



County of Monterey

Item No.

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

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- a. Receive a presentation on the proposed County of Monterey Health Department's Strategic Plan for 2025-2028; and
- b. Approve the County of Monterey Health Department's 2025-2028 Strategic Plan.

RECOMMENDATION

It is recommended that the County of Monterey Board of Supervisors:

- a. Receive a presentation on the proposed County of Monterey Health Department's Strategic Plan for 2025-2028; and
- b. Approve the County of Monterey Health Department's 2025-2028 Strategic Plan.

SUMMARY/DISCUSSION

The County of Monterey Health Department (MCHD) has completed the development of its 2025-2028 Strategic Plan, which outlines the department's vision and direction over the next three years. Building upon the foundational work of previous strategic plans, the updated plan focuses on advancing public health priorities that address both current and emerging challenges in Monterey County.

The 2025-2028 Strategic Plan is structured around four key goals:

1. Build Resident Power + Partners' Capacity to Make Our Communities Healthier
2. Provide Exceptional Person-Centered Care through Accessible, Community-Focused Health Services
3. Invest in Health Department Employees + Strengthen Workforce Capacity
4. Optimize Organizational Effectiveness + Sustainability

These goals and the supporting strategies will help the department further deepen engagement and communication with communities throughout the County, improve coordination with Natividad and across the department's many programs to support person-centered care, continue to strengthen workforce capacity, and ensure that the department is able to effectively provide critical services in the face of major changes in mandated services and state funding and local disasters exacerbated by climate change. The strategic plan continues to emphasize collaboration with County departments and community-based organizations to maximize the impact of its initiatives.

Plan Development

The development of the 2025-2028 Strategic Plan involved a comprehensive review of recent local and state health assessments, community surveys, and aligned plans. The Strengths,

Weaknesses, Opportunities, and Threats (SWOT) analysis was pulled from the aforementioned data, meetings with a planning team with representation from all MCHD bureaus, interviews with leaders of partner agencies, facilitated listening sessions with MCHD employees, meetings with the Board of Supervisors, and a staff survey. This inclusive approach ensured that the plan aligns with the latest public health data and reflects the priorities of both the community and the workforce. The plan also continues to align with broader County-wide initiatives and strategic priorities set forth by the County of Monterey Board of Supervisors.

Implementation and Monitoring

The implementation of the 2025-2028 Strategic Plan will be driven by specific strategies, activities, and measurable objectives linked to each of the four goals. Progress will be tracked using a set of indicators, including metrics from the Community Health Improvement Plan and performance measures from various MCHD bureaus.

An internal team will regularly monitor the implementation process and produce annual progress reports, which will be presented to the Board of Supervisors Health and Human Services Committee to ensure transparency and accountability.

OTHER AGENCY INVOLVEMENT

County Counsel has reviewed the report and concurs with the recommendation. The implementation of the updated strategic plan will continue to involve collaboration with numerous County departments and community organizations. These partnerships are essential for ensuring that the strategic goals are met and that public health services are delivered effectively across Monterey County.

FINANCING

There is no fiscal impact from receipt of this presentation, and approval of the Health Department's Strategic Plan.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES

Check the related Board of Supervisors Strategic Initiatives:

☐ Economic Development:

- Through collaboration, strengthen economic development to ensure a diversified and healthy economy.

☐ Administration:

- Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability, and transparency.

☒ Health & Human Services:

- Improve health and quality of life through County supported policies, programs, and services, promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.

☐ Infrastructure:

- Plan and develop a sustainable, physical infrastructure that improves the quality of life

for County residents and supports economic development results.

☐ Public Safety:

- Create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow by reducing violent crimes as well as crimes in general.

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Attachments:

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Attachment A - Draft 2025-2028 MCHD Strategic Plan