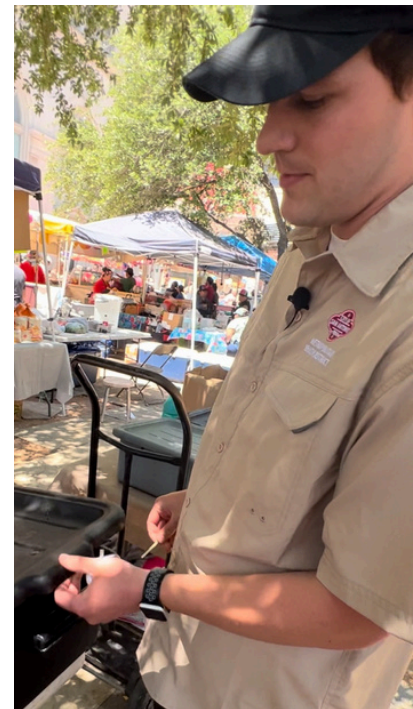




**METROPOLITAN  
HEALTH DISTRICT**

# FISCAL YEAR 2023 ANNUAL REPORT



**Healthy People.**  
Healthy Community.





# Table of Contents

<b>I.</b>	<b>DIRECTOR'S MESSAGE</b>	<b>3</b>
<b>II.</b>	<b>COMMUNITY SNAPSHOT</b>	<b>4</b>
<b>III.</b>	<b>OUR ORGANIZATION</b> Fiscal Year 2023 Budget Our Staff Metro Health 2.0	<b>5</b>
<b>IV.</b>	<b>OUR PROGRAMS AND SERVICES</b> Director's Office Office of Mental Health and Community Resilience Communicable Disease Community Health and Safety Environmental Health and Operations	<b>9</b>
<b>V.</b>	<b>SA FORWARD PRIORITY AREAS</b> Access to Care Data and Technology Infrastructure Food Insecurity and Nutrition Health Equity and Social Justice Mental Health and Community Resilience Violence Prevention	<b>14</b>
<b>VI.</b>	<b>AWARDS AND ACCOMPLISHMENTS</b>	<b>21</b>
<b>VII.</b>	<b>EXECUTIVE LEADERSHIP TEAM</b>	<b>22</b>

# DIRECTOR'S MESSAGE



At the heart of the City of San Antonio Metropolitan Health District's (Metro Health) mission lies a vision of a community where people flourish in good health—*healthy people thriving in a healthy community*. Metro Health's Annual Report for Fiscal Year 2023 (FY 2023) presents the alignment of our department's accomplishments with our vision statement in these domains: delivery of foundational public health services, our efforts to strengthen the local public health ecosystem, and the actions we took to decrease social and racial disparities in health.

FY 2022 was "the year of SA Forward." In April 2022, we introduced our five-year SA Forward community blueprint to tackle San Antonio and Bexar County's most pressing health issues, to strengthen the local public health ecosystem, and to bolster our efforts to address health inequity.

FY 2023 could be dubbed "the year of Metro Health 2.0." After an intensive planning process, we proudly launched Metro Health 2.0 in the fall of 2023. Metro Health 2.0 is our organization's internally oriented strategic plan. It guides our efforts to build the highly skilled and diverse workforce—and provides the architecture for creating the robust infrastructure—required to accelerate our SA Forward community blueprint initiative and to respond to today's complex public health challenges.

The launch of Metro Health 2.0 made FY 2023 a banner year for the transformation and modernization of our critical public health infrastructure. Metro Health 2.0. builds our internal capacity to work more effectively with partners to change the systems that have produced the disproportionately poor health outcomes and unequally distributed social determinants of health that we see in our community.

Of course, FY 2023 was also a year of continuity. As in years past, we remained steadfast in FY 2023 in carrying out our mission to respond to "traditional" public health challenges—preventing the spread of communicable diseases and chronic diseases, like diabetes, and ensuring that our air, food and water quality are safe, promoting maternal, infant, child and adolescent health, and improving access to healthcare services.

Public health practice doesn't occur in a vacuum. Multi-year commitments to public health modernization and transformation from the City of San Antonio and the Centers for Disease Control and Prevention (CDC) are moving us away from a historical norm of ad hoc funding towards more sustained and targeted investments in public health's foundational services and in its modernization. We simply could not do the work we do without the support of our local, regional and federal champions.

I would like to thank Metro Health's staff, our community partners, City of San Antonio leadership, and our federal and state funders for traveling with us to a healthier, more equitable and more just community.

Sincerely,

Claude A. Jacob, DrPH, MPH

A handwritten signature in black ink that reads "Claude A. Jacob". The signature is written in a cursive, flowing style.

