



STRATEGIC PLAN

City of El Paso | Department of Public Health
2023-2026

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RECORD OF **REVISIONS**

The City of El Paso Department of Public Health maintains a record of changes to this plan. The date of the revision, section/pages revised, and a brief revision description are provided below.

Revision Number	Secton/Pages Revised & DescripSon of Revisions Made	Date	Person Responsible

LETTER OF INTRODUCTION FROM THE DIRECTOR



Dear Colleagues, Partners, and Members of the Community,

It is with great pride that I present the 2023–2026 Strategic Plan of the City of El Paso Department of Public Health (CoEPDPH). This plan represents a significant milestone in our ongoing commitment to protecting, promoting, and improving the health of our community through collaboration, innovation, and accountability.

The past few years have tested public health systems nationwide, and El Paso has been no exception. From responding to the COVID-19 pandemic to addressing rising rates of chronic illness and mental health challenges, our department has shown extraordinary resilience, adaptability, and dedication. These experiences have strengthened our understanding of the critical role our department plays in safeguarding our community's well-being and underscored the need for a clear, forward-looking framework to guide our efforts.

The Strategic Plan is the result of extensive collaboration among our staff, community partners, and stakeholders who contributed their insights and expertise throughout the planning process. Together, we identified five strategic goals designed to guide departmental growth and operational improvement: expanding and enhancing public health services, strengthening internal processes, bolstering workforce development, deepening stakeholder relationships, and modernizing infrastructure and technology.

This plan is more than a document; it is a shared commitment to excellence, transparency, and continuous improvement. It will serve as a roadmap for decision-making, resource allocation, and performance management, ensuring that every action we take moves us closer to our mission of reducing health inequities and improving the quality of life for all residents of El Paso.

As we look to the future, I would like to express my deepest gratitude to every department employee and community partner who contributed to this plan, as well as to those who continue to advance our mission every day. Through your dedication and collaboration, the CoEPDPH will continue to grow stronger, more efficient, and more responsive to the needs of our community.

With appreciation,

A handwritten signature in black ink that reads "Veerinder Taneja".

Veerinder Taneja, MBBS; MPH
Health Director

LETTER FROM THE **HEALTH AUTHORITY**



As part of the City of El Paso, the Department of Public Health contributes to a collective mission of improving the well-being and quality of life of the community. Through the delivery of the ten essential public health services within our community, our department actively contributes to achieving this overarching mission. However, none of this can be achieved without the dedication, passion, commitment, and tireless efforts of our public health professionals.

They are instrumental in fostering and making a healthier community and extending life expectancy through various programs, such as monitoring and investigating diseases of public health importance, by providing immunizations and other clinical services to underserved populations, offering health education initiatives, and offering healthy food options to low-income women, infants, and children. The collective efforts of our team are essential in ensuring that all members of our community have access to vital health services and resources.

This dynamic document has been crafted through the invaluable contributions of our dedicated public health professionals at the Department of Public Health, as well as our esteemed public health partners from community-based organizations. Designed as a personalized and ever-evolving resource, it will guide our department in serving our community effectively in the years ahead. This document is not static; rather, it is intended to evolve and improve over time, as we strive to achieve our objectives while confronting new challenges.

In public health, success is not achieved as a result of a single endeavor, but rather the application of numerous evidence-based interventions within communities. As we encounter every smile, we celebrate not only life itself but also the collective efforts of all public health professionals who have made such moments possible. I extend my heartfelt gratitude to each and every one of these dedicated individuals who are making a tangible difference in our community through their work, leaving a positive impact on households and families across the borderland.

A handwritten signature in black ink, appearing to read 'Hector I. Ocaranza' followed by a date.

Hector I. Ocaranza, MD, MPH, FAAP
Local Health Authority and Medical Director

EXECUTIVE SUMMARY

The CoEPDPH Strategic Plan is a framework designed to guide the department's efforts in achieving its mission to reduce health inequities by providing and promoting diverse, proactive services for our community through empathy, engagement, education, and disease prevention.

The department's vision is to excel as a leading health authority through innovation, integrated technologies, and collaborative efforts by developing highly trained and versatile professionals to meet and exceed the growing needs of our community.

Our plan focuses on five key strategic goals that guide the department's operations and long-term growth:



- 1. Expand and Enhance Public Health Services and Community Outreach:** Strengthen the delivery of public health programs and initiatives to improve access to essential services, while addressing systemic disparities and social determinants that influence community health outcomes.



