

18. Consider report on proposed integration of a Health in All Policies (HiAP) framework with County strategic initiatives, including the Strategic Plan refresh and community indicators, and take related actions ()



County of Santa Cruz Board of Supervisors

Agenda Item Submittal

From: County Executive Office

Subject: Health in All Policies and Community Indicators Report

Meeting Date: May 20, 2025

Formal Title: Consider report on proposed integration of a Health in All Policies (HiAP) framework with County strategic initiatives, including the Strategic Plan refresh and community indicators, and take related actions

Recommended Actions

1. Accept and file a report on the proposed integration of a Health in All Policies (HiAP) framework with County strategic initiatives, including the Strategic Plan refresh and community indicators;
2. Direct the County Executive Office to receive input on the proposed community indicators during the Strategic Plan refresh community engagement process and return on or before December 16, 2025, with any revisions to be included in the proposed 2026-2032 Strategic Plan; and
3. Direct the County Executive Office and Health Services Agency to return on or before December 16, 2025, with implementation options and resource needs to further integrate HiAP principles with County strategic initiatives.

Executive Summary

The Board requested that staff explore the integration of a Health in All Policies (HiAP) approach as part of the Strategic Plan refresh. HiAP is a way to make sure that the County's decisions across different areas—like housing, transportation, and economic development—are connected and help support healthier lives for residents. This report explains where HiAP aligns with the County's current work, including the Strategic Plan refresh, Results Count, and LEAN process improvement, as well as where new resources might be required.

The report also provides an update on community indicators of well-being, a critical part of aligning systems to achieve better results for our most vulnerable residents.

Discussion

What is Health in All Policies

Health in All Policies (HiAP) is a collaborative approach to governance that seeks to improve health outcomes and reduce inequities by systematically considering health and equity in policy decisions across sectors. It encourages agencies to work together to address the social, economic, and environmental factors that influence health.

Equity and Accountability

At the heart of HiAP is a commitment to equity, community engagement, and shared accountability. This aligns with the County's approach during the creation of the County

Equity Statement, and with how we are planning to engage community for the Strategic Plan refresh.

Community engagement, collaboration, and aligned leadership are key to making HiAP work. This means working with people from different backgrounds, listening to their ideas, and being ready to adapt when things change. It also means making sure that the County's actions are guided by what the community needs and values. This approach helps keep everyone working toward the same goals.

Alignment with Current County Efforts

HiAP aligns with the County's strategic initiatives, particularly in fostering collaboration, adaptive leadership, and cross-sector partnerships. By integrating HiAP with frameworks like Results Count and LEAN, the County can enhance its capacity for data-driven decision-making, equity-centered practice, and community engagement.

- **Community Engagement:** HiAP emphasizes inclusive and intentional outreach, which aligns with the County's ongoing efforts to center community voice through Results Count and customer voice through LEAN. This means making sure those most affected by policies are heard and involved in decision-making.
- **Collaboration:** Aligning HiAP with existing cross-sector initiatives can strengthen coordination across departments. Results Count supports this by emphasizing the **Theory of Aligned Contributions**, where different leaders work together toward shared goals. LEAN enhances this by streamlining processes to make collaboration smoother.
- **Population Data (Results Count):** HiAP encourages using data to understand how different policies affect health, which is consistent with Results Count's focus on being **results-based and data-driven**. It means using data to set clear goals, measure progress, and adjust strategies based on what works.
- **Person/Role/System Framework:** Aligning individual leadership roles with community and organizational systems is a key part of HiAP. This connects to the Person/Role/System framework in Results Count, which helps leaders understand how their actions fit within a larger system and how they can drive positive change.

Opportunities with Health in All Policies (HiAP)

Exploring HiAP offers several opportunities for the County, especially by providing a clear and consistent policy framework that departments can use when bringing items to the Board. These opportunities include:

- **Policy Alignment:** HiAP would ensure that decisions made across County departments consistently consider health, equity, and sustainability impacts. This means that when departments bring items to the Board, they would be expected to show how their actions affect the well-being of residents, including who benefits and who may be impacted.
- **Accountability:** By applying a HiAP framework, the County could establish clear expectations for departments to explain how their decisions support community

health and equity goals. This could include requiring a brief analysis of health impacts in Board reports or using a standardized checklist for decision-making.