City of San Antonio Metropolitan Health District Director



# COMMUNITY SNAPSHOT

## SOCIOECONOMIC

Population Age 25 and Over Without a High School Diploma

**16.2%** San Antonio

**14.8%** Texas

**10.9%** United States of America

Sources: U.S. Census Bureau ACS 5-years 2018-2022

Median Household Income **\$59,593**

Poverty Rate **17.7%**

Employment Rate **61.5%**

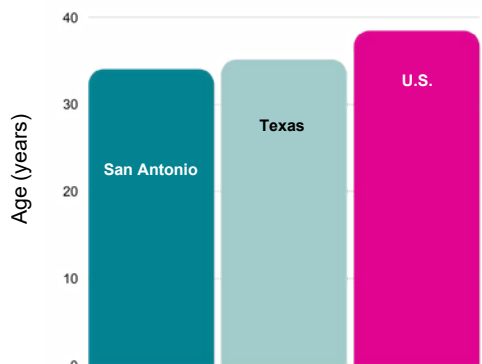
Bachelor's Degree or Higher **29.1%**

Without Health Care Coverage **18.1%**

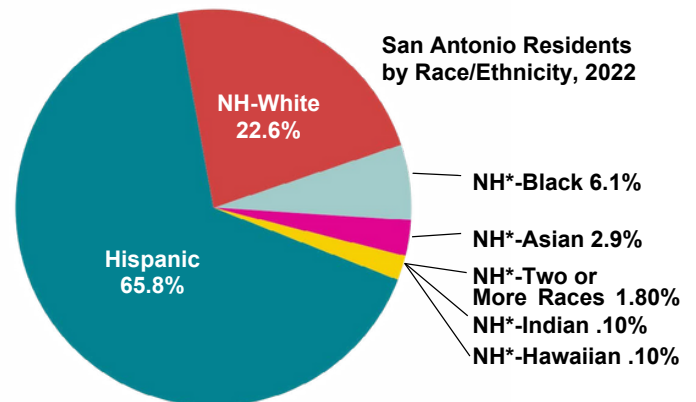
Sources: U.S. Census Data 2020

## DEMOGRAPHIC

Population Median Age in 2022



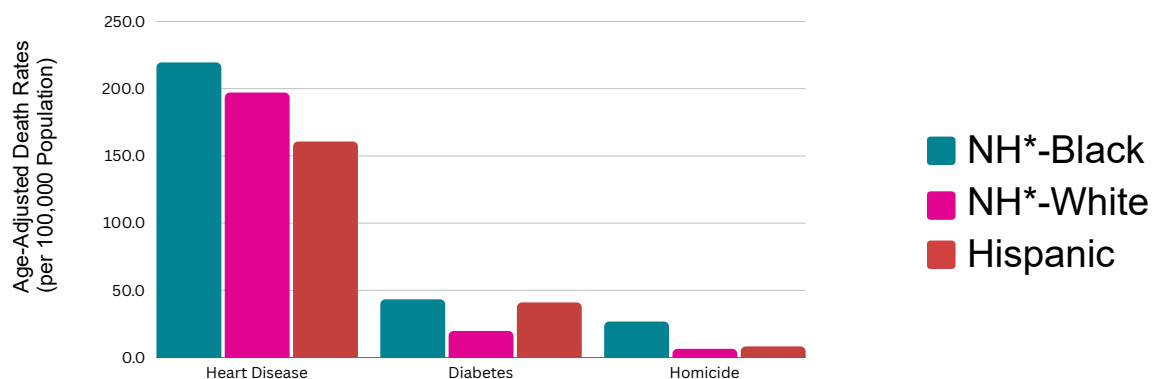
Sources: U.S. Census Bureau ACS 5-years 2018-2022



Sources: U.S. Census Bureau ACS 5-years 2018-2022

## HEALTH

Causes of Death in Bexar County by Race/Ethnicity, 2021



Sources: CDC Wonder Underlying Cause of Death 2021

\*NH- Non-Hispanic



# OUR ORGANIZATION



## Core Values

**Vision:** Healthy people thriving in a healthy community.

**Mission:** To prevent illness, promote healthy behaviors and protect against health hazards throughout our community through education, collaboration and key services.

**Values:** Teamwork, Integrity, Innovation and Professionalism

The City of San Antonio Metropolitan Health District (Metro Health) provides public health services in San Antonio and unincorporated areas of Bexar County. Metro Health is operated by the City of San Antonio (COSA) under the direction of the mayor, city council and city manager. Metro Health functions under the leadership of the public health director.

Metro Health’s director, in consultation with city leadership and community stakeholders, sets public health priorities and guides the overall activities of the department. Metro Health became a Public Health Accreditation Board (PHAB) accredited health department in 2019 and is eligible for continued accreditation in FY 2025. Metro Health services are housed under five divisions and offices: the Director’s Office, Communicable Disease, Community Health and Safety, Environmental Health and Operations and the Office of Mental Health and Community Resilience.

Metro Health—like all public health departments—has a fundamental responsibility to provide public health protections and services in these areas: preventing the spread of communicable disease; ensuring food, air and water quality are safe; supporting maternal and child health; improving access to clinical care services; and preventing chronic disease and injury. Metro Health maintains a wide range of critical data sources, robust laboratory capacity, preparedness and policy planning capacity, partnerships with community and expert staff to support public health protections.

The City of San Antonio and Metro Health have been recognized locally, regionally and nationally. In 2023, San Antonio earned an overall gold medal from CityHealth. San Antonio was the only city in Texas—and just one of seven nationwide—to meet CityHealth’s gold medal criteria for developing policies that improve people’s access to healthy choices and address critical health disparities in our community.



Metro Health has incorporated into its organizational culture and practices lessons learned from the COVID-19 pandemic. The pandemic put a spotlight on the need for long-term investments in trauma-informed care, workforce development, public health infrastructure and modernization and policy change so that we can better address the “upstream” root causes of “downstream” disparities in health outcomes.