- 2. Strengthen Internal Processes and Compliance:** Establish standardized procedures, emergency response plans, and evidence-based compliance measures that support efficiency, accountability, and alignment with regulatory standards.



- 3. Bolster Workforce Development and Organizational Trust:** Advance recruitment and retention strategies, promote continuous professional development, and cultivate an engaged and transparent workforce committed to excellence in public service.



- 4. Intensify and Maintain Stakeholder Relationships:** Build and sustain collaborative partnerships with city leadership, community organizations, and stakeholders to enhance operational capacity, secure funding opportunities, and strengthen collective impact.



- 5. Modernize Infrastructure and Technology:** Upgrade systems, facilities, and digital tools to improve service delivery, operational efficiency, and data-driven decision-making across all divisions.

Each strategic goal is supported by targeted strategies and actionable measures designed to ensure progress and meaningful outcomes.

Implementation and accountability remain central to this plan. The department will monitor progress through quarterly performance reviews, annual evaluations, and an internal strategic dashboard, ensuring that all efforts remain aligned with our

mission and responsive to emerging community needs.

For questions about this plan, please contact:

City of El Paso Department of Public Health
(915) 212-0200

A LEGACY OF PUBLIC HEALTH IN EL PASO

According to the Texas State Historical Association, Spanish settlers who traveled north to the Rio Grande established El Paso in the late sixteenth century. They encountered two mountain ranges and a deep chasm, naming the area "El Paso del Norte". This location has since been a vital connection between El Paso and Ciudad Juarez, serving as a continental crossroads. From its early days as a frontier town to a modern-day bustling city on the U.S.-Mexico border, the journey of public health in El Paso mirrors the broader trends in healthcare across the United States.

In the 1800's, El Paso faced numerous public health challenges common to frontier towns. Infectious diseases such as cholera, typhoid fever, and tuberculosis were prevalent. The lack of proper sanitation and clean water exacerbated these issues. Responding to these challenges, local leaders established the city's first rudimentary public health measures, including quarantine regulations and basic sanitation efforts.

By the early 1900's, as the city began formalizing its public health efforts, various physicians took on the role of Health Officers. Significant challenges arose in 1915-1917 when typhoid fever spread throughout the region, followed by the Spanish Influenza pandemic in 1918. These issues highlighted the need for organized disease control.

The El Paso City/County Health District was officially established in 1933, providing a



centralized focus for public health initiatives. Over the next several decades, the emphasis shifted toward vaccine development and distribution to combat infectious diseases. The latter part of the 20th century marked a period of evolving public health strategies in response to emerging issues and changes to funding sources.

A significant shift occurred in 2008 when the Health District dissolved. Upon dissolution, the City of El Paso Department of Public Health was formed through interlocal agreements with the County and surrounding municipalities. This transformation reflected a modernized approach to public health governance and collaboration in the region, adapting to the city's evolving healthcare needs and challenges over time.

El Paso continues to prioritize public health through innovative initiatives. Partnerships between the city government, healthcare providers, community organizations, and other stakeholders have led to collaborative efforts to address issues impacting the community. A commitment to equity and resilience characterizes the present-day public health landscape in El Paso. Efforts to reduce health disparities, improve health literacy, and respond to public health emergencies underscore the City's dedication to the well-being of all its residents.

DEPARTMENT OVERVIEW & CORE FUNCTIONS

The CoEPDPH serves as the lead agency responsible for protecting, promoting, and improving the health of community members across the region. The Department offers a comprehensive range of essential services and programs that enhance the city's public health system and address community health needs. The Department's work includes:

2-1-1 Call Center

Connects residents to local health and social services, including food assistance, housing resources, utility support, and more

Community Care Clinics

Offers respiratory illness evaluations and treatment, STI testing and treatment, and sexual health services

Emergency Preparedness

Ensures readiness for public health emergencies through planning, training, and coordination with partner agencies, including annual community flu vaccination efforts

Epidemiology

Tracks and investigates disease activity to identify outbreaks and protect the public

Health Education & Promotion

Provides community outreach, health campaigns, and education on chronic disease prevention, mental wellness, tobacco and vaping cessation, and more

HIV Prevention

Offers testing, education, linkage to care, and prevention services to reduce HIV transmission

Immunizations

Provides vaccines for children, adults, and uninsured residents to prevent illness and maintain community protection

Public Health Follow-Up

Conducts case investigations, testing, and follow-up for tuberculosis, sexually transmitted infections, and other communicable diseases

