

California Directors of Public Health Nursing

# Strategic Plan

FY 2022-2025

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**DPHN Strategic Plan 2022-2025**

Dear Colleagues,

The mission of the Directors of Public Health Nursing is to advance the practice of public health through innovative and effective public health nursing leadership. It is with pleasure that we present our Strategic Plan for Fiscal years 2023 – 2026, which was developed by and for DPHNs in California.

This Strategic Plan focuses on 3 priority areas - Collaboration, Diverse and Resilient Workforce, and Workforce Development, to advance DPHN's vision and to promote equity and inclusion. We request that each of you participate actively in the implementation of the goals and objectives outlined in the plan.

Together we can increase the positive impact of Nursing's contributions on public health in California.

Sincerely,  
DPHN Executive Committee  
2022-2023

## EXECUTIVE COMMITTEE 2022-2023

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# Introduction

California Directors of Public Health Nursing (DPHN) is a statewide organization of Nursing Directors from the 61 public health jurisdictions in California, established in 1952. Due to the large geographic spread of California, DPHN is organizationally divided into four sub-regions: North, Central, Bay and South. Of the 61 jurisdictions, 22 are in the Northern region, 15 are in the Central region, 13 are in the Bay region, and 11 are in the Southern region. The sub-regions collaborate with one another to achieve common goals and support the achievement of DPHN's overall strategic plan. The sub-regions meet regularly (typically monthly), and the four regions meet together twice a year.

## The Role of a Director of Public Health Nursing

The Director of Public Health Nursing is an executive level position in a Local Health Department. The Director of Public Health Nursing is recognized as integral to the organization and mandated in the California Code of Regulations and the California Health and Safety Code (California Code of Regulations, Title 17. Public Health, Division 1. State Department of Health Services, Chapter 3. Local Health Service, Subchapter 1. Standards for State Aid for Local Health Administration, Article 3. Personnel, section 1301. Director of Public Health Nursing).

Public health nursing is the “practice of promoting and protecting the health of populations using knowledge from nursing, social, and public health sciences” (APHA PHN Section, 2013). The Director of Public Health Nursing plans, organizes, evaluates, and directs nursing staff in public health jurisdictions. The Director of Public Health Nursing provides advocacy, direction, and support to all nurses regarding nursing scope of practice, professional development, public health emergency preparedness, communicable disease response, and establishes and maintains strategies and processes for achieving population health improvement.



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# Vision, Mission and Values

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## Vision

Healthy people in healthy communities through excellence in public health nursing.

## Mission

To advance the practice of public health through innovative and effective public health nursing leadership.

## Values

- **Health Equity:** DPHN promotes the attainment of the highest level of health for all people.
- **Leadership:** DPHN stands at the forefront to innovate and improve the effectiveness of nursing services and practice within public health.
- **Quality:** DPHN promotes use of evidence to inform practice in order assure provision of the highest quality nursing services within public health jurisdictions across the state, and evaluates its effectiveness.
- **Collaboration:** DPHN collaborates with organizations at the local, state and national level on matters relating to public health and public health nursing.
- **Advocacy:** DPHN advocates for the needs of public health and public health nursing through education and policy development.
- **Diverse and Competent Workforce:** DPHN develops and assures knowledge, behaviors, and skills for a competent public health nursing workforce that reflects the diversity of the community it serves.



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# Strategic Priorities and Goals

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## Priority Area 1: Collaboration

Lead: BAND

To promote optimal population health for Californians, Directors of Public Health Nursing must seek out, establish, and increase collaboration with key State level leadership, influencers and advocates of nursing and healthcare workforce. Public Health Nursing has a critical role in addressing social drivers of health, equity, racism, emergency preparedness/response/recovery and healthcare workforce investments. This role, however, requires partnership and collaboration with partners to achieve a collective impact.

**Goal 1.1: By June 30, 2024, BAND with help from entities such as DPHN EC, to establish a “call to action” that can be used to inform state level agencies, local/regional/state organizations on the impact and critical need of public health nursing values and frameworks across all sectors of nurses.**

**Goal 1.2: By June 30, 2024, BAND with support from DPHN EC shall increase participation/attendance at State or Regional meetings with at least one entity in the following sectors: State government, Local Government, Academia, Professional Organizations, Employers, and other potential partners.**

**Goal 1.3: By June 30, 2025, determine the top five engagement techniques to reach out to local employers, academia, local providers and other state partner agencies and organizations to increase interest in PH Nursing.**



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## Priority Area 2: Diverse and Resilient Workforce

### Lead: Southern Region

Promoting a workforce culture that supports diversity and resilience and reflects the communities that it serves is an essential priority for DPHN. It is imperative that the current and future nursing workforce represent the diverse populations that we are so fortunate to serve. Effective development of professional engagement into Public Health Nursing and the establishment of robust training specific to population health and equity that is inclusive of the diverse communities that we serve are important factors in our models of care. Additionally, enhancements of relationships with academic partners and community-based organizations to synchronize training goals and objectives supports the larger community work. Through achievement of this strategic plan, DPHN will develop a summary of strategies focused on Diversity, Equity, and Inclusion (DEI) education principles for the Public Health Nurse workforce culture.