## PRINCIPLES OF TRAUMA-INFORMED CARE

**Choice:** Allow opportunities for choice and control over decisions.

**Collaboration:** Make decisions with individuals and provide shared power. Healing happens in relationships.

**Trustworthiness:** Provide clarity, communication and respect for boundaries.

**Empowerment:** Recognize, validate and build on strengths. Encourage and practice building skills.

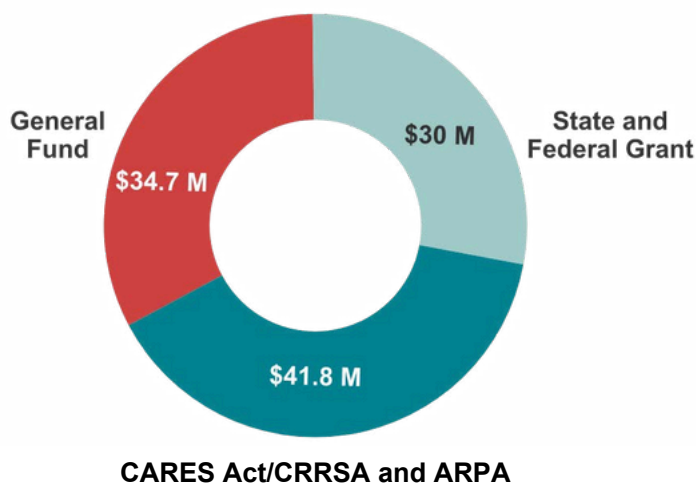
**Safety:** Create spaces where people feel physically and emotionally safe.

# Fiscal Year 2023 Budget

Metro Health’s FY 2023 budget was \$106.4 million with 643 full-time employees. This included funding from the City of San Antonio’s General Fund and several state and federal grant sources. The City’s General Fund contributed \$34.7 million. State and federal grant sources contributed \$30 million. Metro Health also received \$41.8 million in Coronavirus Aid, Relief and Economic Security/Coronavirus Response and Relief Supplemental Appropriations (CARES Act/CRRSA) and American Rescue Plan Act (ARPA) funding.

In FY 2023, Metro Health received a five-year Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems grant from the CDC (for an amount up to \$25.5 million). This has enabled Metro Health to operationalize our Metro Health 2.0 strategic plan and accelerate the implementation of SA Forward.

In FY 2023, the City of San Antonio committed \$3.8 million to our SA Forward blueprint and made a \$2 million investment in the new University of Texas School of Public Health San Antonio.



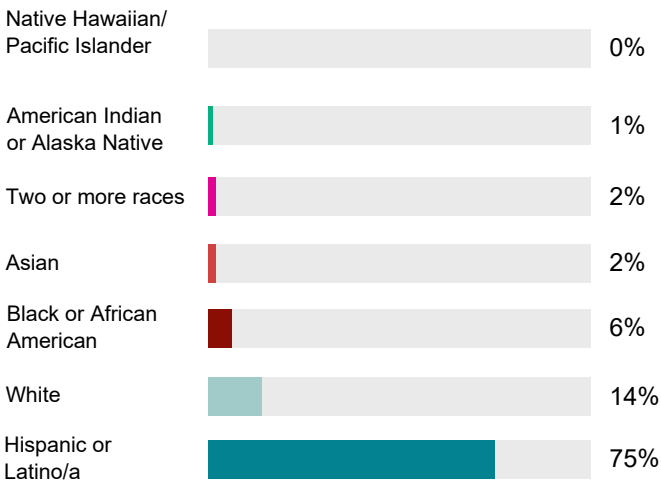
U.S. Public Health Infrastructure, Workforce and Data Systems Grant from the CDC

# Our Staff

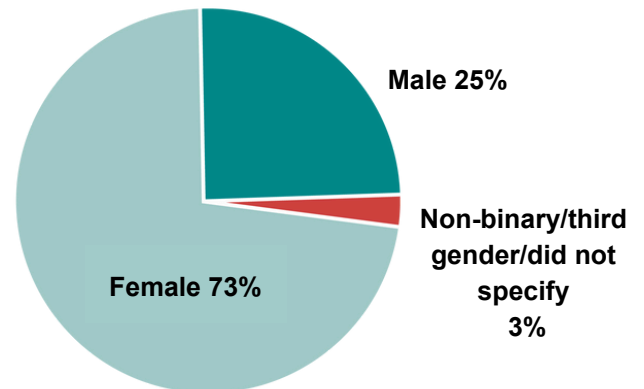
Metro Health's 643 staff are diverse in skills, specialties, educational training and age. Working across 50 programs and initiatives, Metro Health staff ranges from managers, analysts and administrators to nurses, environmental health officers, health specialists and community health workers. Three quarters of Metro Health staff are Hispanic or Latino/a.

Staff members are engaged in a variety of professional activities in Texas and at a national level. They participate in workgroups and serve on the boards of large-scale public health organizations such as the American Public Health Association (APHA), National Association of County and City Health Officials (NACCHO), Big Cities Health Coalition (BCHC), Public Health Accreditation Board (PHAB), the Texas Public Health Association (TPHA), Texas Association of City and County Health Officials (TACCHO), Public Health Communications Collaborative and the Bexar County Health Collaborative.