Public Health Laboratory

Conducts diagnostic testing that supports disease detection, monitoring, and rapid public health response

Rawlings Dental Clinic

Provides preventive and restorative dental care for children and young adults, improving oral health and access to care

Operational Excellence

Strengthening quality, data, workforce, and internal operations to support effective communication and sustainable public health services

Women, Infants, and Children (WIC)

Supports families with nutrition education, breastfeeding support, and healthy food benefits



WHY **PUBLIC HEALTH MATTERS**

Every day, public health safeguards El Paso by preventing disease, promoting health equity, and preparing for emergencies. Its success is often measured by what does not happen: outbreaks prevented, illnesses avoided, and lives improved. We recognize the dedication of our public health professionals whose commitment strengthens a healthier, more resilient El Paso. Behind every initiative stands a dedicated workforce of public health professionals whose collaboration, compassion, and expertise drive our mission forward.



ACKNOWLEDGEMENTS

We offer our sincere gratitude to the dedicated staff members and our community, academic, and public health partners who informed us of the development of this plan through their participation in listening sessions, interviews, and surveys. We acknowledge all individuals who devoted their time to our strategic planning discussions and contributed meaningful insight. We further recognize the subject matter experts whose commitment and expertise guided key elements of this work. Their collective engagement ensured that the voices and needs of the diverse communities we serve remain central to advancing public health for the entire region.

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ASP Cares Pharmacy
Angie Marquez

Border Regional Advisory Council
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Centro San Vicente
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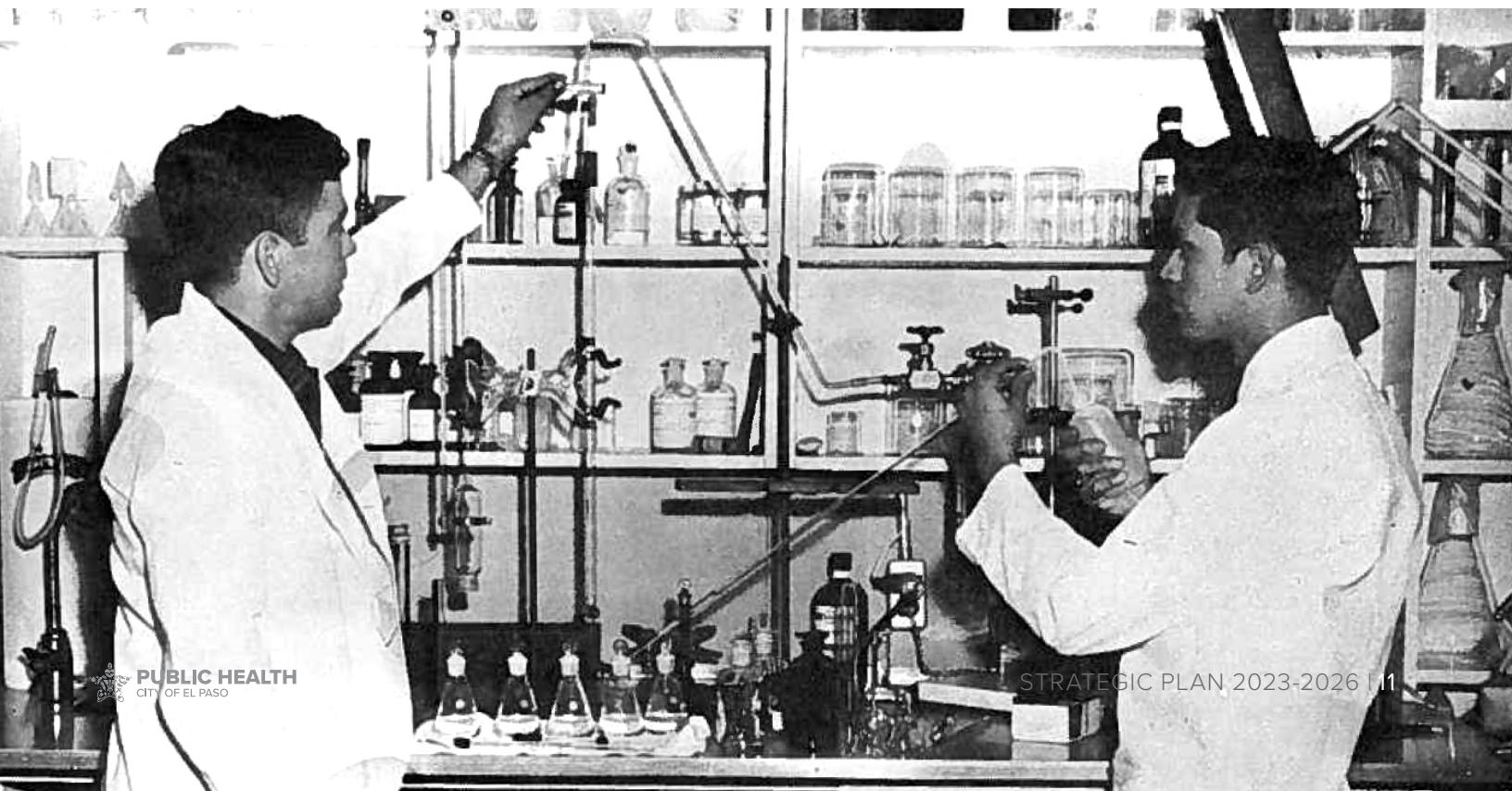
PURPOSE OF A **STRATEGIC PLAN**