- **Informed Decision-Making:** HiAP encourages departments to use data to understand the impact of their actions. This aligns with existing County practices like Results Count, which emphasizes being data-driven. Departments could be asked to present data on expected outcomes and track the real-world impact of their actions over time.
- **Clearer Prioritization:** With HiAP, the County could create a standard set of priorities that align with its Strategic Plan. This would help ensure that the County is consistently focused on the health and well-being of all residents, even when making decisions in areas that may not traditionally be seen as “health” related.

By providing this structured but flexible approach, HiAP can help the County make better decisions that lead to better outcomes for residents.

Resources and Considerations

If the County chooses to explore HiAP, it must consider its current resources and commitment to the framework.

- **Staff Capacity:** The Health Services Agency (HSA) currently has limited capacity to lead or coordinate HiAP due to recent funding cuts and a focus on core public health responsibilities. Additional budget impacts from State and federal cuts may also hinder staff’s ability to integrate a new framework countywide. Any HiAP effort would need to account for this, potentially identifying a more focused group of departments or policy areas in which to apply HiAP.
- **Alignment in Decision-Making:** HiAP provides a framework for evaluating the health and equity impacts of policy decisions. For this approach to be effective, it is important that the framework is applied consistently and that the insights it generates are meaningfully considered in Board decision-making. Without consistent application, there is a risk that staff efforts to assess health impacts may feel disconnected from final decisions, which could reduce confidence in the process.
- **Effectiveness vs. Efficiency:** A HiAP approach prioritizes effectiveness by promoting collaboration across departments and engaging with community members to ensure that policies support health, equity, and well-being. While this approach can lead to better, more informed decisions, it may also slow down the process, as departments take time to coordinate, gather input, and assess impacts. The County would need to balance the value of inclusive, well-considered decisions with the need for timely action.

Local examples such as the City of Santa Cruz illustrate the scale and time commitment required to institutionalize HiAP. In talking with City staff, there has been overall resistance to the adoption of HiAP, as staff feel that it is another box to check, and not additive to their work. There is a reporting structure in place, as well as a City Council subcommittee that meets bimonthly to get updates. Staff training and incorporation of HiAP reporting into council agenda items has helped, and the uptake has been slow. This experience underscores the importance of identifying a HiAP implementation

model that fits the County's culture, staff bandwidth, and organizational structure. Appendix A provides additional details on current efforts to build a community of practice.

Moving forward, the Board may wish to consider how HiAP could be piloted or phased into County operations, and what level of staffing, coordination, and technical assistance would be necessary to support that integration. Options include embedding HiAP in the Strategic Plan refresh, aligning it with existing Results Count cohorts, or identifying priority departments for early adoption.

Strategic Plan Refresh Integration

Developing the 2026–2032 Strategic Plan offers an opportunity for the County to strengthen its commitment to equity, results, and community-driven priorities. Building on the County's Equity Statement, the refresh process will use tools aligned with Results Count, LEAN, and HiAP to ensure that community voice is at the center. This means intentionally engaging residents—especially those most affected by policy decisions—and aligning County actions across departments. Appendix A provides additional details on community engagement and alignment with HiAP.

With the new six-year County Strategic Plan, HiAP could help frame policy discussions by focusing on health and equity, making it clear how different factors like housing, transportation, and education impact well-being. Results Count could support accountability by measuring progress toward community-defined outcomes, while LEAN could ensure that County processes remain efficient and responsive. Together, these frameworks would provide a roadmap for making informed, transparent, and community-centered decisions.

Community Indicators of Well-Being

The following matrix outlines the **Standard Drivers of Health** and corresponding **Resilience Drivers** that will serve as key community indicators in the County's performance tracking framework. These proposed indicators are designed to track progress toward achieving long-term outcomes for community health and well-being, in line with the current County Strategic Plan. It is important to note that these indicators may be adjusted based on input from the community engagement process during the upcoming Strategic Plan refresh. This ensures that community needs and priorities remain at the center of the County's work and that indicators evolve with community insights.

The proposed indicators align with the principles of Results Count and HiAP in terms of setting measurable outcomes that address both systemic drivers and actionable resilience measures. Specifically, they:

- **Results Count:** Focus on measurable population-level outcomes, encouraging transparency and alignment of efforts across departments.
- **HiAP:** Ensure that social determinants of health are considered in policy decisions across sectors, fostering a holistic approach to community well-being.

In response to Board feedback from February 11, 2025, the proposed indicators are also responsive to the Board's desire to track resilience, including specific areas such

as mental health, safety, homelessness, transportation alternatives, and job quality. These indicators address gaps identified in previous planning processes, particularly around areas of community resilience, mental health, and economic security.

