



# POPULATION HEALTH DIVISION

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

TRANSFORMING PUBLIC HEALTH IN SAN FRANCISCO



**DPH MISSION:** To protect and promote the health of all San Franciscans.

**POPULATION HEALTH DIVISION MISSION STATEMENT:** Drawing upon community wisdom and science, we support, develop, and implement evidence-based policies, practices, and partnerships that protect and promote health, prevent disease and injury, and create sustainable environments and resilient communities.

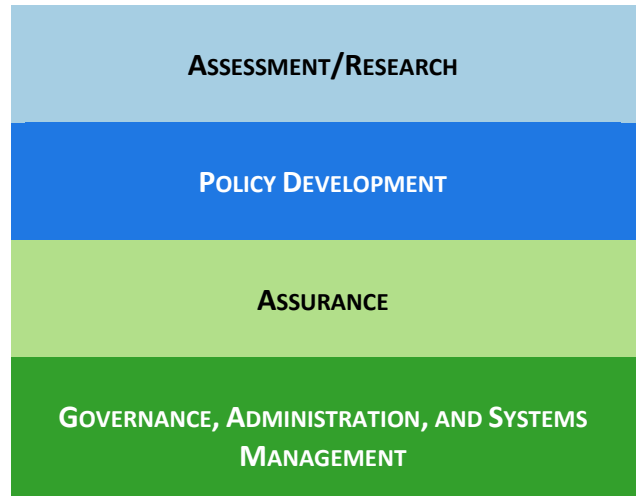
**POPULATION HEALTH DIVISION VISION STATEMENT:** To be a community-centered leader in public health practice and innovation.

**GUIDING PRINCIPLES IN THE RE-DESIGN OF THE DIVISION 2012-2015:**

- Decide and act as one health department and one division
- Create systems that are community- and client-centered
- Create systems that maximize our collective resources
- Engage stakeholders at all phases
- Protect and promote health equity



**PUBLIC HEALTH ACCREDITATION<sup>1</sup>**  
**DOMAINS CATEGORIES**



<sup>1</sup> Accreditation signifies that a health department is meeting national standards for ensuring essential public health services that are provided in the community



# POPULATION HEALTH DIVISION

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

TRANSFORMING PUBLIC HEALTH IN SAN FRANCISCO



## OUR MISSION

Drawing upon community wisdom and science, we support, develop, implement evidence-based policies, practices, and partnerships that protect and promote health, prevent disease and injury, and create sustainable environments and resilient communities.

## OUR VISION

To be a community-centered leader in public health practice and innovation.

## STRATEGIC DIRECTIONS

## GOALS AND OBJECTIVES 2012-2015

PUBLIC HEALTH ACCREDITATION (PHA) DOMAINS CATEGORIES

ASSESSMENT / RESEARCH

**1. Superb knowledge management systems and empowered users**

**GOAL 1 :** Build an integrated information and knowledge management infrastructure that enables us to monitor health, to inform and guide activities, and to improve staff and systems performance.

**OBJECTIVES:**

- 1.1. Build a strong, highly functional information technology (IT) and technical assistance infrastructure in alignment with Department of Public Health IT strategy.
- 1.2 Establish a highly functional, integrated infectious disease system to collect and report data, and to deliver and monitor public health actions.

**2. Assessment and research aligned with our vision and priorities**

**GOAL 2:** Integrate, innovate, improve, and expand efforts in community and environmental assessments, research, and translation.

**OBJECTIVES:**

- 2.1 Create an action plan that supports division priorities.
- 2.2 Build cross-section interdisciplinary teams to improve health outcomes and programmatic activities.

POLICY DEVELOPMENT

**3. Policy development with collective impact**

**GOAL 3:** Conduct effective policy & planning that achieves collective impact to improve health and well-being for all San Franciscans.

**OBJECTIVES:**

- 3.1 Establish a division-wide Performance Management, Equity & Quality Improvement Program.
- 3.2 Establish systems and partnerships to achieve and maintain Public Health Accreditation.
- 3.3 Develop a prioritized legislative agenda and strategic implementation plan to address health status and inequities.

ASSURANCE

**4. Assurance of healthy places and healthy people**

**GOAL 4:** Lead public health systems efforts to ensure healthy people and healthy places

**OBJECTIVES:**

- 4.1 Establish community-centered approaches that address the social determinants of health and increase population well-being.
- 4.2 Sustain and improve the infrastructure and capacity to support core public health functions, including legally mandated public health activities.

