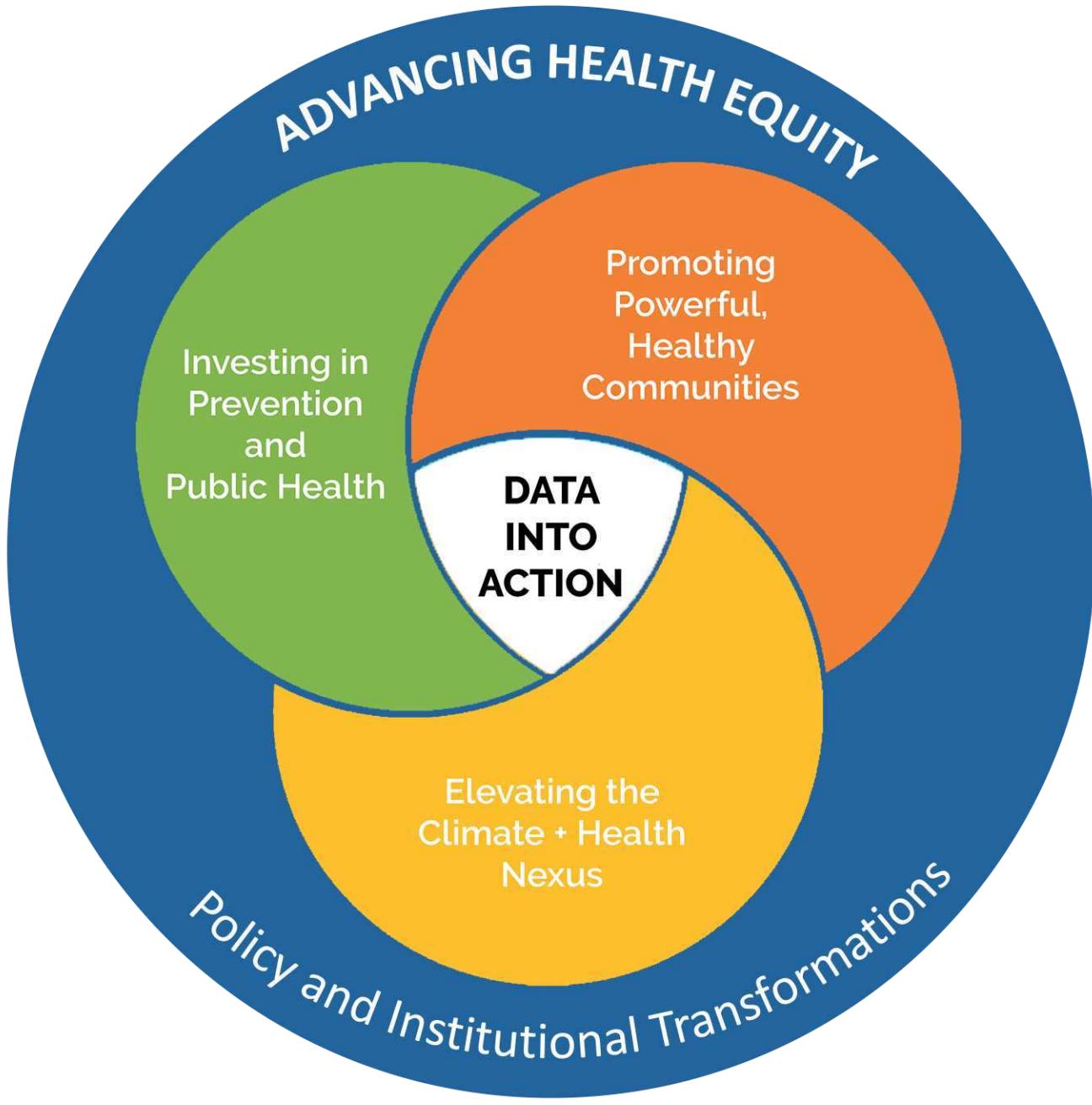
TRANSFORM DATA INTO ACTION

Everyone should have access to timely, accurate, and relevant data for their community. The Alliance makes high-quality social determinants of health data available and actionable for all advocates working to improve community conditions.