Focus Area	Standard Driver of Health	Resilience Driver	Disaggregation
Health	Access to Healthcare, Self-Reported Poor Mental Health	Timely Access to Care	Age, geography, race/ethnicity
Safety	Safety Rate	Successful Return to Community	Crime type, geography
Housing	Homeless Point in Time Count	Housing Units Built	Age, affordability, geography
Transportation	Pavement Condition Index	Transportation Alternatives	Road type, usage
Environment	Greenhouse Gas Emissions	EV Infrastructure	Source, region
Economy	200% Federal Poverty	Job Quality	Sector, race, education

The **Standard Drivers of Health** are population-level measures that capture broader systemic factors such as access to healthcare, housing availability, safety, environmental health, and economic stability. These are factors that are often influenced by decisions made outside the health sector, aligning with HiAP's focus on health as a product of intersectoral collaboration.

The **Resilience Drivers** reflect areas where the County has more direct influence and where improvements can be tracked through specific, actionable metrics. These resilience measures highlight the County's capacity to improve community outcomes and demonstrate progress toward long-term well-being, particularly in areas where the County has a more immediate ability to make a difference (e.g., through the provision of services, infrastructure investments, and economic opportunities).

The proposed indicators will be revised based on feedback received from the community engagement process during the Strategic Plan refresh, and the final indicators will be presented to the Board as part of the proposed 2026-2032 Strategic Plan. This will ensure they remain relevant, comprehensive, and aligned with the evolving priorities of residents and stakeholders. It will also provide the opportunity to adjust these metrics to reflect the community's definition of resilience and well-being, ensuring that the County's work continues to be guided by the people it serves.

This responsive and adaptive framework will allow the County to track resilience measures more effectively, ensuring that we are not only addressing long-term drivers of health but also strengthening our community's capacity to adapt and thrive in the face of emerging challenges.

Conclusion and Next Steps

The County of Santa Cruz has made steady progress in aligning its work around equity, results, and community engagement. With the Strategic Plan refresh underway, the County has an opportunity to build on this foundation by exploring how a HiAP approach could further strengthen these efforts.

This report has shown how HiAP can align with existing County practices like Results Count and LEAN, offering a structured way to ensure that decisions across departments consider health, equity, and sustainability. At the same time, it highlights that fully implementing HiAP would require careful planning, dedicated resources, and a clear understanding of how it fits with the County's existing work.

Moving forward, the Strategic Plan refresh will continue to prioritize community voice and accountability. In fall 2025, staff will lead a comprehensive community engagement process designed to hear directly from residents—especially those most affected by public policies. This process will help ensure that the proposed 2026-2032 Strategic Plan reflects the needs and priorities of the community.

As this work continues, staff will return to the Board by December 16, 2025, with updates, including:

- Options for how HiAP could be integrated with County decision-making;
- Resource needs for any new work that may be required; and
- Further recommendations to align HiAP with County strategic initiatives.

The County's commitment to health, equity, and results remains at the center of this work. Whether through HiAP or other frameworks, the goal is to ensure that County decisions lead to better outcomes for all residents.

Financial Impact

There is no financial impact associated with this item. Funding for activities related to the Strategic Plan refresh are included in the County Executive Office's Fiscal Year 2025-26 Proposed Budget.

Strategic Initiatives

Equity Framework - Plans, Policies & Budgets, Communications & Education

Operational Plan - Operational Excellence

Climate Action - Government Operations

Submitted By:

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Recommended By:

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Artificial Intelligence Acknowledgment:

ChatGPT 4o, an Artificial Intelligence (AI) large language model tool, significantly contributed to the development of this agenda item, including Staff Report, in compliance with the County of Santa Cruz AI Appropriate Use Policy.

Appendix A: Glossary of County Initiatives

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Theories of Change

A **theory of change** describes how and why a desired change is expected to happen within a specific context. It identifies the underlying assumptions, key drivers, and necessary steps to move from current conditions to a more equitable and thriving future. In a government setting, theories of change help guide strategic decisions, align stakeholders, and ensure that efforts are not just well-intentioned—but also effective, measurable, and grounded in systems thinking.

The County of Santa Cruz’s theory of change is rooted in the belief that achieving equitable results requires more than training and good intentions—it demands cross-sector alignment, a focus on root causes, and the elevation of community voice, especially from those most burdened by our systems.

A systems-change approach recognizes that shifting outcomes at the population level requires changes in the conditions that drive those outcomes—conditions often shaped by policies, practices, cultural narratives, and resource flows. The County’s work on equity, strategic planning, and community engagement reflects a deliberate investment in these levers of change.