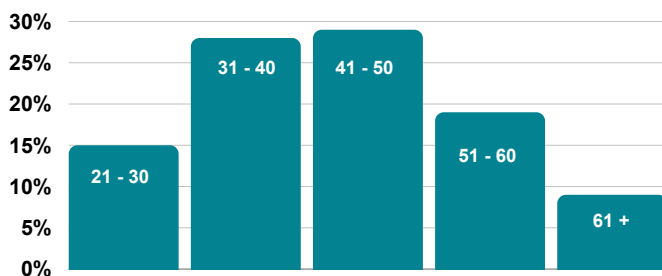
## Race and Ethnicity



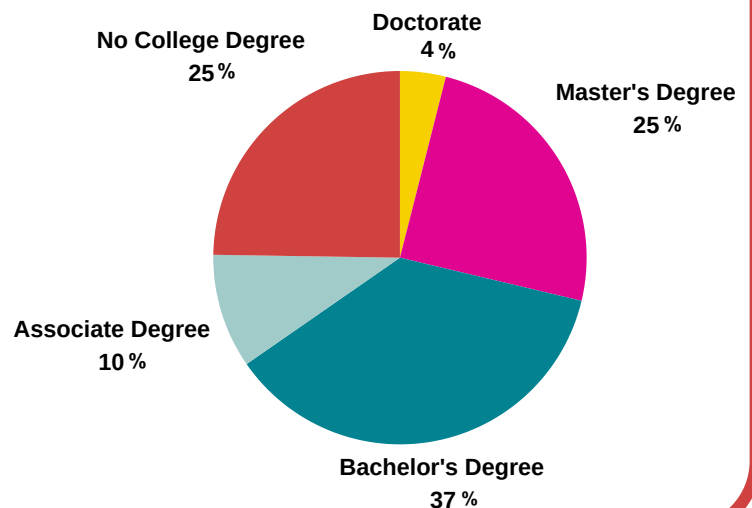
## Gender



## Staff Age Range



## Educational Attainment



# Metro Health 2.0

The COVID-19 pandemic put a spotlight on the need for change to better address the root causes of health inequity. Metro Health 2.0 is our department's new, five-year strategic plan to support our SA Forward community blueprint and other key department plans via these six focus areas: **Community Engagement, Data and Information Technology, Finance, Partnership, Public Health Laws and Governance and Workforce**. Metro Health 2.0 also serves as our framework for building our internal capacity to work with community partners to achieve our vision of *healthy people thriving in a healthy community*. Click [here](#) for full plan.



The Public Health Workforce Interests and Needs Survey (PH WINS), an initiative of the de Beaumont Foundation, supports the governmental public health workforce by measuring strengths and identifying gaps to inform future investments in funding, training, recruitment and retention. Metro Health participates in PH WINS every three years and uses survey data to inform the work we do. In FY 2023, PH WINS data guided our New Hire Orientation (NHO) redesign. PH WINS helped us develop a NHO curriculum that puts staff connection, engagement and continuous learning at the center of the new employee experience.



## Culture of Quality Improvement



Metro Health established an annual Quality Improvement (QI) Symposium that showcases Metro Health initiatives and improvement projects. Its goal is to increase staff's QI knowledge and skills and put QI theory into practice. This event provides Metro Health and other COSA staff with an opportunity to share their innovative QI work and learn from their colleagues about QI efforts across the department. In 2022, 285 staff members joined the virtual event.

# IV. OUR PROGRAMS AND SERVICES

**The 10 Essential Public Health Services provide a framework for public health to protect and promote the health of all people in all communities.**

To achieve equity, the Essential Public Health Services actively promote policies, systems and overall community conditions that enable optimal health for all and seek to remove systemic and structural barriers that have resulted in health inequities. Such barriers include poverty, racism, gender discrimination, ableism and other forms of oppression. Everyone should have a fair and just opportunity to achieve optimal health and well-being.



## Organizational Structure



### Director's Office

- Access to Care Office
- Administrative Support Team
- Marketing and Communications
- Policy and Civic Engagement Office
- Public Health Informatics



### Office of Mental Health and Community Resilience

- Center of Excellence for Trauma-Informed Care
- Mental Health Collaborations



### Communicable Disease

- Epidemiology
- Immunizations
- Public Health Laboratory Services
- Sexually Transmitted Infections (STI) Control and Prevention
- Tuberculosis Control and Prevention



### Community Health and Safety

- Chronic Disease Prevention
- Maternal, Infant, Child and Adolescent Health
- Office of Health Equity
- Violence Prevention



### Environmental Health and Operations

- Air Quality
- Climate and Environmental Education
- Contracts, Grants and Compliance
- Food and Environmental Health
- Operations
- Performance Improvement
- Public Health Emergency Preparedness
- Workforce Development

# Director's Office

Employing approximately 50 staff, the Director's Office provides leadership, strategic direction, and administrative support to Metro Health's organizational structure. The Director's Office helps Metro Health build its foundational public health capabilities to protect and promote the health of all people in our community through the Access to Care Office, Policy and Civic Engagement Office (PaCE), Public Health Informatics, Marketing and Communications and Administrative Support.



Community Health Workers from **Access to Care's Unlocked** program referred **98** individuals to clinical and social services upon their release from Bexar County Jail.



**PaCE** distributed **\$212,000** in grants to **6** community-based organizations working with students, LGBTQ+ youth, and people who use drugs to end the HIV epidemic.