The Strategic Plan provides a unified framework for guiding operations, aligning resources, and advancing measurable improvements in community health. Strategic planning serves as a critical management tool that helps the department strengthen internal processes, improve efficiency, and adapt to evolving public health challenges.

This plan builds upon the findings of the 2022 Community Health Needs Assessment (CHNA), which identified chronic illness, mental and behavioral health, and access to healthcare as priority areas for El Paso County. The Strategic Plan operationalizes these priorities through five organizational goals that address service delivery, compliance, workforce development, stakeholder collaboration, and infrastructure modernization. Together, these goals form the foundation for a more efficient and equitable public health system.

Beyond setting direction, the Strategic Plan fosters accountability, transparency, and performance improvement. It ensures that every staff member understands how their role contributes to departmental goals and that leadership decisions are driven by data and measurable outcomes. The plan also establishes a structure for ongoing evaluation and continuous improvement through performance management and quality improvement systems.

Ultimately, this plan is a living document, one that will evolve in response to community needs, emerging health trends, and organizational growth. Through its implementation, the CoEPDPH reaffirms its commitment to reducing health inequities, strengthening public trust, and creating a healthier and more resilient El Paso.



MISSION, VISION, & VALUES

The established mission, vision, and values are the foundation of this Strategic Plan. These guiding elements define the department's purpose, aspirations, and ethical framework—informing every decision, goal, and strategy that shapes the delivery of public health services to the El Paso community.

- **The mission reflects the core purpose and responsibility:** why the department exists and whom it serves.
- **The vision expresses the aspirations for the future:** what the department strives to achieve and sustain over time.
- **The values articulate the department's principles and beliefs:** how the organization conducts its work and interacts with the community.

As part of the 2023 strategic planning process, the CoEPDPH engaged both internal and external stakeholders to review, refine, and redefine these statements. Input was gathered through meetings, facilitated discussions, and feedback sessions with department leadership, staff from all public health programs, and community partners. These conversations ensured that the resulting statements reflect not only the operational direction but also the diverse voices and priorities of the El Paso community.

The outcome of this process is a set of statements that embody the department's identity, purpose, and enduring commitment to equitable, high-quality public health services:

OUR MISSION

Reduce health inequities by providing and promoting diverse, proactive services for our community through empathy, engagement, education, and disease prevention.

OUR VISION

Excel as a leading health authority through innovation, integrated technologies, and collaborative efforts by developing highly trained and versatile professionals to meet and exceed the growing needs of our community.

OUR VALUES

Accessible and Inclusive Services for All
Transparency
Trust
Integrity
Respect
Empathy



STRATEGIC PLANNING PROCESS

The comprehensive strategic planning process was conducted from June through July 2023 to align the department's mission, vision, and values with current and future public health needs. The process was designed to strengthen internal operations, build workforce capacity, and ensure the department remains proactive and adaptable in addressing community health challenges.

This process involved extensive collaboration among internal staff, leadership, and external stakeholders, ensuring that the plan reflected diverse perspectives across El Paso County's public health system. An external facilitator guided the process, helping participants examine organizational capacity, identify priorities, and establish a framework for measurable progress.

Planning Approach and Stakeholder Engagement

The planning process was inclusive and collaborative, emphasizing representation from across the department and partner agencies. Invitations to participate were extended to all departmental programs, as well as to local partner organizations that closely collaborate with the department in areas such as clinical care, behavioral health, emergency preparedness, and education.