County-Tested Theories of Change

Over the past five years, the County has invested in two primary theories of change:

- **Results Count:** Supported by the Annie E. Casey Foundation, this results-based leadership approach is based on five core competencies, two foundational frameworks and two foundational skills — the 5-2-2 of Results Count.

The five core competencies are:

- Be results-based and data-driven, establishing clear targets and using data to assess progress and change course as needed.
- Bring attention to and act on disparities, recognizing that race, class and culture impact outcomes and opportunities for vulnerable children.
- Use oneself as an instrument of change to move a result, based on the belief that individual leaders are capable of leading from whatever position they hold.
- Master the skills of “adaptive leadership,” which makes leaders aware of the impact of values, habits, beliefs, attitudes and behaviors associated with taking action to improve results.
- Collaborate with others, understanding that the capacity to build consensus and make group decisions enables leaders to align their actions and move work forward to achieve results.

The two foundational frameworks are:

- The [Theory of Aligned Contributions](#) contends that it is more likely that measurable population level change will occur when the right group of leaders use specific skills to align their actions and make contributions to a specific result.
- The [Person-Role-System framework](#) is used to address common barriers to aligned action. Leadership is influenced by a person’s individual preferences and style and personal and professional experiences as well as the role he or she plays in formal and informal systems.

The two foundational skills of results-based leadership are:

- [Results-Based Accountability](#) (RBA), an approach used to differentiate between population and program level results, to use data to develop

impactful strategies and to establish ways of tracking whether the work is making a contribution to the achievement of results.

- [Results-Based Facilitation](#) (RBF), which helps leaders design, lead and contribute in meetings that effectively move groups from talk to action and hold participants accountable for advancing the work.

Over 580 County and partner staff have participated in some application of this framework over the past five years, including over 50 that have participated in a full 12-month program. As our partnership with the Casey Foundation evolves, we continue to build programs that develop leaders and provide opportunities for collaboration and practice that lead to results.

- **LEAN Process Improvement:** Rooted in principles from manufacturing and adapted for the public sector, LEAN is a structured methodology for improving systems by eliminating waste, streamlining processes, and centering the experiences of those closest to the work. The County has trained over 150 staff in LEAN principles since 2018, focusing on building internal capacity to solve operational problems and improve service delivery across departments.

LEAN is guided by five key principles:

- **Define Value from the Customer's Perspective**, ensuring that government services align with what residents and end-users truly need and value.
- **Map the Value Stream**, identifying every step in a process to expose waste, redundancy, or delays that hinder performance.
- **Create Flow**, redesigning processes so work moves smoothly, with fewer handoffs, bottlenecks, or inefficiencies.
- **Establish Pull**, allowing work to be guided by actual demand rather than bureaucratic backlog or artificial timelines.
- **Pursue Perfection**, promoting a culture of continuous improvement through cycles of testing, reflection, and refinement.

The County's LEAN initiative is supported by an internal cohort of trained facilitators who guide departments through process improvement projects. These projects have ranged from simplifying permitting processes to improving emergency response coordination and have generated measurable results in speed, accuracy, and customer satisfaction. LEAN also builds staff capacity to ask critical questions

about workflow, ownership, and value, creating space for adaptive learning in a traditionally hierarchical environment.

While LEAN is sometimes seen as a technical or efficiency-oriented approach, Santa Cruz County has embedded equity and staff voice into its application—ensuring that improvements also contribute to more just and responsive systems. LEAN’s adaptability makes it a useful tool to complement equity-centered frameworks like Results Count and Health in All Policies, particularly when the goal is to embed change into daily operations.

Combined, Results Count and LEAN represent an emerging culture shift toward shared accountability for results. The community of practice model has supported teams across departments, strengthened cross-agency collaboration, and improved accountability structures. Health in All Policies mirrors many of the principles outlined above, and integrating it into our current structure has the potential to strengthen our work.

Health in All Policies

Health in All Policies (HiAP) is an approach to governance that aims to improve population health outcomes and reduce inequities by systematically incorporating health, equity, and sustainability considerations into policymaking and program design across sectors. The framework is rooted in the recognition that health is largely shaped by social, economic, and environmental conditions—commonly referred to as the social determinants of health.