**Marketing and Communications** media placements had **12,960,501** impressions among adults **18+**.

## Office of Mental Health and Community Resilience

Since its establishment in FY 2022, the Office of Mental Health and Community Resilience (MHCR) has positioned the department to address mental health issues from a public health standpoint. Employing seven people, MHCR works to enhance public health competency around mental health and trauma-informed care, facilitate the coordination and implementation of mental health initiatives across the City of San Antonio, and support the efforts of partner agencies and external community partners.



**Office of Mental Health and Community Resilience** executed **25** contracts to enhance harm reduction and youth mental health efforts through ARPA funding.



**Center of Excellence for Trauma-Informed Care** worked with COSA departments to initiate trauma-informed certification by conducting trainings, developing Trauma-Informed Mentors and reviewing policies.

# Communicable Disease

- Epidemiology
- Immunizations
- Public Health Laboratory Services
- Sexually Transmitted Infections (STI) Control and Prevention
- Tuberculosis Control and Prevention

The Communicable Disease Division (CDD), has approximately 252 staff members and provides core essential public health services through five large and complex programs. CDD is responsible for recognizing, identifying and responding to events of public health significance and communicable disease outbreaks, epidemics, and pandemics in accordance with local, state and national mandates and guidelines.

CDD also provides our health care system, community-based organizations and partners and the community at large with timely and accurate information about the control and prevention of communicable diseases. Additionally, to inform Bexar County-wide decision making in preparedness and response efforts, CDD maintains a Communicable Disease Control and Response Plan and ensures situational awareness of communicable disease threats that occur statewide, nationally and globally.

## FY 2023 Highlights

 <p><b>Immunizations Program</b> administered <b>23,921</b> vaccine doses.</p>		 <p><b>Epidemiology Program</b> conducted <b>90,710</b> infectious disease investigations.</p>	
<p><b>STI Control and Prevention Program</b> served <b>18,123</b> individuals.</p> 			
<p><b>TB Control and Prevention Program</b> conducted <b>73</b> TB investigations.</p> 		<p><b>Public Health Laboratory Services</b> conducted <b>152,396</b> tests.</p> 	

# Community Health and Safety

- Chronic Disease Prevention
- Maternal, Infant, Child and Adolescent Health
- Office of Health Equity
- Violence Prevention

The Community Health and Safety Division (CHS) has approximately 290 staff members and delivers services through four sections to improve wellness, increase access to resources, promote community resilience and reduce acts of violence.

The Chronic Disease Prevention section includes SA Kids B.R.E.A.T.H.E., Diabetes Prevention & Control, Healthy Neighborhoods, ¡Viva Health!, ¡Por Vida! and the Mayor's Fitness Council. The Maternal, Infant, Child and Adolescent Health section includes Healthy Start, Oral Health, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), SA Lactation Support Center and Project Worth. The Violence Prevention section includes Domestic Violence Prevention, Triple P Positive Parenting Program, Stand Up SA and Community Health Workers. The Office of Health Equity leads department efforts to implement culturally, linguistically, and locally tailored strategies to address entrenched health disparities and inequities within Metro Health and in marginalized communities.

## FY 2023 Highlights



**90% of Healthy Start** participants reported breastfeeding or pumping milk daily.



**77% of WIC** mothers with newborns initiated breastfeeding.



**880 children enrolled in Early Head Start** received tooth decay prevention services.



**Office of Health Equity** held 2nd annual Health Equity Symposium.



**53 youth** participated in Project Worth's Teen Ambassador Program.

# Environmental Health and Operations

- Air Quality
- Climate and Environmental Education
- Contracts, Grants and Compliance
- Food and Environmental Health
- Operations
- Performance Improvement
- Public Health Emergency Preparedness
- Workforce Development

Employing close to 130 staff members, Metro Health's Environmental Health and Operations Division (EHO) protects our community against health hazards, provides operational support, and leads the department's quality improvement and accreditation efforts. EHO includes Air Quality, Climate and Environmental Education, Contracts, Grants and Compliance, Food and Environmental Health, Operations, Public Health Emergency Preparedness, and Transformation and Strategic Initiatives. With funding from the CDC's Public Health Infrastructure Grant in late 2022, EHO added a Workforce Development team.

## FY 2023 Highlights

**Fiscal Department** processed **87%** of department invoices within **30** days.



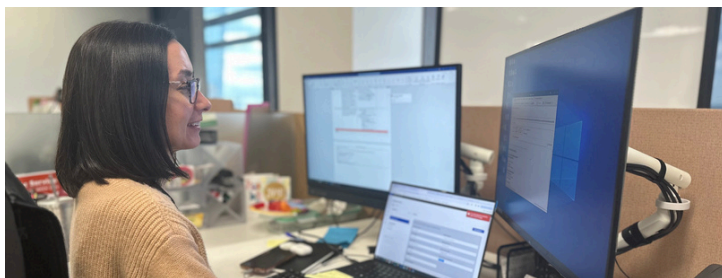
**Environmental Health Officers** completed **37,066** food establishment, community pool, mobile vendor and temporary event inspections.