GOVERNANCE, ADMINISTRATION, AND SYSTEMS MANAGEMENT

**5. Sustainable funding and maximize collective resources**

**GOAL 5:** Increase administrative, financial and human resources efficiencies within the division.

**OBJECTIVES:**

- 5.1 Establish a centralized business office for the division.
- 5.2 Appropriately address the human resource issues regarding civil service and contract employees.
- 5.3 Establish a centralized grants management and development system for the division.

**6. Learning organization with a culture of trust and innovation.**

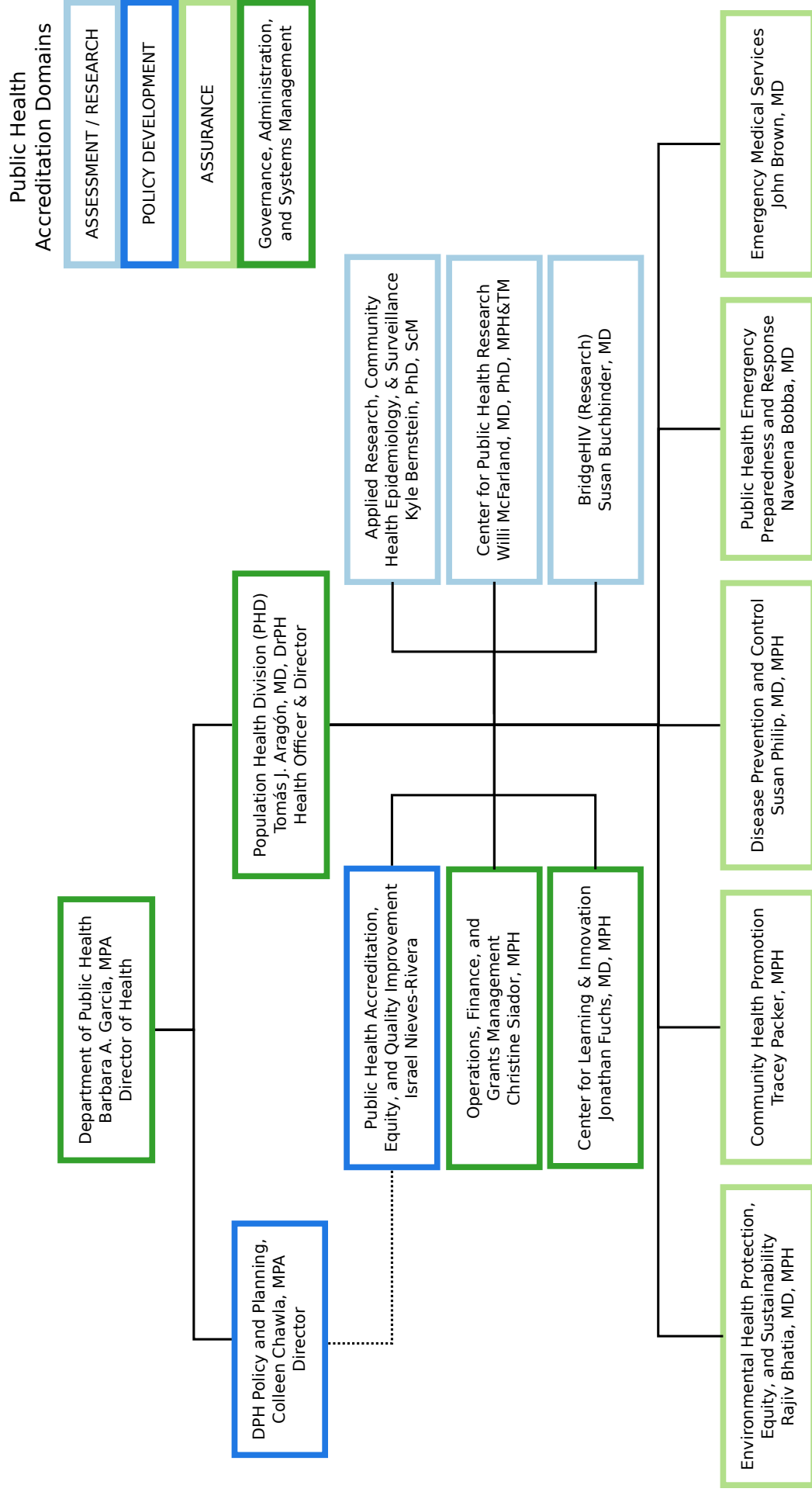
**GOAL 6:** Build a division-wide learning environment that supports public health efforts.