HiAP emphasizes interagency collaboration and institutional mechanisms to support long-term change. It is guided by several key elements:

- **Promoting Health, Equity, and Sustainability:** Embedding these priorities into planning, budgeting, and operations.
- **Intersectoral Collaboration:** Fostering coordination among government departments, community partners, and other stakeholders to align actions that affect health.
- **Identification of Co-Benefits:** Designing solutions that advance multiple goals across sectors.
- **Stakeholder Engagement:** Involving community members—particularly those disproportionately affected by health disparities—in shaping decisions.
- **Structural and Procedural Change:** Institutionalizing health and equity considerations through changes in processes (e.g., inclusion of health impact criteria in board reports, guidance in budget proposals, and integration into strategic plans).

HiAP has been implemented in various forms at the local, state, national, and international levels. In California, the Health in All Policies Task Force—convened under the Strategic Growth Council—offers one of the more mature examples, coordinating interagency work and producing shared recommendations. The framework has also been adopted by numerous cities and counties, including the City of Santa Cruz, which launched a HiAP initiative in 2018.

The City of Santa Cruz's model has included the integration of HiAP language in board letters, creation of department-specific tools, and staff training. In 2024 HiAP framing and analysis was incorporated into approximately one-third of the City's council agenda items. The experience illustrates both the potential and the time horizon associated with embedding HiAP across decision-making processes.

HiAP does not prescribe specific policies or programs; instead, it provides a structured lens through which governments can evaluate how actions across diverse areas—from transportation and land use to economic development and public safety—affect population health and health equity.

County Strategic Plan Refresh

Developing the 2026–2032 Strategic Plan represents an opportunity to embed equity, results, and community-defined priorities more deeply into the County. As part of the refresh, the County will conduct a comprehensive community engagement effort in fall 2025 that draws on lessons from the Equity Statement process, aligns with our County-tested theories of change, and leverages tools from Results Count, LEAP, and HiAP.

Community Engagement and Alignment with HiAP

HiAP emphasizes engaging community members—particularly those who are disproportionately impacted by policy decisions—as full partners in the design and evaluation of policies. It encourages governments to recognize that lived experience provides critical insight into how social determinants like housing, transportation, education, and public safety affect health and well-being. In the Strategic Plan refresh process, HiAP can help inform the “how” and “who” of community engagement:

- **Equity-Centered Outreach:** HiAP calls for intentional outreach to communities that have been underrepresented in past planning efforts. This includes designing engagement strategies that are linguistically and culturally appropriate, accessible across geographies, and responsive to historical barriers to participation.
- **Standard Drivers of Health-Framing of Policy Conversations:** By using standard drivers of health and well-being as an integrative lens, engagement efforts can make visible the connections between disparate issues. For example, residents may not identify “health” as a priority but may highlight transportation access, job stability, or housing conditions—all of which are upstream drivers of health outcomes.
- **Trade-Off Transparency:** HiAP-informed facilitation can surface policy trade-offs and competing values in community conversations—encouraging participants to weigh consequences and co-create strategies that reflect shared aspirations and informed choices.

This approach will build on the success of the 2023 Equity Statement process, which engaged over 1,000 staff and community members—many for the first time—and elevated the voices of people who are often excluded from government decision-making. That experience, informed by Results Count and LEAP, underscored the importance of reaching people where they are, co-designing engagement strategies with community partners, and focusing on the outcomes that matter most to residents.

Co-Creation as the Foundation of Accountability

A co-created Strategic Plan—rooted in community voice and designed using tools from Results Count, LEAN, and HiAP—will center community needs and results as the driving force behind County action. This shift is more than procedural; it represents a rebalancing of power, in which the people most impacted by the County’s work are also the primary authors of its direction.

- **Results Count contributes a structure for measuring and aligning work** to specific population-level results. Through its Theory of Aligned Contributions, it emphasizes that sustainable change occurs when the right group of leaders, with the right set of tools, align their actions to achieve a shared goal. The plan refresh will incorporate this logic by ensuring that each department’s objectives clearly contribute to the community’s stated priorities.
- **LEAN contributes a structure for implementation**—allowing County departments to translate community priorities into practical, efficient processes that remove barriers, simplify access, and make services more responsive to resident needs. Continuous improvement cycles allow the County to test what works, adapt, and stay focused on the results that matter.
- **HiAP contributes a structure for accountability and governance.** It asks: how will this decision affect the conditions for health and equity? Are we accounting for unintended impacts? Are we building long-term sustainability into our systems? These questions will help guide how community-defined priorities are translated into strategy, and how those strategies are evaluated and adjusted over time.