**Air Pollution Control** program registered **182** new businesses.



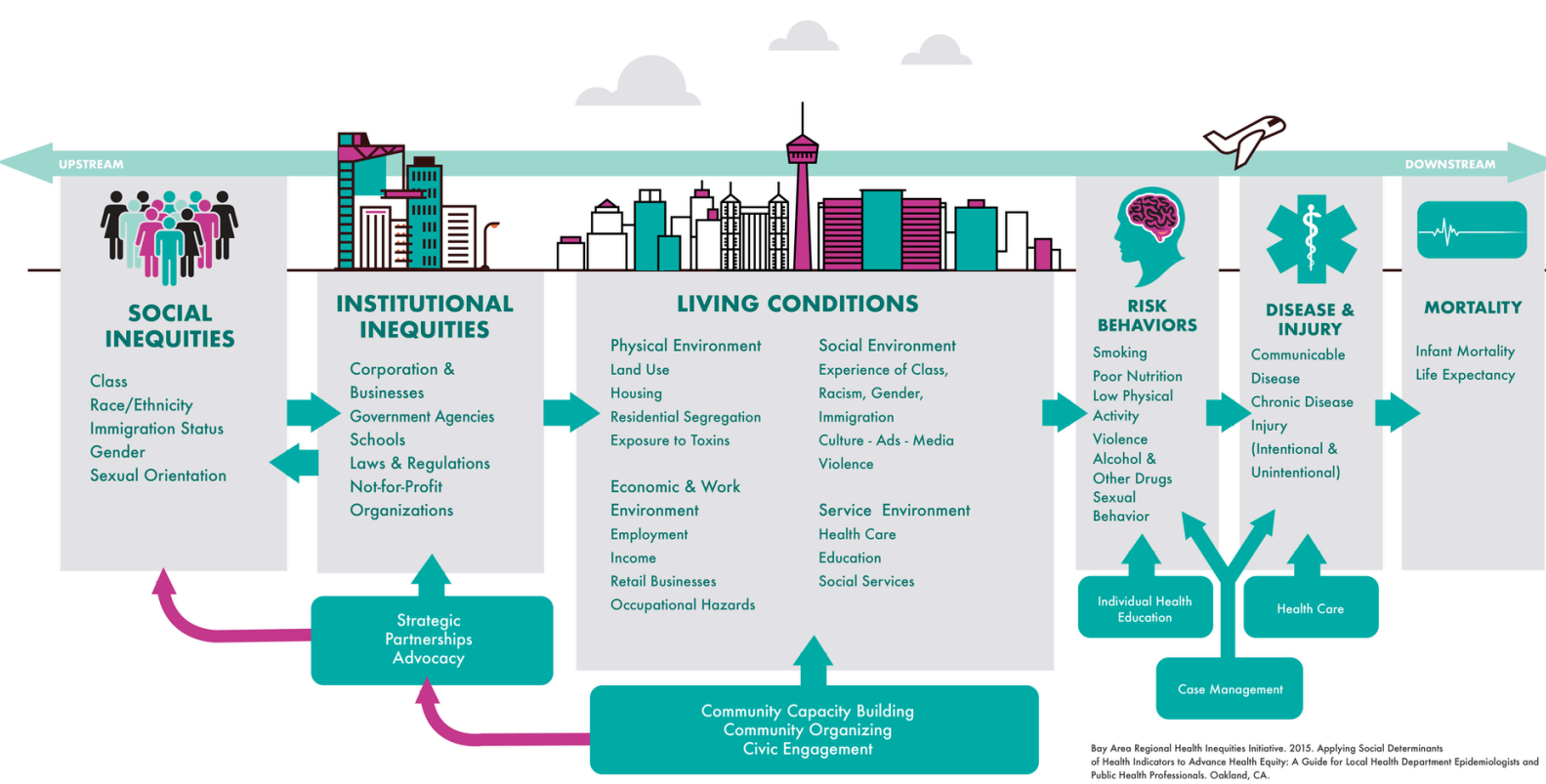
**Contracts team** executed **166** service agreements totaling **\$22,212,329** in expenditures and **\$155,854** in revenue.



# V SA FORWARD PRIORITY AREAS

Metro Health introduced its 2021-2026 SA Forward community blueprint in FY 2022. SA Forward lays out the department’s direction for addressing our community’s most pressing health issues, strengthening our public health system, and fortifying our efforts to decrease social and racial disparities in health. Our plan began with a comprehensive data-driven community engagement process across Bexar County. It was expanded to include major lessons learned from the COVID-19 pandemic around health disparities, social justice and public health capacity.

**SA Forward’s SIX priority areas**—Access to Care, Data and Technology Infrastructure, Food Insecurity and Nutrition, Health Equity and Social Justice, Mental Health and Community Resilience, and Violence Prevention—promote strategic partnerships, policy work, capacity building, workforce development, and operational excellence. Through strategic initiatives developed within each of these six priority areas, Metro Health works towards realizing our vision of healthy people thriving in a healthy community. Click [here](#) to read more about SA Forward.




Bay Area Regional Health Inequities Initiative. 2015. Applying Social Determinants of Health Indicators to Advance Health Equity: A Guide for Local Health Department Epidemiologists and Public Health Professionals. Oakland, CA.

# FY 2023 ACCOMPLISHMENTS

## SA Forward ACCESS TO CARE

SA Forward's Access to Care priority area focuses on increasing access to timely, affordable, evidence-based, and respectful health care. Initiatives include assessing how the COVID-19 pandemic has affected access to care in our community, elevating the role of community health workers (CHWs) in addressing our community's health needs, and increasing culturally-competent, trauma-informed and stigma-free practice among health care professionals.