#### **Goal 2.1: Promote Public Health nursing as a profession of choice among diverse populations.**

- 1.1.1 Review (LHJ) Workforce Best Practice Model for DEI principles in hiring and team building
- 1.1.2 Develop a framework of principles that can be shared with LHJ Human Resources for consideration of adoption based on LHJ HR Policy, jurisdictional size and need
- 1.1.3 Share best practices and lessons learned for LHJ learning opportunities

#### **Goal 2.2 Establish orientation and training for Public Health Nurses specific to population health, equity and reflective of the diverse communities served**

- 1.2.1 Develop, modify and/or adopt orientation and training principles inclusive of diversity, equity and inclusion principles and models of care delivery for use with new PHN orientation
- 1.2.2 Incorporate principles into nursing leadership capacity building

#### **Goal 2.3 Partner with academic institutions to include educational experiences that support diversity and resilience within Public Health Nursing courses**

- 2.3.1 Promote engagement with academic partners to provide input and alignment with course objectives and academic opportunities
- 2.3.2 Participate in development of academic work and clinical experiences to assure inclusion of DEI principles

#### **Goal 2.4 Partner with community-based organizations to assess vulnerable community needs and offer collective solutions**

- 2.4.1 Conduct interviews with community-based organizations CBOs subject matter experts
- 2.4.2 Develop approach for partnership of LHJ and CBO efforts to maximize service efforts within LHJ most vulnerable communities



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**Goal 2.5 Develop training and/or rotational experiences for Public Health Nurses to promote investment in the workforce and enhance preparedness and resilience**

2.5.1 Share best practice for Public Health rotational opportunities and skill building



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## Priority Area 3: Workforce—Overview

Lead: North Region

Assuring a competent and effective nursing workforce in public health is a top priority for DPHN. The current and future nursing workforce must be adequately prepared for their role in order to fully contribute to achieving optimal health outcomes for Californians. Effective recruitment and retention of highly qualified and diverse nurses in public health continues to be an important variable. Through achievement of this strategic plan, DPHN will develop a 'PH Nursing Workforce Toolkit' to communicate the role of public health nursing to support recruitment efforts.

### Goal 3.1: Promote standardization and adoption of PHN core competencies

- 3.1.1. Review the Quad Council Coalition (QCC) model of evidence-based core competencies and the ANA standards of Professional Public Health Nursing
- 3.1.2. Develop a menu of competencies that can be adapted based on jurisdictional size and needs

### Goal 3.2: Establish orientation and training guidelines specific for PHNs

- 3.2.1. Adopt orientation and training guidelines for use with new PHNs upon hire, including nurse residency programs if able
- 3.2.2. Develop mentoring and succession planning guidelines to build leadership capacity

### Goal 3.3: Partner with academic institutions to promote enhanced student PHN training experiences

- 3.3.1. Promote membership on advisory boards for Schools of Nursing
- 3.3.2. Participate in development of PHN training scenarios with Simulation Centers and Nursing Skills Labs at community colleges and/or universities
- 3.3.3. Share best practices for hosting and precepting student nurses for PHN clinical assignments

### Goal 3.4: Increase PHN and PH Department capacity to respond to disasters

- 3.4.1. Review and prioritize DPHN and PHN role in disaster response and med/health shelter support needs
- 3.4.2. Update DPHN Disaster Shelter Manual
- 3.4.3. Share disaster response training materials and curriculum



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## References

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# California Public Health Jurisdictions

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## Northern Region

Butte County  
Colusa County  
Del Norte County  
Eldorado County  
Glenn County  
Humboldt County  
Lake County  
Lassen County  
Mendocino County  
Modoc County  
Nevada County  
Placer County  
Plumas County  
Sacramento County  
Shasta County  
Sierra County  
Siskiyou County  
Sutter County  
Tehama County  
Trinity County  
Yolo County  
Yuba County

## Southern Region

Imperial County  
Inyo County  
Long Beach City  
Los Angeles County  
Orange County  
Pasadena City  
Riverside County  
San Bernardino County  
San Diego County  
Santa Barbara County  
Ventura County

## Central Region

Alpine County  
Amador County  
Calaveras County  
Fresno County  
Kern County  
Kings County  
Madera County  
Mariposa County  
Merced County  
Mono County  
San Joaquin County  
San Luis Obispo County  
Stanislaus County  
Tulare County  
Tuolumne County

## Bay Region

Alameda County  
Berkeley City  
Contra Costa County  
Marin County  
Monterey County  
Napa County  
San Benito County  
San Francisco County  
San Mateo County  
Santa Clara County  
Santa Cruz County  
Solano County  
Sonoma County



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