Together, these frameworks provide a roadmap not just for listening—but for transforming what we hear into aligned action. The refreshed Strategic Plan will:

- Clearly articulate the **population-level results** the County and its partners aim to achieve;
- Identify the **root causes** and drivers behind current conditions;
- Outline the **actions and contributions** required across County departments, partners, and communities;
- And build in **transparent mechanisms for tracking progress**, sharing results publicly, and adjusting based on what we learn.

By embedding this approach in the Strategic Plan refresh, the County can build a stronger foundation for equitable systems change—one that is deeply accountable to the communities we serve, and oriented toward the long-term well-being of all residents.

Six Pillars of County Work

Santa Cruz County has articulated six core operational domains—or pillars of County work—that underpin the delivery of public services and the implementation of strategic initiatives. These include:

1. County Facilities and Infrastructure
2. Plans, Policies, and Budget
3. Workforce
4. Community Engagement
5. Education and Communications
6. Operations and Leadership

Over the last several years, the County has begun to integrate the principles of Results Count and LEAN into each of these areas. While these practices are not yet fully institutionalized, they offer a foundation from which the County can build after adoption of the Strategic Plan Refresh. Doing so will require dedicated resources, clear implementation plans, and shared accountability mechanisms—but offers a path toward more consistent and aligned decision-making across the organization.

Current Integration Efforts

1. County Facilities and Infrastructure

- The County’s Capital Projects Review Committee has integrated equity and sustainability scoring criteria for prioritizing infrastructure projects, and Community Development and Infrastructure’s [Emergency Road Damage Assessment Resource](#) includes access and functional needs as part of its weighting criteria. This reflects early application of HiAP’s structural change element—embedding health and equity into how physical investments are evaluated and selected.

2. Plans, Policies, and Budget

- The County has adopted multiple long-term plans shaped by inclusive community engagement and informed by Results Count and HiAP principles, including the Climate Action and Adaptation Plan, Master Plan on Aging, and Community Health Improvement Plan.

- Budget and Operational Plan guidance continues to drive high action, high alignment objectives linked to County plans and supported by internal results-based facilitation teams. For the 2025-27 Operational Plan, over 70 staff attended three development workshops to practice Results Count tools and collaborate across departments.

3. **Workforce**

- Departments complete biannual DEI surveys and develop Equal Employment Opportunity (EEO) Cultural Competency Plans, detailed workplans for increasing inclusion in the workplace and ensuring more equitable results.
- The County has updated its policies to support gender identity inclusion and has created focused interventions to decrease the number of divisions on hiring review due to lack of diversity.

4. **Community Engagement**

- The **Equity Statement development process**, along with recent planning efforts, engaged more than 1,000 residents and County staff. These processes aligned with HiAP's emphasis on participatory governance and Results Count's focus on elevating the voices of those most burdened by systems.
- Community-based organizations are now routinely included in Results Count leadership cohorts and facilitated processes.

5. **Education and Communications**

- The County has launched monthly newsletters, Lunchtime Results learning sessions, and accessible educational materials tied to strategic goals.
- Our Public Information staff are currently developing language accessibility standards that align with both HiAP and County equity commitments.

6. **Operations and Leadership**

- The County has over 580 staff and community partners that are applying some tool or aspect of Results Count and LEAN. Over 50 staff have participated in formal Results Count leadership programs, and over 35 staff are certified LEAN Green Belts. With investment from the Casey Foundation, the County continues to build a community wide cohort aligned to equitable results.
- Grounded in this experience, the County is relaunching its Learn, Engage, Apply, Perform (LEAP) leadership program. 25 staff will be part of the next cohort to

contribute to innovation, addressing critical public issues, and being part of the changing County culture.

Post-Refresh Opportunities

To fully institutionalize these frameworks across all six pillars after adoption of the Strategic Plan Refresh, the County can pursue several options, including:

- **Developing a shared implementation roadmap** to scale Results Count, LEAN, and HiAP practices, supported by technical assistance, department champions, and staff training.
- **Creating a dedicated section in agenda items and board letters** for policy analysis using shared prompts informed by HiAP and Results Count. For example:
 - *“How does this item address or impact the social drivers of health or equity?”*
 - *“Which population result is this work aligned to, and how will progress be tracked?”*
 - *“Have trade-offs been considered for different groups, especially those most impacted?”*
- **Expanding Results Count and LEAN projects to each pillar**, ensuring that infrastructure, policy, engagement, communications, and leadership development all have aligned strategies for improving outcomes.
- **Identifying funding strategies and resource reallocation options** to support the staff capacity and facilitation infrastructure needed to implement these approaches consistently across departments.
- **Embedding shared indicators into internal performance dashboards and external reporting**, enabling both transparency and data-informed decision-making.
- **Codifying these practices through Administrative Policy updates** and onboarding protocols, so that new staff and leaders understand their role in contributing to results.