Separate sessions were held for internal stakeholders (staff and program managers) and external stakeholders (partner agencies and community organizations). These meetings focused on evaluating the department's performance, identifying challenges, and gathering insights to inform the creation of the Strategic Plan.

Throughout the process, participants:

- Reviewed data from the 2022 Community Health Needs Assessment (CHNA)
- Discussed internal workforce and operational challenges
- Identified key community health issues and service gaps
- Conducted a SWOT analysis to assess organizational strengths, weaknesses, opportunities, and threats

This collaborative approach ensured the plan was rooted in both evidence-based assessment and lived experience from those working directly with El Paso's communities.

Environmental Scan and SWOT Analysis

A SWOT analysis was conducted to assess internal and external factors influencing the department's capacity to deliver high-quality public health services.

The analysis identified several internal strengths and external opportunities that position the department for continued growth and impact (Figure 1). Key strengths include strong departmental collaboration, active outreach committees such as EPIC and ATLAS, and internal staff engagement through initiatives like Social Bees and Toastmasters. The workforce is recognized for its dedication, adaptability, and expertise,

supported by centralized resources and city-sponsored training opportunities. The department's programs demonstrate its deep commitment to community engagement and service delivery, with an emphasis on empathy and accessibility.

Conversely, the analysis revealed internal weaknesses and external threats that could limit operational efficiency and long-term sustainability. Areas for improvement include the absence of emergency and compliance plans, outdated policies, limited communication and accountability, and ongoing staffing shortages. Infrastructure challenges, including outdated technology and facilities, as well as non-competitive salaries and limited IT coordination, further impact efficiency. Externally, issues such as workforce burnout, misinformation, cultural barriers to care, and funding uncertainties pose ongoing risks to program stability. See below for the detailed SWOT Analysis table.

SWOT ANALYSIS

(Figure 1)

STRENGTHS

WITHIN THE DEPARTMENT

- Active outreach committees (EPIC, ATLAS)
- Strong internal collaboration and program manager meetings
- Process improvement initiatives
- Internal referral systems and staff committees (Social Bees, Toastmasters)
- Centralized resources for staff access

WORKFORCE

- Dedicated and passionate employees
- Resilient, adaptable, and creative
- Skilled, knowledgeable, and tenured staff
- Strong commitment to the department's mission

COMMUNITY SERVICES

- Twelve established programs serving diverse needs
- High value and empathy toward the community
- Strong community outreach and engagement

CITY SUPPORT

- Access to training and tuition assistance programs
- Supportive employee benefits

WEAKNESSES

Within the Department

- Absence of compliance/safety officer and emergency plans
- Outdated or inconsistent policies and procedures
- Limited enforcement of SOPs and internal accountability
- Low internal awareness and insufficient marketing/exposure
- Funding limitations

PROFESSIONAL ATTRIBUTES

- Gaps in accountability, mentorship, and transparency
- Communication and leadership challenges
- Limited workforce empowerment and unclear decision-making roles
- Insufficient fiscal intelligence and management training

WORKFORCE

- Staffing shortages and high turnover
- Lack of morale-building activities and succession planning
- Limited HR follow-up on staff concerns

INFRASTRUCTURE

- Outdated vehicles, facilities, and technology
- Lack of EMR system and patient portal
- Limited workspace security and resources

CITY SUPPORT

- Noncompetitive salaries and lengthy hiring process
- Limited coordination with IT and Public Information Office

OPPORTUNITIES

- Equal and transparent treatment of employees
- Integration of new technology and infrastructure upgrades
- Enhanced communication, accountability, and data-driven decisions
- Expansion of mental and behavioral health services
- Increased access to care and patient navigation
- Strengthened collaboration with other city divisions and departments

THREATS

- Generational and cultural barriers to seeking care
- Persistent health inequities and misinformation
- Limited mental health and behavioral resources
- Workforce burnout and competition with other agencies
- Political and legislative uncertainty
- Funding limitations and reliance on external grants
- Public mistrust impacting engagement
- Regional challenges related to the U.S.–Mexico border and military population shifts

GAP ANALYSIS & CRITICAL ISSUES

The SWOT analysis identified key organizational gaps requiring focused action to strengthen operations and service delivery.

- **Programmatic Needs:** Expand vaccine access, improve laboratory capacity, deploy a mobile health unit, enhance mental health collaboration, and increase community outreach.
- **Professional Development:** Boost workforce morale, establish mentorship and leadership programs, and implement succession planning, cross-training, and resiliency initiatives.
- **Department Processes:** Standardize data collection, improve records management, and develop comprehensive emergency and operational plans.
- **Critical Issues:** Major challenges include communication gaps, outdated technology, limited resources, low morale, and funding and staffing sustainability.

