



2024-2026

ONONDAGA COUNTY HEALTH DEPARTMENT

**STRATEGIC
PLAN
FRAMEWORK**

ADOPTED MARCH 2024



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Health Department**

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Onondaga County Health Department

2024-2026 Strategic Plan Framework

Mission, Vision, Values

Mission:

To protect and improve the health of all Onondaga County residents.

Vision:

A community of partners working together for the physical, social, and emotional well-being of all.

Values:

Respect • Excellence • Accountability • Collaboration • Health Equity



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.
- Reduce the number of contacts with OCHD and other County programs to receive services needed (integrate and streamline interactions with community).

Departmental Strategies:

- Streamline and integrate referral processes for services and programs across OCHD, the county, and the community.
- Establish Academic Health Department with Upstate to strengthen linkages to clinical supports and referral processes.
- 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 accessing care and services.
- Engage with trainees and professionals in priority service areas (e.g., Early Intervention, 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 OCHD policies to ensure alignment with trauma informed principles.
- Review and edit program forms and materials to ensure health literacy and use of inclusive language.
- 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.
- Expand community partnerships to engage underserved populations.

Departmental Strategies:

- Advance partnerships that engage with underserved and/or priority populations.
- Engage community members to provide feedback about OCHD programs and services.



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:

- Conduct regular measurement of employee satisfaction and utilize results to identify key areas for intervention.
- Support staff development on a department level by increasing access to courses, trainings, and degree programs.
- Advance flexible work schedules/hybrid work plans for suitable positions and staff.
- Support staff development within a set of core competencies (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.
- Increase overall efficiency of program operations.
- Reduce the overall usage of paper across the department.

Departmental Strategies:

- Perform a comprehensive review of program data to identify meaningful measures of performance and key performance indicators.
- Develop data dashboards, report cards, and reports to enhance data visualization and transparency.
- Identify and implement user-friendly strategies to eliminate redundant processes, reduce paper usage, and increase efficiency.