



2017-18 Public Health Madison & Dane County Health & Racial Equity Action Plan January 2017

Goals

1. PHMDC will be a highly effective organization that operates with health and racial equity as a guiding principle
2. Health outcomes in Dane County will not be determined by race, class, gender, income or other group status

Strategy

Build health and racial equity into agency operations

Objectives

- Create measurable health and racial equity goals and outcomes that align with the PHMDC strategic plan
- Assess, evaluate, and continually report on organizational progress toward equity goals
- Develop internal competency in health and racial equity knowledge and skills
- Develop a systematic process for recruitment, hiring, promotion, and retention through an equity framework
- Build and sustain relationships that advance racial equity initiatives
- Provide clear and consistent communication to PHMDC staff about HRE goals, objectives, and progress

2017-18 Public Health Madison & Dane County Health & Racial Equity Action Plan

Introduction

Health in Dane county is too often determined by race, gender, income or other group status. PHMDC has committed to ensuring that our policies and practices promote health and racial equity. PHMDC has adopted “equity and inclusion” as one of its core values. The PHMDC Strategic Plan includes an internal *Highly Effective Organization* goal of “strengthening PHMDC to improve the health of our community by committing to equity, inclusion, and antiracism in our work.” In 2016 PHMDC created a Health and Racial Equity Team (HRE) to lead PHMDC in incorporating health and racial equity into agency operations.

PHMDC’s overarching HRE goals are:

- PHMDC will be a highly effective organization that operates with health and racial equity as a guiding principle.
- Health outcomes in Dane County will not be determined by race, class, gender, income or other group status.

In 2016 the HRE Team focused primarily on capacity building and an internal assessment to determine our strengths and opportunities to carry out this transformational work. We conducted a comprehensive baseline assessment, resulting in a rich compilation of data as well as a set of recommendations for moving ahead.

We will make a full analysis of the 2016 HRE baseline assessment widely available to PHMDC and its partners. Based on the assessment, our evaluation consultant, Stephanie Lindsley of the UW Population Health Institute, has supplied the following recommendations for PHMDC:

1. Increase collaboration with community stakeholders and residents to improve health and racial equity in Dane County.
2. Provide staff with increased opportunities to engage in health and racial equity work.
3. Improve cross-organization communication methods to increase transparency and staff knowledge of organizational priorities and activities.
4. Work to improve PHMDC climate and culture to create a greater sense of community and belonging among PHMDC employees.
5. Develop a written plan or procedure to increase recruitment of people of color and other populations underrepresented in our staff.
6. Increase communication to PHMDC staff by the HRE team on goals, objectives, and achievements to increase staff understanding of the HRE team’s work and the impacts it has on the organization as a whole.
7. Expand professional development and mentoring opportunities.
8. Conduct further evaluation to assess PHMDC’s progress in addressing health and racial inequities in Dane County.

Moving Forward
Moving into its second year (2017), the HRE Team has created an Action Plan that reflects the priority areas identified in the baseline assessment and in the HRE Team’s first year of work. The HRE Team and its composite workgroups will largely lead the objectives and action steps. Ultimately, the success of this plan and PHMDC’s HRE work depends on collaboration throughout the agency, the continued allocation of dedicated resources to the HRE Team, and sustained partnerships with stakeholders throughout the community.

HRE Objective #1: Create measurable health and racial equity goals and outcomes that align with the PHMDC strategic plan

Action Item	Timeline	Group(s) or Person(s) Responsible	Resources Needed	Details
1. Support PHMDC programs in creation of program-focused HRE plans	2017 (pilot) - ongoing	HRE Implementation workgroup Program managers Lead workers PHMDC staff		Start with a pilot of 2-3 programs, develop templates and process, then expand throughout department
2. Support PHMDC programs in implementation of program-level tactics/action steps that support HRE plans and policy equity analysis by request.	2017-2018	HRE Implementation workgroup Program managers Lead workers PHMDC staff		Examples include use of equity tools, updates to client services, program-specific HRE training, updates to staffing plans, changes in community partnership strategies.
Additional priorities and action steps identified (to pursue as resources and capacity allows)				
3. Create cross-divisional teams to work on HRE goals	2018	PHMDC Management HRE Implementation workgroup		This would be one option to move toward a “team” model rather than a focus on FTE allocation
4. Work with community stakeholders to establish priorities, plans, and measure outcomes	2018 - ongoing	HRE Implementation worgroup		See Objective #5