### FY 2023 Highlights

 **Access to Care Office** conducted **3** community dot exercises about barriers to healthcare.

 **175** medical providers (75% of attendees) at Clinician Ambassador workshops stated their intention to implement information, tools and strategies learned.



**Access to Care Office** established Community Alliance for Results in Equity (CARE) to promote welcoming and respectful black maternal and mental health care in San Antonio.



**CHW Hub** trained **67** Metro Health CHWs and **157** community CHWs, distributed capacity-building grants to **11** organizations that employ CHWs, provided scholarships to **10** newly certified CHWs, organized a CHW summit and supported the creation of **16** community health clubs.



# FY 2023 ACCOMPLISHMENTS

## SA Forward DATA AND TECHNOLOGY INFRASTRUCTURE

SA Forward's Data and Technology Infrastructure priority area focuses on increasing access to data, scientific evidence, and state-of-the-art technology to better track health and disease and respond to emerging public health threats. Initiatives include streamlining the use of timely and disaggregated data to address health inequities, producing community-facing dashboards with up-to-date health data and evidence, enhancing the epidemiology workforce and infrastructure to streamline infectious disease reporting, and advancing capabilities to detect infectious disease outbreaks earlier.

### FY 2023 Highlights

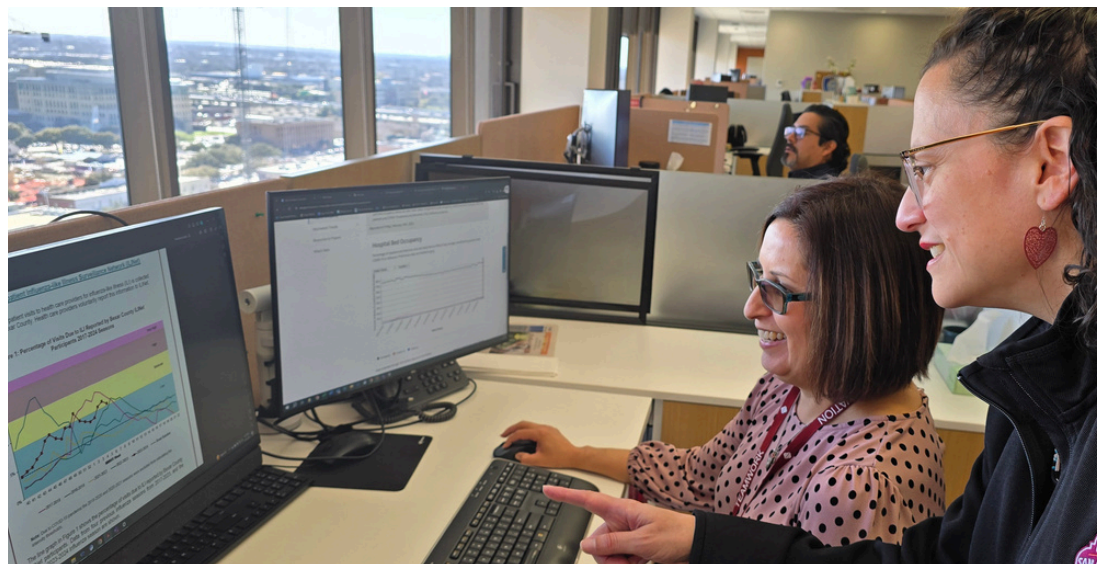


The **Epidemiology Program** tracks heat-related illnesses in Bexar County. Capturing this data provides timely awareness of public health issues in our community.

To enhance and streamline data reporting practices and to identify data/technology needs, Informatics conducted a comprehensive Standardized and Equitable Approach to Data (SED) pilot in Oral Health, Project Worth and TB Control and Prevention programs.



**Informatics** secured an Infectious Disease Forecasting and Modeling System grant that will strengthen Metro Health's capacity to integrate forecasting and analytical tools to monitor infectious diseases and plan outbreak strategies.



# FY 2023 ACCOMPLISHMENTS

## SA Forward FOOD INSECURITY AND NUTRITION

Metro Health's Food Insecurity and Nutrition priority area focuses on increasing access to affordable, nutritious foods. By working with partners to create policy-level solutions and to support direct interventions, Metro Health strives to build more equitable and sustainable food systems. Initiatives include launching a Food Insecurity Workgroup, increasing the availability of culturally relevant nutrition information and healthy menus at local restaurants, expanding diabetes prevention efforts and expanding the reach of our Healthy Neighborhoods and Healthy Corner Store projects.

### FY 2023 Highlights



**40 Healthy Corner Stores** stocked a combined **72,000** pounds of fruits and vegetables.



The **Community Nutrition Program** collaborated with **89** cross-sector partners to provide nutritional content development, technical assistance, direct education and outreach in the community.



**Por Vida** healthy restaurant program onboarded **17** local eateries.



**Diabetes Prevention & Control** held **46** workshops serving **433** individuals.



# FY 2023 ACCOMPLISHMENTS

## SA Forward HEALTH EQUITY AND SOCIAL JUSTICE

SA Forward's Health Equity and Social Justice priority area addresses racism as a root cause of health disparities through policy and organization-level anti-racism work. Initiatives include implementing a health equity action plan, centering equity in the COVID-19 response and taking a "health equity in all policies" approach to systems change work.