**OBJECTIVE:**

- 6.1 Establish a division-wide Workforce Development program.

# Population Health Division (PHD) Organization Chart

## Updated 2013-03-14



<b>PHA DOMAIN CATEGORY: ASSESSMENT/RESEARCH</b> <b>APPLIED RESEARCH, COMMUNITY HEALTH EPIDEMIOLOGY, &amp; SURVEILLANCE (ARCHES)</b> <b>BRANCH DIRECTOR: Kyle Bernstein, PhD, ScM</b>	
<b>STRATEGIC DIRECTION</b>	Superb knowledge management systems and empowered users
<b>GOAL 1</b>	Build an integrated information and knowledge management infrastructure that enables us to monitor health, to inform and guide activities, and to improve staff and systems performance.
<b>OBJECTIVES<sup>2</sup> 2012-2015</b>	<p><b>OBJECTIVE 1.1:</b> Build a strong, highly functional information technology (IT) and technical assistance infrastructure in alignment with Department of Public Health IT strategy.</p> <p><b>OBJECTIVE 1.2:</b> Establish a highly functional, integrated infectious disease system to collect and report data, and to deliver and monitor public health actions.</p>
<b>DESCRIPTION</b>	This new Branch will coordinate data collection, processing, management, analysis and interpretation related to health and morbidity in San Francisco. Working with private and public clinics, community based organizations, outreach, research, and the laboratories, this Branch will maintain systems to gather, explore, analyze, and present data to inform decision-making to maximize public health. Data across conditions, populations, and health status will be integrated to assess and help solve community health problems; diagnose and investigate health problems and health hazards in the community; evaluate effectiveness of interventions and services, and monitor quality.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Develop integrated platform</li> <li>• Surveillance of all communicable diseases</li> <li>• Case investigation and case management</li> <li>• Monitor health outcomes</li> <li>• Program evaluation and implementation science</li> <li>• Develop and assess Continuous Quality Improvement measures</li> </ul>

<sup>2</sup> Note all objectives are high level objectives, within each; the division will need to develop Specific, Measurable, Agreed upon, Realistic, Time, Evaluate, Reevaluate (SMARTER) Objectives and a Scope of Work to achieve each of the objectives.

**PHA DOMAIN CATEGORY: ASSESSMENT/RESEARCH**

**CENTER FOR PUBLIC HEALTH RESEARCH  
BRANCH DIRECTOR: Willi McFarland, MD, PhD, MPH&TM**

<b>STRATEGIC DIRECTION</b>	Assessment and research aligned with our vision and priorities
<b>GOAL 2</b>	Integrate, innovate, improve, and expand efforts in community and environmental assessments, research, and translation.
<b>OBJECTIVES 2012-2015</b>	<p><b>OBJECTIVE 2.1:</b> Create an action plan that supports division priorities.</p> <p><b>OBJECTIVE 2.2:</b> Build cross-section interdisciplinary teams to improve health outcomes and programmatic activities.</p>
<b>DESCRIPTION</b>	<p>This new Branch will provide expertise in epidemiology, clinical trials, evaluations, and implementation science research. Our focus has been on substance use and HIV, but we also assess and address other infectious diseases including viral hepatitis, sexually transmitted infections, diarrhea, malaria, and other pathogens affecting our city and marginalized populations globally. The Branch will provide SFPD and its partner's technical training, consultation, expertise, and oversight in population survey design, questionnaire development, data collection modalities, statistical methods, GIS mapping, the conduct of clinical trials, and implementation science. The team is proficient in methodologies to sample and enumerate diverse communities, particularly hidden and hard to reach populations; to conduct cohort studies and pharmacological and behavior intervention trials; and to employ qualitative and mixed methods for health research for disproportionately affected populations in San Francisco and worldwide. Our team brings a wealth of public health research experience from our city and internationally. These focus areas will be leveraged to improve the health of San Francisco and the world.</p>
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Design and implement population-based research health assessments and epidemiological surveys, including cross-sectional and longitudinal studies</li> <li>• Design and implement behavioral, biological, and pharmacological clinical trials for substance use and other risk behaviors</li> <li>• Develop and implement sampling methodologies to obtain robust population samples of hidden, hard-to-reach, and marginalized populations</li> <li>• Provide training, capacity-building, and technical support for quantitative and qualitative research throughout PHD and the city and county of San Francisco</li> <li>• Provide high level statistical support and analyses</li> </ul>