Addressing these gaps will enhance efficiency, accountability, and the department's ability to deliver equitable, high-quality public health services.

SELECTION OF STRATEGIC GOALS

Using findings from the SWOT and gap analyses, the planning committee employed a prioritization matrix to evaluate potential focus areas based on their impact, urgency, and feasibility.

The following five strategic goals were identified as essential to achieving the mission and vision:

- 1. Expand and Enhance Public Health Services and Community Outreach**
- 2. Strengthen Internal Processes and Compliance**
- 3. Bolster Workforce Development and Organizational Trust**
- 4. Intensify and Maintain Stakeholder Relationships**
- 5. Modernize Infrastructure and Technology**

These priorities reflect the department's commitment to advancing health equity, strengthening infrastructure, and fostering a high-performing, transparent, and inclusive public health organization.

Work Plan Development

Following the selection of goals, internal strategic meetings were held to develop actionable goals, strategies, and performance measures. Each meeting consisted of program managers, supervisors, and front-line staff who contributed their subject matter expertise.

Each strategic measure includes:

- Clearly defined activities and initiatives aligned with each strategic goal
- Timelines for implementation and progress tracking
- Assigned roles and responsibilities to ensure accountability
- Performance indicators to measure outcomes and effectiveness

Progress will be evaluated through quarterly performance reviews, annual assessments, and a departmental dashboard, ensuring that the CoEPDPH remains adaptive, data-driven, and mission-aligned.



STRATEGIC GOAL #1

EXPAND AND ENHANCE PUBLIC HEALTH SERVICES AND OUTREACH TO THE COMMUNITY

Description: Focuses on increasing access to public health resources and preventive services, especially for vulnerable areas, while strengthening outreach and clinical quality. Aligns with the Community Health Improvement Plan (chronic illness and mental health) and the Healthcare Assessment (access to care).

Objective: Improve access to public health resources and address systemic community disparities and social inequalities.

Strategies:

1. Provide quality, timely clinical services to the community.
2. Develop and enhance prevention activities.
3. Develop and improve access to public health services and resources with emphasis on vulnerable areas of the community.

Expected Outcomes:

- Higher service utilization in priority areas; improved client experience.
- Increased preventive awareness and screening uptake.
- Fewer access barriers through targeted outreach and navigation.



STRATEGIC GOAL #2

STRENGTHEN INTERNAL PROCESSES AND COMPLIANCE

Description: Establishes consistent, compliant operations by standardizing key processes across divisions, clarifying communications, and ensuring readiness.

Objective: Develop and implement standardized operating procedures, emergency plans, and evidence-based compliance measures to ensure efficient operations and adherence.

Strategies:

1. Develop internal standardized processes for policies and procedures.
2. Develop standardized procedures for outreach activities.
3. Develop procedures for internal communications.
4. Develop procedures for external communications.
5. Develop processes for the dissemination of the image (branding/identity).
6. Develop protocols for community training and education.

Expected Outcomes:

- Consistent, auditable practices; improved regulatory alignment.
- Clear internal/external messaging and brand coherence.
- Better preparedness through documented emergency and training protocols.



STRATEGIC GOAL #3

BOLSTER WORKFORCE DEVELOPMENT AND ORGANIZATIONAL TRUST

Description: Builds a high-performing, engaged workforce through clear pathways, targeted development, and transparent practices that strengthen trust.

Objective: Improve workforce recruitment while enhancing engagement, retention, and professional growth, fostering a culture of accountability and transparency to improve overall organizational performance.

Strategies:

1. Streamline recruitment and hiring processes.
2. Develop/improve PH workforce development plans.
3. Develop a well-defined public health career ladder.
4. Develop systematic professional attributes within the CoEPDPH.

Expected Outcomes:

- Strategic and fair hiring; improved retention.
- Clear growth pathways and stronger leadership pipeline.
- Higher morale and trust through consistent expectations and support.



STRATEGIC GOAL #4

INTENSIFY AND MAINTAIN STAKEHOLDER RELATIONSHIPS

Description: Expands coordinated impact by deepening partnerships across City departments and external organizations and by strengthening funding pathways.

Objective: Develop comprehensive City support to enhance operational efficiency, secure necessary funding, and support organizational positions in a competitive market.