By strategically integrating these frameworks across the six pillars, the County can move from isolated practice to institutionalized norms—ensuring that equity, health, and results are not parallel efforts, but embedded in how the County functions at every level.



County Executive Office and Health Services Agency

Strategic Plan Refresh:

Health in All Policies & Community Indicators

May 20, 2025

Agenda

- Health in All Policies (HiAP) Introduction
- HiAP Alignment with Current Work
- Updated Community Indicators
- Strategic Plan Timeline and Next Steps



Comprehensive
Health & Safety



Attainable
Housing



Reliable
Transportation



Sustainable
Environment



Dynamic
Economy



Operational
Excellence

Health in All Policies



In partnership with Housing Santa Cruz County's Affordable Housing Month,
we invite you to join us to celebrate

TABASA GARDENS
Grand Opening Celebration and Ribbon Cutting

Image Source: [Housing Santa Cruz County](#)



Image Source: [Santa Cruz County Parks](#)



Image Source: [UCSC Farmworker Reality Tour](#)

Health in All Policies – 5 Key Elements

Promote health,
equity and
sustainability

Support
intersectoral
collaboration

Benefit multiple
partners

Engage
stakeholders

Create
structural or
process change

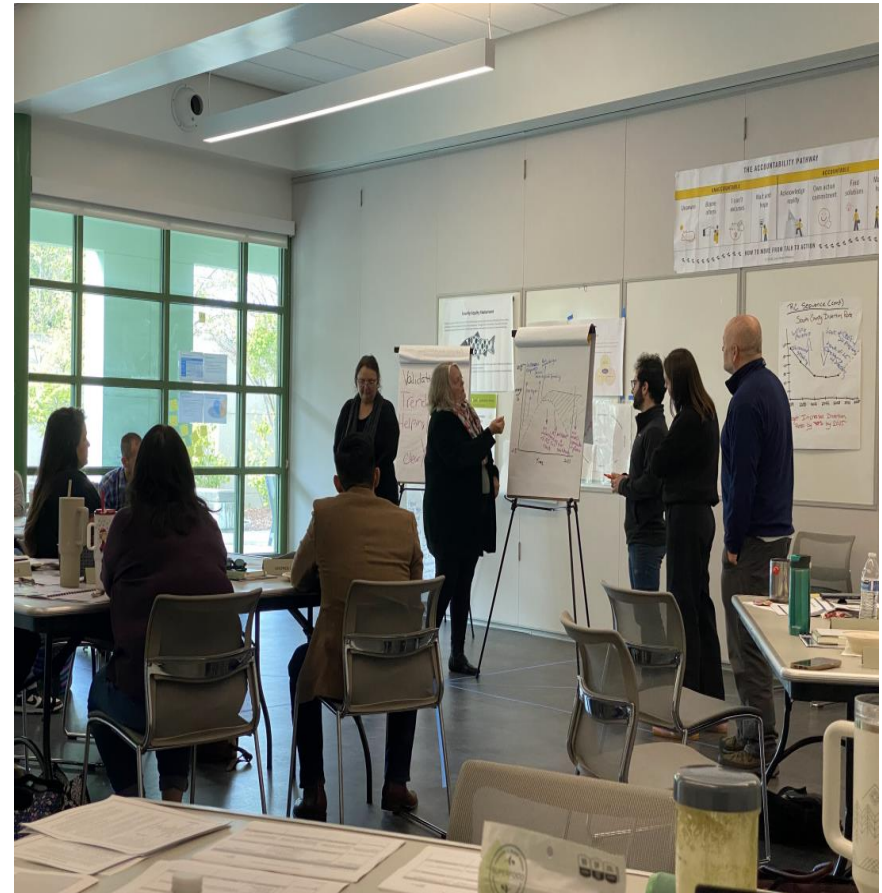
Local Example:



- Fosters cross-sector collaboration
- Aligns policy and leverages resources
- Supports equitable community investment

Alignment with Current County Work

- **Strategic Plan and County Equity Statement:** Engage Stakeholders
- **Operational Plan:** Action and Alignment
- **Community of Practice:** Collaboration and Culture Change



Opportunities for Integration

- What are the standard set of questions asked to prioritize our work?