<b>PHA DOMAIN CATEGORY: ASSESSMENT/RESEARCH</b>  <b>BRIDGE HIV</b> <b>BRANCH DIRECTOR: Susan Buchbinder, MD</b>	
<b>STRATEGIC DIRECTION</b>	Assessment and research aligned with our vision and priorities
<b>GOAL 2</b>	Integrate, innovate, improve, and expand efforts in community and environmental assessments, research, and translation.
<b>OBJECTIVES 2012-2015</b>	<p><b>OBJECTIVE 2.1:</b> Create an action plan that supports division priorities.</p> <p><b>OBJECTIVE 2.2:</b> Build cross-section interdisciplinary teams to improve health outcomes and programmatic activities.</p>
<b>DESCRIPTION</b>	<p>Bridge HIV is one of our Branches that provide global leadership in HIV prevention, research, and education. This branch works with local and international scientists and communities to discover effective HIV prevention strategies through research, community partnerships, and educational initiatives. Operating as a clinical trials unit within the San Francisco Department of Public Health and affiliated with the University of California, San Francisco (UCSF), to conduct innovative research that guides global approaches to prevent HIV and AIDS.</p>
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Maintain highest quality HIV prevention clinical trials program</li> <li>• Develop and test integrated prevention strategies including vaccines, PrEP, microbicides, treatment as prevention, HIV/STI testing, couples interventions</li> <li>• Collaborate broadly across disciplines, institutions</li> <li>• Engage Bay Area communities to build research literacy, and inform research</li> <li>• Obtain independent funding for research activities</li> <li>• Mentor diverse population of early career investigators and staff</li> <li>• Disseminate research findings to scientific and general community</li> </ul>

<b>PHA DOMAIN CATEGORY: POLICY DEVELOPMENT</b> <b>PUBLIC HEALTH ACCREDITATION, EQUITY, AND QUALITY IMPROVEMENT</b> <b>BRANCH DIRECTOR: Israel Nieves-Rivera</b>	
<b>STRATEGIC DIRECTION</b>	Policy development with collective impact
<b>GOAL 3</b>	Conduct effective policy and planning that achieves collective impact to improve health and well-being for all San Franciscans.
<b>OBJECTIVES 2012-2015</b>	<p><b>OBJECTIVE 3.1:</b> Establish a division-wide Performance Management, Equity &amp; Quality Improvement Program.</p> <p><b>OBJECTIVE 3.2:</b> Establish systems and partnerships to achieve and maintain Public Health Accreditation.</p> <p><b>OBJECTIVE 3.3:</b> Develop a prioritized legislative agenda and strategic implementation plan to address health status and inequities.</p>
<b>DESCRIPTION</b>	This new Branch serves as the principal advisor and coordinator of Division-wide efforts to reduce disparities and improve health equity in San Francisco. The branch will work in partnership with the DPH Policy and Planning Section to develop and implement a legislative agenda; as well as support the health department’s efforts to achieve and maintain Public Health Accreditation. Accreditation signifies that a health department is meeting national standards for ensuring essential public health services that are provided in the community.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Serves as principal advisor across the Division in matters related to health disparities, health equity, and priority population and/or community health</li> <li>• Establishes and manages a division-wide Quality Improvement and Performance Management Program</li> <li>• Provides policy consultation, technical assistance, communication strategies and practice resources for effective public health efforts</li> <li>• Serves as liaison to internal and external stakeholders to foster collaborative activities and strategic partnerships</li> <li>• Consults Federal agencies and other public and private sector agencies and organizations to align local efforts to national strategies, initiatives and health priorities.</li> </ul>

