



CITY OF SAN ANTONIO  
METROPOLITAN HEALTH DISTRICT

# METRO HEALTH

## FIVE YEAR STRATEGIC GROWTH PLAN

COLLEEN BRIDGER, MPH, PHD  
ASSISTANT CITY MANAGER





## VISION: HEALTHY PEOPLE THRIVING IN A HEALTHY COMMUNITY

### CURRENT STRATEGIC PRIORITIES:

- ADVERSE CHILDHOOD EXPERIENCE
- VIOLENCE PREVENTION
- NUTRITION
- ACCESS TO CARE

Guiding Principles:  
Health Equity  
Social Justice



# EXPANDED AND ENHANCED KEY STRATEGIC PRIORITIES



Mental Health



Health Justice



Access to  
Care



Technology &  
Infrastructure

# MENTAL HEALTH

STRENGTHENING  
COMMUNITY ASSETS TO  
ENSURE EMOTIONAL,  
PSYCHOLOGICAL, AND  
SOCIAL WELL-BEING FOR  
PEOPLE AND COMMUNITIES



# MENTAL HEALTH



HIRE CHIEF MENTAL HEALTH OFFICER TO COORDINATE ALL MENTAL HEALTH INITIATIVES

ESTABLISH CITY OF SAN ANTONIO CENTER OF EXCELLENCE IN TRAUMA INFORMED CARE

ESTABLISH TRAUMA INFORMED PRACTICES IN THE JUSTICE SYSTEM

EXPAND ACCESS TO COGNITIVE BEHAVIORAL THERAPY FOR SURVIVORS OF VIOLENCE

ENHANCE VIOLENCE PREVENTION CASE MANAGEMENT

EXPAND TEEN AMBASSADOR PROGRAM

# MENTAL HEALTH OUTCOME MEASURES

- Mental health services will be available to children in 85% of public schools resulting in improved student wellbeing and decreased behavioral challenges
- All COSA Departments will have achieved Level I Trauma Certification resulting in increased ability of staff to recognize, respond and resist re-traumatization of community members
- Minimum of 5 school campuses will implement restorative justice programs resulting in reduced school expulsion
- Domestic Violence (DV) survivors at high risk for homicide will be identified and provided wrap around services resulting in reduced DV homicides
- Increase participation in Project Worth's Teen Ambassador Program to 65 participating teens to foster positive social behavior among youth in grades 7 – 12 as measured by pre/post tests





# HEALTH JUSTICE

ADVANCING HUMAN WELL-  
BEING BY IMPROVING HEALTH  
WITH A PARTICULAR FOCUS  
ON THE NEEDS OF THE MOST  
DISADVANTAGED AND THOSE  
SUFFERING FROM SYSTEMIC  
RACISM

# HEALTH JUSTICE

- Expand Viva Health & Por Vida Using Community Health Worker (CHW) Model
- Implement Nutrition Education Campaign
- Establish a Local Food System Collaborative
- Expand Peer-led Diabetes Prevention Program
- Adopt Healthy Neighborhoods Expansion
- Develop and Implement a Cross Sector Violence Prevention Initiative







## HEALTH JUSTICE OUTCOME MEASURES

48 new Por Vida healthy restaurants/Viva Health partners established resulting in increased access to healthy food options in high needs areas

Targeted nutrition education marketing campaign is implemented resulting in increased self report of healthy food consumption

Food Systems Collaborative is established resulting in implementation of a minimum of four policies that decrease food insecurity

Peer-led Diabetes Prevention program is implemented resulting in 58% reduction in diabetes among participants completing program

Expand Healthy Neighborhoods into four new areas resulting in increased engagement in healthy eating and active living initiatives





# ACCESS TO CARE

ENSURING INDIVIDUALS CAN  
ENTER THE HEALTH CARE  
SYSTEM, CAN FIND CARE  
EASILY AND LOCALLY, IN  
ORDER TO PRESERVE OR  
IMPROVE HEALTH AND  
REDUCE HEALTH DISPARITIES

# ACCESS TO CARE

- Establish CHW Hub and Technical Assistance Center
- Implement Clinician Ambassador Initiative
- Develop and provide training on antiracist practice and policies for health care systems
- Conduct two Access to Care Assessments
- Establish Medicolegal Partnerships Initiative







## ACCESS TO CARE OUTCOME MEASURES

Clients served by CHW's trained at the Hub report improved understanding of and access to Social Determinants of Health (SDoH) resources

Clinicians show increased knowledge resulting in increased referrals for SDoH resources, communicable disease testing and/or prescribing

At least two major health care systems have infrastructure, monitoring and accountability in place resulting in meaningful antiracism work at organizational and policy levels

At least one self-sustaining medicolegal partnership is embedded within a healthcare setting or outreach program



ENSURING A STRONG FOUNDATIONAL WORKFORCE, ROBUST  
INFRASTRUCTURE AND ADVANCED TECHNOLOGICAL  
SERVICES, SOFTWARE, EQUIPMENT AND FACILITIES

- Establish Office of Policy & Partnerships
- Expand Office of Health Equity and address Racism as a Public Health Crisis
- Expand Informatics across the Department
- Enhance Technological Infrastructure to Support Infectious Disease Reporting and Investigations
- Implement Unified Approach to Violence Data Analysis and Presentation
- Improve Lab Capacity Genotype Sequencing

# TECHNOLOGY AND INFRASTRUCTURE

## OUTCOME MEASURES

Emerging technologies are effectively integrated resulting in efficient detection and response to outbreaks as compared to current COVID response

Coordinated annual systems-level recommendations from fatality reviews of preventable deaths are conducted resulting in a minimum of one real time system improvement annually

A minimum of five policies implemented by other agencies are informed and influenced by Metro Health resulting in improvement of physical, environmental, social and economic conditions affecting health and access to health care

Metro Health's Equity Plan is fully implemented resulting in:

- Racism as a Public Health Crisis Plan fully developed and operationalized
- Increased workforce diversity at all levels to mirror San Antonio population
- Consistent inclusion of marginalized communities in decision making
- Consistent use of race, ethnicity and income data to inform decisions and initiatives

Metro Health will have an established partnership with UT Health resulting in the ability to conduct next generational genomic sequencing on infectious diseases of high consequence



# COMMUNITY PARTNERSHIPS

**AVANCE - Bexar County Juvenile Probation -  
Bexar County Sherriff Office - Brook-Army  
Medical Center- Child Safe - Children's  
Shelter - Communities in Schools - DePelchin  
Children's Center - Ecumenical Center -  
Family Services - Family Violence Prevention  
Services - Federally Qualified Health Centers  
- Food Policy Council - Guardian House -  
Local Independent School Districts -  
Martinez Street Women's Center - Methodist  
Health Care Ministries - My Brother's Keeper  
- San Antonio Council on Alcohol and Drug  
Awareness - San Antonio Food Bank – SAPD  
– STRAC - Texas Department of State Health  
Services - The Health Collaborative - The  
PEACE Initiative - University Health - UT  
Health - Voices for Children - YMCA**





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QUESTIONS?