### FY 2023 Highlights



**PaCE's Food Insecurity Workgroup** developed a food Insecurity dashboard for Bexar County. PaCE also published a review on food insecurity.



 PaCE held **13** convenings with **98** cross-sector and community partners to promote food security, access to respectful care and housing stability.

 In collaboration with the San Antonio Area Foundation, PaCE distributed **\$400,000** in capacity-building grants to **12** community organizations working to reduce food insecurity, expand access to health care and promote housing stability.

 PaCE made **6** recommendations to promote health policies, analyzed **150** legislative bills and published an 88th Legislative Session Report on health-related bills.

# FY 2023 ACCOMPLISHMENTS

## SA Forward MENTAL HEALTH AND COMMUNITY RESILIENCE

SA Forward's Mental Health and Community Resilience priority area promotes emotional, psychological and social well-being through the enhanced coordination of mental health services in our community. Initiatives include establishing Metro Health's Office of Mental Health and Community Resilience (MHCR), expanding access to cognitive behavioral therapy for children exposed to violence, realigning the city-wide Center of Excellence for Trauma-Informed Care, implementing the San Antonio Community Outreach Resiliency Effort (SA CORE) multidisciplinary crisis response program and adding a social emotional learning curriculum to our Project Worth Teen Ambassador Program.

### FY 2023 Highlights

 **MHCR executed 2** contracts with a total value of **\$638,000** to expand lifesaving harm reduction efforts throughout Bexar County.



 **17** City of San Antonio departments initiated the trauma-informed certification process.



To promote positive social/emotional skills and behaviors, **Project Worth** integrated a social and emotional learning curriculum into its **Teen Ambassador Program**.



# FY 2023 ACCOMPLISHMENTS

## SA Forward VIOLENCE PREVENTION

SA Forward's Violence Prevention priority area takes a trauma-informed approach to addressing, interrupting and preventing interpersonal violence. Violence Prevention initiatives include building capacity for domestic violence crisis response and case management support, expanding our Triple P Positive Parenting Program to parents involved in the justice system and implementing school-based restorative justice programs through Stand Up SA.

### FY 2023 Highlights

 **1,177**

individuals participated in Triple P Positive Parenting Program classes.



**Stand Up SA** intervened in **254** known gun violence incidents in Eastside and Westside target areas.



**Survivor-Centered Domestic Violence Initiative** provided **1,579** clients with long-term case management services.



**Survivor-Centered Domestic Violence Initiative** provided crisis advocacy services to **10,504** individuals referred from SAPD.



# VI AWARDS AND ACCOMPLISHMENTS

CityHealth Gold

In 2023, CityHealth, an initiative of the de Beaumont Foundation and Kaiser Permanente Foundation, awarded the City of San Antonio an overall gold medal for addressing the social and structural drivers of poor health outcomes through a “health in all policies” approach.

CityHealth annually awards the nation’s largest cities with gold, silver, bronze, or no medal across different policy areas that improve quality of life, address health disparities, and inspire healthy choices among communities. San Antonio was one of seven US cities—and the only city in Texas—to qualify for an overall gold.



## CDC Strengthening US Public Health Infrastructure Grant

In FY 2023, Metro Health received a five-year Strengthening US Public Health Infrastructure, Workforce, and Data Systems Grant (PHIG) from the CDC for an amount up to \$25.5 million.

This groundbreaking investment supports the critical public health infrastructure needs of health departments across the United States. PHIG funding has enabled Metro Health to operationalize our Metro Health 2.0 strategic plan, accelerate the implementation of SA Forward and ultimately, to modernize our capacity to prevent, prepare for and respond to emerging health threats and improve outcomes in other public health areas.



As part of Metro Health’s quality improvement culture, several staff have participated in the City’s Innovation Academy. The Academy is an experiential training environment that couples high-impact project work with a comprehensive problem-solving curriculum. Training is focused on 3 key domains: Disruptive Lean Six Sigma, User Centered Design and Data Analysis. The following Metro Health staff graduated from CoSA’s Innovation Academy since 2020.

## Metro Health Cohorts

### Spring 2020

Kassandra Aguilar

### Fall 2021

Ricardo Ambriz

Wendell Hardin

### Fall 2022

Leslie Pastrano

### Spring 2023

Ariel Bazaldua

Jesse Esparza

### Fall 2023

Julie Sandoval

# VII. EXECUTIVE LEADERSHIP TEAM

CityHealth Gold



**Claude A. Jacob, DrPH, MPH**  
Health Director



**C. Junda Woo, MD, MPH**  
Medical Director/Local Health Authority



**Anita K. Kurian, MBBS, MPH, DrPH**  
Deputy Director



**Mario Martinez, MBA**  
Assistant Director



**Morjorie White, MPH**  
Assistant Director



**Jessie Higgins, MA, LPC, LMFT**  
Chief Mental Health Officer



**Michelle Vigil**  
Chief of Staff (Assistant to the Director)

For more information about the  
City Of San Antonio Metropolitan Health  
District, visit our website at  
[SA.GOV/HEALTH](https://sa.gov/health)

**We are ALL  
Public Health**



**METROPOLITAN  
HEALTH DISTRICT**