**PHA DOMAIN CATEGORY: ASSURANCE**

**DISEASE PREVENTION AND CONTROL  
BRANCH DIRECTOR: Susan Philip, MD, MPH**

<b>STRATEGIC DIRECTION</b>	Assurance of healthy places and healthy people
<b>GOAL 4</b>	Lead public health system efforts to create an upstream approach to ensuring healthy people and healthy places.
<b>OBJECTIVE 2012-2015</b>	<b>OBJECTIVE 4.1:</b> Establish community-centered approaches that address the social determinants of health and increase population well-being. <b>OBJECTIVE 4.2:</b> Sustain and improve the infrastructure and capacity to support core public health functions, including legally mandated public health activities.
<b>DESCRIPTION</b>	This new Branch integrates the core public health communicable disease functions, along with specialty care & treatment, and laboratory diagnostics. The goal is to find opportunities to increase capacity, align services, and deliver effective and efficient services at the client and community level. This branch will also be responsible for interacting with SFDPH Health Delivery Systems in order to coordinate and maximize disease screening and other prevention activities in primary care and the hospitals.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"><li>• Specialty Clinics (Immunization and Travel Clinic, STD, and TB)</li><li>• Public Health Lab</li><li>• Outbreak Investigation</li><li>• Partner Services (Partner Elicitation and Notification Services)</li><li>• Linkage and Health Navigation Services</li><li>• Clinical preventative services ( providing education and technical assistance to promote clinical prevention best practices)</li><li>• Direct Observed Therapy</li><li>• Case management</li><li>• Expert clinical and laboratory consultation</li><li>• Coordinate efforts with other PHD Branches</li></ul>



<p style="text-align: center;"><b>PHA DOMAIN CATEGORY: ASSURANCE</b></p> <p style="text-align: center;"><b>COMMUNITY HEALTH PROMOTION</b></p> <p style="text-align: center;"><b>BRANCH DIRECTOR: Tracey Packer, MPH</b></p>	
<b>STRATEGIC DIRECTION</b>	Assurance of healthy places and healthy people
<b>GOAL 4</b>	Lead public health system efforts to create an upstream approach to ensuring healthy people and healthy places.
<b>OBJECTIVE 2012-2015</b>	<b>OBJECTIVE 4.1:</b> Establish community-centered approaches that address the social determinants of health and increase population well-being.
<b>DESCRIPTION</b>	This new Branch integrates the core public health functions of informing, educating and empowering community. The goals are to improve and sustain community health and work towards health equity through sustainable change approaches, mobilization and community partnerships. Through the use of comprehensive approaches across the spectrum of prevention, the branch will continue to plan, implement, and evaluate prioritized community initiatives, including promoting active living, decreasing HIV, sexually transmitted infections, viral hepatitis, and effects of trauma.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Community and stakeholder engagement</li> <li>• Community based testing and vaccination programs and projects</li> <li>• Community based prevention programs and initiatives</li> <li>• Community capacity building and service alignment</li> <li>• Effective, efficient, and culturally appropriate data-driven approaches</li> <li>• Community planning</li> <li>• Sexual health initiatives</li> <li>• Social marketing and social media</li> <li>• Sustainable community initiatives</li> </ul>

<b>PHA DOMAIN CATEGORY: ASSURANCE</b>  <b>ENVIRONMENTAL HEALTH PROTECTION, EQUITY, AND SUSTAINABILITY</b> <b>BRANCH DIRECTOR: Rajiv Bhatia, MD, MPH</b>	
<b>STRATEGIC DIRECTION</b>	Assurance of healthy places and healthy people
<b>GOAL 4</b>	Lead public health system efforts to create an upstream approach to ensuring healthy people and healthy places.
<b>OBJECTIVE 2012-2015</b>	<p><b>OBJECTIVE 4.1:</b> Establish community-centered approaches that address the social determinants of health and increase population well-being.</p> <p><b>OBJECTIVE 4.2:</b> Sustain and improve the infrastructure and capacity to support core public health functions, including legally mandated public health activities.</p>
<b>DESCRIPTION</b>	This Branch will implement San Francisco's environmental policies and laws and innovate new policies and programs to ensure safe and nutritious food, quality housing, livable neighborhoods and protection from air pollutants, excessive noise and hazardous chemicals.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Monitoring and enforcement of local and state laws for: <ul style="list-style-type: none"> <li>◆ Food safety</li> <li>◆ Housing habitability</li> <li>◆ Neighborhood sanitation</li> <li>◆ Noise</li> <li>◆ Indoor air pollutants</li> <li>◆ Vector control</li> <li>◆ Chemical hazards</li> <li>◆ Tobacco sales</li> </ul> </li> <li>• Monitoring of community-level social and environmental determinants of health and well-being</li> <li>• Implementation of comprehensive interventions to improve: <ul style="list-style-type: none"> <li>◆ Community food security</li> <li>◆ School food quality</li> <li>◆ Asthma morbidity</li> </ul> </li> <li>• Support of interagency partnerships for: <ul style="list-style-type: none"> <li>◆ Sustainable land use development</li> <li>◆ Sustainable transportation projects</li> <li>◆ Park renovations and green connections</li> <li>◆ Pedestrian and bicycle safety</li> <li>◆ Prevention of labor law violations</li> <li>◆ Government transparency</li> </ul> </li> </ul>

