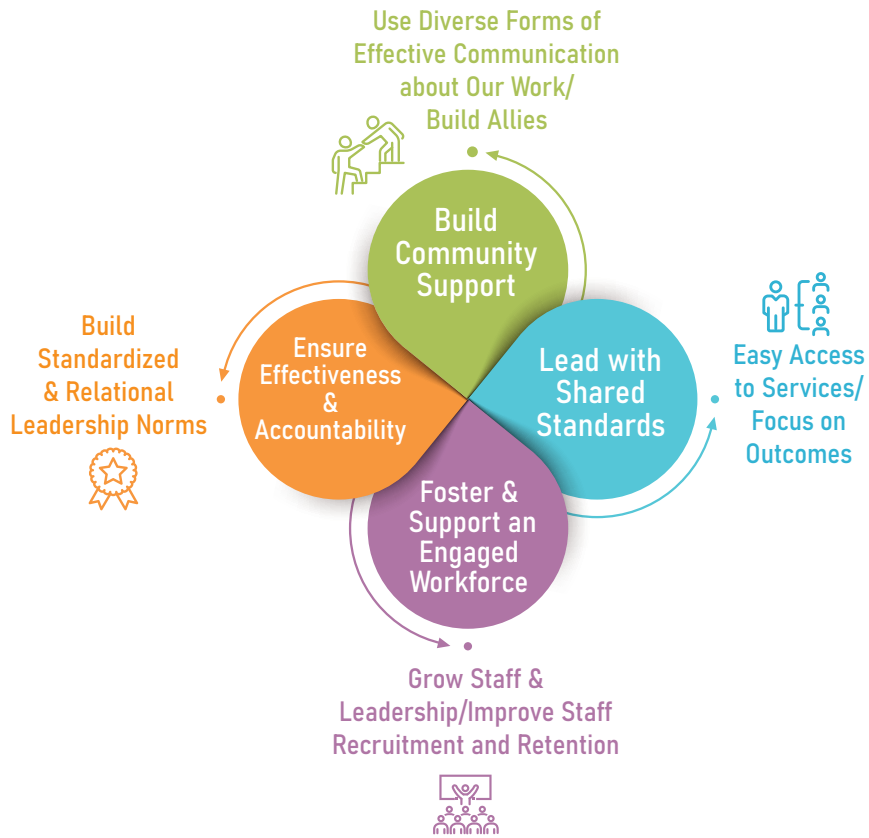


STRATEGIC PLAN

For calendar years 2022–2025, HHSA identified four strategic directions.

Each direction includes corresponding strategies and action items.

Note: Progress of each action item is tracked in a separate document on a quarterly basis by the leadership team.



MISSION Engaging individuals, families, and communities to protect and improve health and wellbeing.

VISION Healthy people in thriving and safe communities.

VALUES **COLLABORATION:** Working together to achieve meaningful results.
ADAPTABILITY: Embracing change.
RESPECT: Honoring and serving others.
EXCELLENCE: Providing high quality service to our customers and community.



USE DIVERSE FORMS OF COMMUNICATION ABOUT OUR WORK

- Develop multi-media, educational materials to promote HHSA programs and services
- Share program updates, data and success stories with the media
- Highlight initiatives and achievements with stakeholders

BUILD ALLIES

- Partner with community organizations to achieve the agency's vision
- Highlight opportunities for groups to collaborate with agency staff
- Develop opportunities for groups to contribute to agency objectives

BUILD STANDARDIZED & RELATIONAL LEADERSHIP NORMS

- Discuss and adopt organizational norms
- Identify shared priorities and communicate them among leadership and mid-management
- Identify and adopt best practices
- Encourage collaboration

GROW STAFF & LEADERSHIP

- Create and provide purposeful staff development
- Establish systematic leadership development
- Provide initial and ongoing training on best practices

IMPROVE STAFF RECRUITMENT & RETENTION

- Identify ways to improve and expedite recruitment
- Explore staff morale and identify methods for improvement
- Develop a healthy work environment to improve staff recruitment and retention

EASY ACCESS TO SERVICES

- Identify and remove barriers to accessing services
- Develop means to easily provide services
- Share information on accessing services during initial client contact

FOCUS ON OUTCOMES

- Create a culture of data-driven decision-making
- Incorporate performance measures into programming
- Integrate continuous improvement