(Lead: Implementation Workgroup)

HRE Objective #2: Assess, evaluate, and continually report on organizational progress toward equity goals

Action Item	Timeline	Group(s) or Person(s) Responsible	Resources Needed	Details
1. Evaluate HRE Plan and make updates as needed based on evaluation	2017-ongoing	HRE evaluation consultant HRE Assmt & Eval workgroup	PPE Division (for TA as appropriate) Continued budget allocation for HRE evaluation beyond 2017	Include an annual year-end assessment and report for HRE Team, management, staff, and stakeholders
2. Develop and implement strategies to continuously receive and respond to HRE-related input from PHMDC staff	2017-2018	HRE Assmt & Eval workgroup HRE Communication workgroup	Communication channels (from and to employees) with provisions for anonymity/confidentiality when needed	Explore, pilot, & update
Additional priorities and action steps identified (to pursue as resources and capacity allows)				
3. Continue PHMDC staff survey on an annual or semi-annual basis	2017 and/or 2018	HRE Assmt & Eval workgroup HRE evaluation consultant		
4. Explore strategies to get specific, ongoing input from employees of color	TBD	HRE Assmt & Eval workgroup HEO climate & culture workgroup		Similar to #2 above, with ways for employees to self-identify as people of color; or a new process entirely; may explore an affinity group, which would fit under Objective #4
5. Incorporate community input on assessment & evaluation and report out across PHMDC and to stakeholders	2017-2018	HRE Assmt & Eval workgroup HRE Community Connections workgroup		Explore and establish in 2017 (in conjunction with Objective #5; action in 2018 and beyond

(Lead: Assessment & Evaluation Workgroup)

HRE Objective #3: Develop internal competency in health and racial equity knowledge and skills

Action Item	Timeline	Group(s) or Person(s) Responsible	Resources Needed	Details
1. Ensure that all staff participate in HRE training on an ongoing basis	2017-ongoing	HRE Prof Dev workgroup PHMDC Management Team	Time Baseline assessment data	Start with RESJI 1 & 2 in 2017 Identify why some staff do not participate in voluntary training opportunities and make adjustments
2. Explore options and make recommendations to allocate dedicated time for HRE in work plans	2017-2018	X-Team PHMDC Prof Dev workgroup		Initial recommendation: .2 FTE for HRE Team, .1 FTE for all staff Research may include discontinuing FTE model and implementing a team model
Additional priorities and action steps identified (to pursue as resources and capacity allows)				
3. Ensure that all HRE Team members participate in RESJI Facilitation training	2017	HRE Team RESJI Tools & Training Team	Time	First training offered 2/8/17; additional trainings TBD
4. Implement and evaluate equity learning moments	2017	HRE Prof Dev workgroup HRE Team PHMDC managers & team leads		This is underway: use as base for expansion into other monthly learning and skill-building opportunities
5. Develop or purchase an online platform for e-learning	2017 or 2018	HRE Prof Dev workgroup	Budget	Need to research what others are using and what is working; and to identify costs and any IT concerns
6. Measure staff participation on HRE Team	2017-2018	HRE evaluation consultant HRE Prof Dev workgroup	HRE evaluation contract	
7. Research and train on community engagement best practices		HRE Prof Dev workgroup HRE Community Connections workgroup		Align with Objective #5
8. Plan and implement an HRE all-staff symposium	2017 or 2018	HRE Prof Dev workgroup HRE Team PHMDC Management		Include outside experts

(Lead: Professional Development Workgroup)

HRE Objective #4: Develop a systematic process for recruitment, hiring, promotion, and retention through an equity framework