<p style="text-align: center;"><b>PHA DOMAIN CATEGORY: ASSURANCE</b></p> <p style="text-align: center;"><b>PUBLIC HEALTH EMERGENCY PREPAREDNESS AND RESPONSE (PHEPR)</b></p> <p style="text-align: center;"><b>BRANCH DIRECTOR: Naveena Bobba, MD</b></p>	
<b>STRATEGIC DIRECTION</b>	Assurance of healthy places and healthy people
<b>GOAL 4</b>	Lead public health system efforts to create an upstream approach to ensuring healthy people and healthy places.
<b>OBJECTIVE 2012-2015</b>	<b>OBJECTIVE 4.2:</b> Sustain and improve the infrastructure and capacity to support core public health functions, including legally mandated public health activities.
<b>DESCRIPTION</b>	This Branch serves the public, Department of Public Health (DPH), and partners by coordinating health emergency preparedness, response, and recovery efforts. The branch staff acts as stewards through strategic planning, efficient allocation of resources, and leveraging of SFDPH and citywide capabilities. PHEPR promotes a culture of preparedness to ensure that in an emergency disease and injury are prevented and accessible, timely, and equitable health and clinical services are available.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Focus on all-hazards public health preparedness and response planning for San Francisco and DPH</li> <li>• Ensure that all populations are equally served</li> <li>• Work collaboratively with partners</li> <li>• Ensure transparency in goals, resources, and activities</li> <li>• Integrate a culture of preparedness into everyday operations</li> <li>• Empower SFDPH staff, partners, and San Francisco community to respond effectively</li> <li>• Represent the Department through responsiveness, organization, and effectiveness in accomplishing our goals</li> </ul>

<b>PHA DOMAIN CATEGORY: ASSURANCE</b>  <b>EMERGENCY MEDICAL SERVICES</b> <b>BRANCH DIRECTOR: John Brown, MD</b>	
<b>STRATEGIC DIRECTION</b>	Assurance of healthy places and healthy people
<b>GOAL 4</b>	Lead public health system efforts to create an upstream approach to ensuring healthy people and healthy places.
<b>OBJECTIVE 2012-2015</b>	<b>OBJECTIVE 4.2:</b> Sustain and improve the infrastructure and capacity to support core public health functions, including legally mandated public health activities.
<b>DESCRIPTION</b>	This Branch is tasked with the oversight of Emergency Medical System (EMS) protocol and policy pursuant to Title 22 Division 9 of the California Code of Regulations, Division 2.5 of the California Health and Safety Code and Article 14 of the San Francisco Health Code to provide high quality, accessible emergency medical care in both normal operations and disaster settings.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Certification of Emergency Medical Technicians (EMT)</li> <li>• Accreditation of Paramedics</li> <li>• Inspection of ambulances</li> <li>• Designation of hospitals as Receiving Hospitals and Specialty Centers</li> <li>• Designation of other ambulance receiving facilities such as sobering centers</li> <li>• Review of the impact of emergency department closures (“Prop Q” hearing preparation) and addition or moving of emergency department facilities</li> <li>• Development of treatment protocols for all levels of pre-hospital providers (EMTs and Paramedics)</li> <li>• Certification of pre-hospital provider training and continuing education programs</li> <li>• Certification of operation (maintenance of an exclusive operating area) for pre-hospital provider agencies (SF Fire Department, Division of Communications 911 Center, private ambulance companies)</li> <li>• Development of policies for pre-hospital providers including operations, communications, direct medical oversight (base hospital functions), quality improvement and multi-casualty incident management (disasters)</li> <li>• Development and maintenance of a local trauma care plan</li> <li>• Development and maintenance of a local EMS plan</li> <li>• Oversight of medical care provided by ground and air ambulance services for inter-facility transfer of patients</li> <li>• Administration of the EMS Fund</li> <li>• Oversight of Automatic External Defibrillator programs</li> <li>• Provision of Medical Health Operational Area Coordination in disasters where out-of-county health resources are required</li> </ul>