Strategies:

1. Improve and enhance stakeholder relations within City departments.
2. Improve and enhance public health external stakeholder relations.
3. Create and improve processes that will secure funding.

Expected Outcomes:

- Stronger interdepartmental coordination and problem-solving speed.
- Expanded community reach through partner networks.
- Increased and diversified funding to stabilize core services



STRATEGIC GOAL #5

MODERNIZE INFRASTRUCTURE AND TECHNOLOGY

Description: Upgrade the tools, systems, and equipment that power service delivery, data exchange, and operational efficiency.

Objective: Upgrade infrastructure and technology to enhance operational efficiency and service delivery.

Strategies:

1. Modernize technology for public health use.
2. Adopt a well-equipped workforce and department.
3. Modernize data-sharing systems.

Expected Outcomes:

- Reduced bottlenecks and improved throughput across programs.
- Better user experience for staff and clients.
- Timely, secure data exchange to inform decisions and partnerships.

PLAN **ALIGNMENT**

COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)

In collaboration with multiple community partners, including community organizations, non-profits, and local institutions of higher education, we identified three major areas of health need within the El Paso region: chronic illness, mental and behavioral health, and access to care. These priorities address gaps in early detection, community education, and coordinated support systems that are necessary to improve overall health outcomes through the CHIP.

CHIP Priorities:

CHRONIC ILLNESSES: Diabetes, cardiovascular disease, and obesity continue to pose significant challenges to public health. The department has recognized the need for consistent, bilingual, and accessible public information to promote preventive behaviors. County-wide media and outreach campaigns, aligned with the national health awareness calendar, will focus on disease prevention and early detection.

MENTAL AND BEHAVIORAL HEALTH: Community data highlight the urgent need to address mental health awareness, suicide prevention, and access to behavioral health resources. Coordinated efforts among the CoEPDPH, law enforcement, behavioral health providers, and academic partners will enable ongoing data sharing. This information will guide the development of targeted educational materials and outreach efforts. Another identified need is the lack of mental health training among public-facing employees. To strengthen the community's response capacity, all staff who interact with the public will be offered the opportunity to complete Mental Health First Aid (MHFA) training within six months of hire and on a routine basis thereafter.

Collectively, these findings demonstrate the region's significant need for:

- Greater access to preventive health screenings and culturally competent education.
- Sustained public awareness campaigns for chronic disease prevention.
- Improved systems for mental health surveillance and interagency collaboration.
- A well-trained public workforce equipped to respond to mental health crises.

COLLABORATIVE HEALTHCARE ASSESSMENT

The Collaborative Healthcare Assessment complements the CHIP by focusing on access to healthcare, specifically evaluating provider-to-population ratios, service distribution by ZIP code, and barriers such as transportation, cost, and appointment availability. The findings will inform strategies to strengthen healthcare navigation, expand mobile health services, and improve resource allocation to underserved areas.

DATA MANAGEMENT SYSTEM ALIGNMENT

The Data Management System (DMS) aligns with the 2023–2026 Strategic Plan to ensure that strategic goals are effectively tracked, measured, and continuously improved through data-driven decision-making. This alignment promotes accountability, transparency, and operational excellence throughout all levels of the department.

During the initial phase of implementation, the progress of the strategic plan will be monitored using Microsoft Excel, enabling divisions to document performance measures, track deliverables, and summarize progress through quarterly reviews. By 2026, the department will transition to using Monday.com data management system for tracking performance data. This system will provide a more dynamic, visual, and collaborative environment for tracking performance measures, facilitating workflow automation, and generating real-time dashboards that enhance leadership oversight and staff engagement.

Performance management activities involve the strategic use of performance data to enhance public health through the effective application of performance standards and measures. Progress reports and ongoing quality improvement (QI) will be conducted through the performance data from our strategic plan. These tools will help identify performance gaps, guide decision-making, and inform continuous improvement efforts across programs. Key areas of focus will include workforce development, communication, internal processes, and service delivery efficiency.

The strategic plan emphasizes staff participation in collecting and reviewing performance data. Employees will engage in ongoing data review sessions, QI initiatives, and performance discussions to strengthen transparency, accountability, and collaboration. This approach empowers staff to take ownership of results while supporting department-wide learning and innovation.

Through this alignment, the plan will foster a culture of performance excellence and continuous quality improvement, ensuring that strategic goals remain actionable, measurable, and responsive to community needs.