Action Item	Timeline	Group(s) or Person(s) Responsible	Resources Needed	Detail
1. Develop a written plan to increase recruitment of people of color and underrepresented staff populations	2017	Program managers Operations division HRE Prof Dev workgroup		Track recruitment for open positions, both the outreach (where the posting is being sent and shared) and intake (ask people applying where they learned of the position) This item should overlap with Objective #5
2. Explore areas of the hiring process where a stronger HRE focus can be incorporated	2017	PHMDC Operations Div County ER HRE Prof Dev workgroup	RESJI Equitable Hiring Toolkit; New and continued relationships with internal and external partners (community orgs, HR/ER, OEI)	Need to learn more about what has already been done, what is in progress, and what areas need exploration
Additional priorities and action steps identified (to pursue as resources and capacity allows)				
3. Ensure HRE orientation for new staff	2017-ongoing	PHMDC Operations Div HRE Prof Dev workgroup		Need to better understand and build upon what is already underway
4. Participate in creation and implementation of workplace climate/culture plan	2017-2018	X-Team Strategic Plan HEO workgroup		This action developed from the Strategic Plan; need to ensure HRE Team participation and avoid duplication of efforts

(Lead: Professional Development Workgroup)

HRE Objective #5: Build and sustain relationships that advance racial equity initiatives

Action Item	Timeline	Group(s) or Person(s) Responsible	Resources Needed	Details
1. Research and develop best practices for community engagement, resulting in an agency plan for Health and Racial Equity-informed community engagement	2017 - 2018	HRE Community Connections workgroup (TBD) HRE Assmt & Eval workgroup HRE evaluation consultant	Existing best practices (literature search, direct outreach, including to local organizations); PHMDC HRE baseline assessment Align with RESJ and City Equity Plan	Begin from partnerships with other health departments and orgs like GARE, CSI, City & County RESJ(I) and local agencies/orgs (Joining Forces for Families (JFF), Justified Anger, and United Way all have community inclusion/oversight mechanisms in place),
2. Establish one HRE community advisory body	2018 (ongoing)	HRE Community Connections workgroup (TBD) HRE Assmt & Eval workgroup	Such plan must include compensation for advisory board members (paying the experts for their time) and have a PH staff liaison	May include users of PHMDC services, healthcare providers, partner orgs. Focus on marginalized & underrepresented groups, focusing on a single program like STI clinic or needle exchange, or may have a crosscutting representation, like a Youth Advisory Board.
Additional priorities and action steps identified (to pursue as resources and capacity allows)				
3. Prepare joint learning opportunities for staff and community stakeholders	2018	HRE Community Connections workgroup HRE Prof Dev workgroup	Examples and evaluation from where this is already happening (at PHMDC and elsewhere)	Creation of new offerings or invitations to stakeholders to participate in some of our internal trainings; explore opportunities like RWJF Culture of Health Leaders program
4. Develop ongoing, authentic relationships with community stakeholders	2017 – 2018 (ongoing)	All Staff HRE Community Connections workgroup	Staff must have proficiency in HRE concepts and community engagement practices	Establish expectations/practices to be adopted throughout PHMDC; Particularly engage with marginalized / underrepresented groups to better understand communities and their needs
5. Participate in other community engagement and planning processes		PPE and other divisions X Team	Training from City Planning & others regarding community engagement practices	e.g., City Comprehensive Plan update Learn and share best practices, avoid unintentional burdens on community
6. Work with policymakers to ensure inclusion of health and racial equity considerations into policy		PPE and other divisions City & County RESJ	Ensure work hours allow attendance at meeting outside regular work hours	

(Lead: Community Connections Workgroup)

HRE Objective #6: Provide clear and consistent communication to PHMDC staff about HRE goals, objectives, and progress

Note: The HRE Communication workgroup is developing a separate, more detailed HRE communication plan.

Action Item	Timeline	Group(s) or Person(s) Responsible	Resources Needed	Details
1. Regularly report on HRE goals, activities, and progress to increase agency-wide awareness and accountability.	2017-ongoing	HRE Communication workgroup PHMDC Communication team HRE evaluation consultant		HRE Communications Workgroup will work with PHMDC Communications Team to develop an HRE Team Communication Plan. - internal audience
2. Regularly report on PHMDC HRE goals, activities, and progress to increase community awareness and accountability.	2017-ongoing	HRE Communication workgroup PHMDC Communication team HRE evaluation consultant		HRE Communications Workgroup will work with PHMDC Communications Team to develop an HRE Team Communication Plan. -external audience
Additional priorities and action steps identified (to pursue as resources and capacity allows)				
3.				
4.				
5.				

(Lead: Communications Workgroup)