6

STRENGTHEN THE ALLIANCE

The Alliance is dedicated to thought leadership, productive partnerships, and continued creation of high-quality tools, resources, trainings, and capacity building that transform public health practice and create healthier futures for all. To remain an effective regional coalition, the Alliance invests in capacity building and operational sustainability.



The following section outlines the Alliance's goals for each strategy. Each goal is accompanied by a spectrum of identified approaches we may take. Approaches are intended to represent the range of actions to achieve goals, but are not exhaustive.

Additionally, the goals are organized in two segments to clarify priority partners and key sectors for deeper engagement. One segment centers on accelerating paradigm shifts **inside** the daily practices of local health departments. The other relates to mobilizing the power of public health to support policy, system, and environmental improvements occurring **outside** the local health departments' span of control.

Accelerate Paradigm Shifts in Local Public Health Practice

GOALS

Infuse health equity into administrative actions

Incorporate health equity into workforce development

Improve health equity through programs and services

RANGE OF APPROACHES

- Develop health equity and racial justice goals and work plans
- Update budget request processes to reflect health equity goals
- Revamp contracting protocols to support local sourcing
- Involve community members in strategic decisions
- Develop a workforce analysis protocol
- Conduct unconscious bias, racial justice, and cultural humility trainings
- Establish equity teams or emerging leaders' programs
- Revise intern/volunteer recruitment and selection procedures
- Evaluate program efforts to improve health equity
- Participate in community-led equity collaboratives
- Expand Health in All Policies opportunities through intra-governmental, cross-sector, and community partnerships

Mobilize the Power of Public Health

GOALS

Support community power building

Advocate for policies and resources that optimize opportunities for all

Promote community-led policy solutions to improve health equity

RANGE OF APPROACHES

- Conduct community surveys, share results, and use public data portals
- Increase community participation into Local Health Department (LHD) policy and program decisions
- Create opportunities for youth development or mentorship
- Ensure accessible public messaging for communities with diverse backgrounds and languages
- Engage in local, state, and federal policy initiatives that address structural racism and poverty
- Revise local policies and procedures to protect against institutional racism, bias, and discrimination

- Provide localized health equity analyses and recommendations
- Partner with community groups to develop comprehensive solutions

**"The work is
about building a
pipeline so resources
are equitable and
accessible for building
community change."**

- Expert Key Informant

2

CHAMPION PREVENTION FUNDING

Accelerate Paradigm Shifts in Local Public Health Practice

GOALS

Optimize resources that support LHD infrastructure

RANGE OF APPROACHES

- Support new and increased funding for LHD infrastructure
- Explore strategies to maximize impact of current funding streams
- Assist LHDs working to implement new financing strategies
- Disseminate and provide assistance with potential LHD funding opportunities

Mobilize the Power of Public Health

GOALS

Encourage new prevention financing models

RANGE OF APPROACHES

- Curate best practices of prevention financing models, including blending and braiding funding (such as active wellness funds, accountable communities for health models, community development financing, and social impact investing)
- Pursue opportunities to pilot new investments in member jurisdictions
- Develop stronger relationships with cross-sector partners knowledgeable about innovative financing strategies

3

PROMOTE POWERFUL, HEALTHY COMMUNITIES

Accelerate Paradigm Shifts in Local Public Health Practice

GOALS

Catalyze policy and institutional transformations

RANGE OF APPROACHES

- Build LHD capacity to engage and influence other sectors around health and equity
- Engage in LHD policy and advocacy efforts to elevate public health priorities across sectors
- Conduct local policy opportunity assessments
- Develop local policy action plans with LHDs

Mobilize the Power of Public Health

GOALS

Infuse health and equity into the built environment

RANGE OF APPROACHES

- Support integration of health and equity into local plans and policies, including language, data, and metrics
- Expand adoption of health and equity supportive land use and infrastructure policies
- Engage in policy and advocacy efforts to elevate public health priorities across sectors
- Sustain and strengthen partnerships with other sectors working to promote healthy communities