PUTTING THE PLAN INTO ACTION

IMPLEMENTATION OVERVIEW

A collaborative approach was structured and developed to ensure the Strategic Plan moves from vision to action. Implementation will be guided by leadership oversight, defined staff roles, measurable milestones, and data-driven monitoring tools. This systematic approach will ensure each goal is executed efficiently and that progress remains visible and accountable at every level of the organization.

ROLES AND RESPONSIBILITIES

Implementation of the Strategic Plan will be coordinated by all divisions assigned a role under the direction of the Department Leadership Team. Each measure of the five strategic goals has been assigned to a leader known as Primary Lead, who will oversee the execution of each performance measure, track progress, and report updates during scheduled review periods.

Primary leads will support coordination, monitor progress on assigned activities, and document achievements in quarterly updates. This shared responsibility ensures department-wide participation, fosters ownership, and strengthens cross-divisional collaboration.

TIMELINES AND MILESTONES

The implementation timeline is structured around key milestones designed to measure progress and maintain momentum:

QUARTERLY UPDATES: Primary leads will submit performance measure data and any related data context, progress reports summarizing activity status, challenges, and upcoming milestones.

ANNUAL PERFORMANCE SUMMARY: Comprehensive year-end reports will evaluate departmental progress toward strategic goals, guiding planning for the following year.

TRANSITION MILESTONE: By 2026, performance tracking will migrate from Microsoft Excel to Monday.com, enhancing automation, real-time monitoring, and dashboard reporting.

RESOURCES AND TOOLS

Successful implementation depends on strategic use of resources, technology, and staff engagement. The department will leverage:

STAFFING RESOURCES: Program managers, administrative support staff, and liaisons assigned to each priority area.

TECHNOLOGY TOOLS: Microsoft Excel (initial tracking), Monday.com (2026 onward), and shared dashboards for performance measure monitoring.

FUNDING AND SUPPORT: If necessary, Allocation of department and programmatic resources and grant funding to support professional development, technology enhancements, and QI projects tied to department goals.

TRAINING AND DEVELOPMENT: Ongoing professional development to strengthen staff capacity in performance management, data literacy, and leadership.

MONITORING AND REPORTING

The DMS will serve as the foundation for tracking progress on all goals. Each lead will document accomplishments, barriers, and performance data within the designated tracking tool. Quarterly performance reviews will be used to identify areas requiring support or realignment, while annual summaries will provide leadership with a comprehensive assessment of progress.

Findings from the CHIP and the Healthcare Assessment will also be reviewed alongside the Strategic Plan's progress to ensure consistent alignment across community and departmental initiatives.

ENGAGEMENT & **CONTINUOUS IMPROVEMENT**

To ensure that the Strategic Plan remains adaptable, effective, and aligned with evolving community needs, CoEPDPH is committed to fostering a culture of engagement, feedback, and continuous improvement. These efforts will sustain progress, strengthen collaboration, and ensure that implementation remains responsive to both internal and external changes.

ONGOING FEEDBACK AND STAFF ENGAGEMENT

Recognizing meaningful staff and stakeholder engagement is central to sustaining successful implementation. Regular staff briefings and quarterly progress meetings will provide valuable insights into progress and challenges. Divisions will have opportunities to share input, identify barriers, and propose adjustments to improve efficiency and effectiveness. External partners engaged through the CHIP will also be invited to contribute feedback through coordination meetings.

EVALUATING AND ADJUSTING STRATEGIES

Progress toward strategic goals will be tracked through the DMS, using dashboards, quarterly performance reports, and leadership reviews to assess outcomes. When challenges or delays arise, the department will employ QI methods to test and refine strategies. Findings will be documented, reviewed, and shared across divisions to ensure lessons learned are applied consistently throughout the organization.

PROMOTING A LEARNING CULTURE

The department will continue to strengthen its learning culture by providing ongoing training opportunities, professional development workshops, and best-practice sharing sessions. Staff will be encouraged to participate in peer learning forums and QI teams to promote collaboration and innovation. These efforts will help staff adapt to evolving priorities, strengthen leadership capacity, and reinforce a sense of ownership and accountability in achieving departmental goals.

MAINTAINING A DYNAMIC STRATEGIC PLAN

The Strategic Plan is designed to serve as a living document that evolves in response to changing organizational priorities, evolving community needs, and shifting public health trends. Through continuous feedback, ongoing data review, and performance evaluation, the department will make data-informed adjustments to strategies and objectives as needed. This ensures that CoEPDPH remains proactive, flexible, and aligned with its mission to reduce health inequities and improve the well-being of all El Paso residents.