County Facilities and
Infrastructure

Plans, Policies, and
Budgets

Workplace and
Workforce

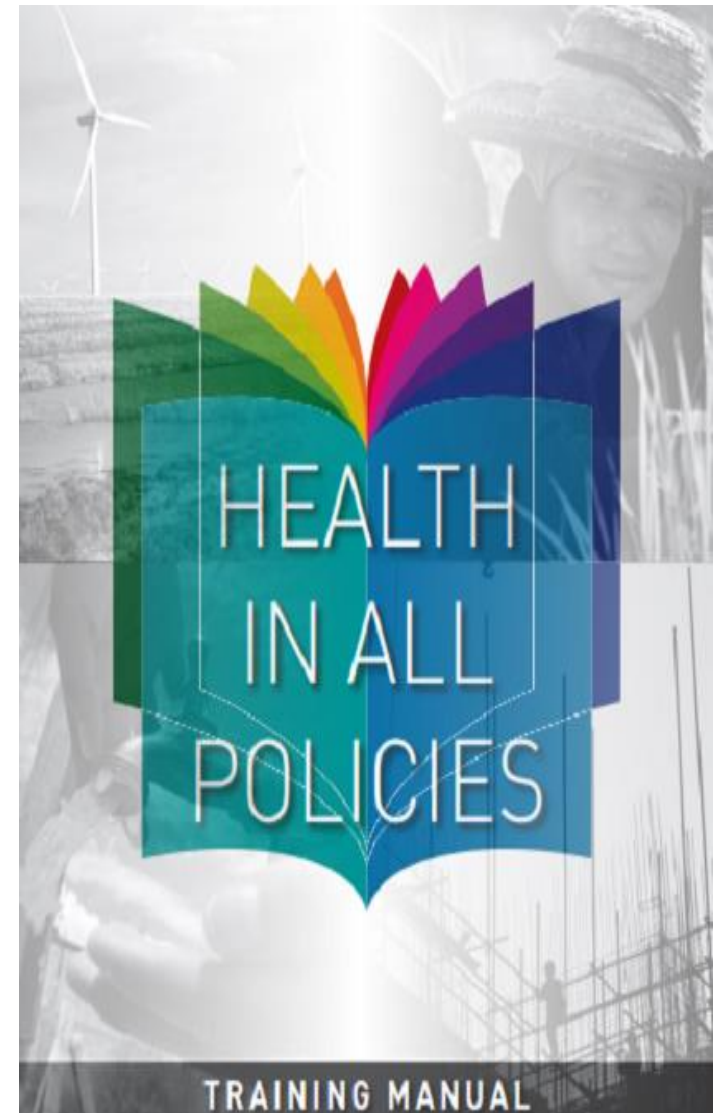
Leadership,
Operations, Services

Communications and
Education

Community
Partnerships

Implementation Considerations

- Importance of aligned priorities
- Staff capacity and support
- Guidance from City of Santa Cruz



Indicators of Well-Being

- Proposed indicators reflect Board direction and community priorities
- Standard Drivers = long-term systemic outcomes
- Resilience Drivers = areas the County can influence directly



Comprehensive
Health & Safety



Attainable
Housing



Reliable
Transportation



Sustainable
Environment



Dynamic
Economy



Operational
Excellence

Revised Indicators

Focus Area	Standard Driver of Health	Resilience Driver
Health	Access to Health Care	Self-Reported Poor Mental Health Days
Safety	Safety Rate	Successful Return to Community
Housing	PIT Count	Units Built by Affordability
Transportation	Pavement Condition Index	Transportation Alternatives
Environment	Greenhous Gas Emissions	EV Infrastructure
Economy	200% Federal Poverty	Job Quality

Indicators and County Frameworks

- **Results Count:** Track progress toward population-level results
- **HiAP:** Use indicators to evaluate health and equity impacts
- **Equity Statement:** Center community voice and lived experience



Strategic Plan Refresh Timeline

- Spring 2025: Foundational review
- Fall 2025: Community engagement
- Winter 2026: Return with HiAP integration options
- Spring 2026: Approve new six-year Strategic Plan

Next Steps and Strategic Plan Refresh

- Receive feedback on proposed indicators with Strategic Plan outreach
- Continue developing HiAP implementation options
- Return to Board in August with an update

OUR VISION

Santa Cruz County is a healthy, safe and more affordable community that is culturally diverse, economically inclusive and environmentally vibrant.

Feedback and Input

Thank You