**"Work together.
Build a coalition.
Gather groups from
different sectors."**

- Southern California Resident

**"Climate change is the
biggest public health
issue we're
confronting."**

- Expert Key Informant

4

ELEVATE THE CLIMATE + HEALTH NEXUS

Accelerate Paradigm Shifts in Local Public Health Practice

GOALS

Build LHD capacity to address climate change

RANGE OF APPROACHES

- Provide training and education to address climate change as a public health emergency
- Analyze existing programs that infuse climate mitigation and adaptation strategies
- Facilitate regional collaboration and shared learning from weather-related emergency response activities

Mobilize the Power of Public Health

GOALS

Support climate, health and equity initiatives

RANGE OF APPROACHES

- Ensure climate policies and funding programs prioritize health and equity
- Advocate for public health funding for climate change preparation and response activities
- Encourage and support community partnerships to build resilience

5

TRANSFORM DATA INTO ACTION

Accelerate Paradigm Shifts in Local Public Health Practice

GOALS

Utilize data to inform priority initiatives

Explore and promote data sharing agreements

RANGE OF APPROACHES

- Analyze Social Determinants of Health (SDoH) data and identify equity gaps
- Identify geographies where strategic policy shifts may yield greatest impacts
- Counter false narratives with effective data communication
- Build regional data reports that illuminate assets and opportunities in So Cal
- Share data with community members and incorporate their recommendations on future action steps
- Research best practices for data sharing agreements
- Provide LHD capacity building on data sharing, HIPAA compliance, and meaningful use
- Join Health Information Exchanges and other joint data platforms
- Explore potential pilots of data sharing agreements

5

TRANSFORM DATA INTO ACTION

Mobilize the Power of Public Health

GOALS

Advocate for prioritized investments that advance healthy communities for all

Promote policy solutions to improve SDoH

Democratize SDoH data through the Healthy Places Index

RANGE OF APPROACHES

- Engage in policy & advocacy efforts on resource allocations to ensure SDoHs and health equity are central considerations
- Assist with identifying data indicators, performance measures, and other criteria that promote SDoH and health equity
- Conduct tailored outreach and advocacy to non-health sectors to infuse SDoH, equity, and HPI in resource allocation policies
- Explore return on investments
- Analyze data indicators from HPI and other relevant sources, and share results
- Elevate policy opportunities and offer examples of success from proactive jurisdictions
- Assure data visualizations and descriptions are developed in plain language
- Streamline pathways for community data and qualitative experiences to be layered into HPI
- Offer technical support and training opportunities

GOALS

Increase visibility for the Alliance

Ensure long-term financial security through a diversified and expanded funding portfolio

Enhance the Healthy Places Index

RANGE OF APPROACHES

- Develop and implement a comprehensive communications plan
- Conduct tailored outreach to engage new stakeholders and partners
- Market Alliance resources, products, and successes
- Modernize the Alliance website
- Create a fund development plan and initiate relationships with new funders
- Strengthen communications with current funders
- Develop and promote fee-for-service offerings

- Explore new data visualizations
- Expand use of HPI resources
- Assure timely data updates
- Enhance supportive services for new partners

"The Alliance's key strengths lay in policy development and advancement of system-level changes."

- Alliance Leadership Council Member



Southern California will thrive with vibrant and activated communities that offer everyone the opportunity to live a healthy, long life.

Population health will improve as equitable policies enact sustainable futures with increased economic well-being, nutritious food, active transportation, clean air and water, and affordable housing.

Communities will be more resilient and better prepared for changes in our climate. More activists, organizers and residents will use health data to demand policy and system improvements. Local public health departments will have the funding, capacity, and skills to routinely team up with the right set of partners to implement community-led solutions that achieve health, justice, and opportunities for all.



We Can Shape a Healthier Future

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