**PHA DOMAIN CATEGORY: GOVERNANCE, ADMINISTRATION, AND SYSTEMS MANAGEMENT**

**OPERATIONS, FINANCE, AND GRANTS MANAGEMENT**

**BRANCH DIRECTOR: Christine Siador, MPH, Deputy Director PHD**

<b>STRATEGIC DIRECTION</b>	Sustainable funding and maximize collective resources
<b>GOAL 5</b>	Increase administrative, financial and human resources efficiencies within the division.
<b>OBJECTIVES 2012-2015</b>	<p><b>OBJECTIVE 5.1:</b> Establish a centralized business office for the division.</p> <p><b>OBJECTIVE 5.2:</b> Appropriately address the human resource issues regarding civil service and contract employees.</p> <p><b>OBJECTIVE 5.3:</b> Establish a centralized grants management and development system for the division.</p>
<b>DESCRIPTION</b>	This new Branch integrates core administrative, operations and fiscal functions across all PHD Branches. The goal is to increase capacity and efficiency of administrative functions by pooling and cross-training administrative staff. This will allow for equitable administration across Branches. This branch will also establish a Performance Management System by which the Division aligns resources, systems and employees to strategic objectives and priorities. The goal of the performance management system will be to encourage, support and reward good performance.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Fiscal management</li> <li>• Grants/Contracts development, set-up &amp; administration</li> <li>• Human Resources coordination</li> <li>• Purchasing</li> <li>• Payroll coordination</li> <li>• Fund development coordination &amp; management</li> <li>• Project management</li> <li>• Performance Management</li> </ul>

**PHA DOMAIN: GOVERNANCE CATEGORY, ADMINISTRATION, AND SYSTEMS MANAGEMENT**

**CENTER FOR LEARNING AND INNOVATION  
BRANCH DIRECTOR: Jonathan Fuchs, MD, MPH**

<b>STRATEGIC DIRECTION</b>	Learning organization with a culture <sup>3</sup> of trust and innovation.
<b>GOAL 6</b>	Build a division-wide learning environment that supports public health efforts.
<b>OBJECTIVE 2012-2015</b>	<b>OBJECTIVE 6.1:</b> Establish a division-wide professional development program.
<b>DESCRIPTION</b>	This new Branch will lead and coordinate professional development activities across the Division to assure a competent public health workforce. The Branch will create novel training opportunities for internal and external groups and develop the workforce of tomorrow by implementing a Division-wide Health Equity Fellows program.
<b>FUNCTIONS INCLUDE:</b>	<ul style="list-style-type: none"> <li>• Prioritize and integrate professional development to build staff capacity</li> <li>• Inventory employee skills to develop tailored training approaches that will meet individual branch and collective Division needs</li> <li>• Convene a Division-wide Training Working Group that will identify best practices and develop plans to address cross-cutting training needs</li> <li>• Maintain a robust learning management system that will closely track training requirements for PHD employees and deliver distance learning</li> <li>• Support a culture of learning, strategic planning through interdisciplinary grand rounds</li> <li>• Foster coaching and career mentorship through informal and formal mechanisms</li> <li>• Maintain strong linkages with local academic partners (e.g., City College of San Francisco) to inform their public health-focused educational efforts</li> <li>• Create a Health Equity Fellows program to create meaningful internship opportunities for graduate and undergraduate candidates that will combine training and mentored projects</li> <li>• Offer and coordinate technical assistance to external partners in Division-wide areas of expertise</li> <li>• Communicate internal and external training opportunities through an interactive website, email, newsletters, and social media</li> </ul>

<sup>3</sup> Organizational Culture: A supportive, innovative, trusting, equitable, and adaptable working environment