

## PHMDC Health & Racial Equity Values Statement

Public Health Madison and Dane County (PHMDC) believes that everyone deserves to live in a community that supports healthy living. We believe that health should not be determined by race, gender, income, or any other group status.

PHMDC is committed to ensuring that our policies and practices promote health and racial equity. With this in mind, PHMDC has created a Health and Racial Equity Team. This Team leads PHMDC in incorporating health and racial equity values in all that we do.

PHMDC aims to create and support conditions in which people of all backgrounds can thrive. We are committed to understanding the history of racism, oppression, and the root causes of health inequities. We are committed to learning and challenging ourselves. We work with urgency while also embracing long-term goals.

PHMDC's value of health and racial equity will be seen throughout the department from management to front-line staff. We will include these values in our operations and work culture. We are committed to attaining a workforce that reflects the diversity of our community. PHMDC agrees to co-learning, action, and providing resources to reach our health and racial equity goals. Our work is informed by data. We will measure progress, successes, and opportunities for growth.

PHMDC is part of the community. We are stewards of public resources and trust. This trust must be earned and nurtured. PHMDC will work to build that trust through transparency and inclusiveness.

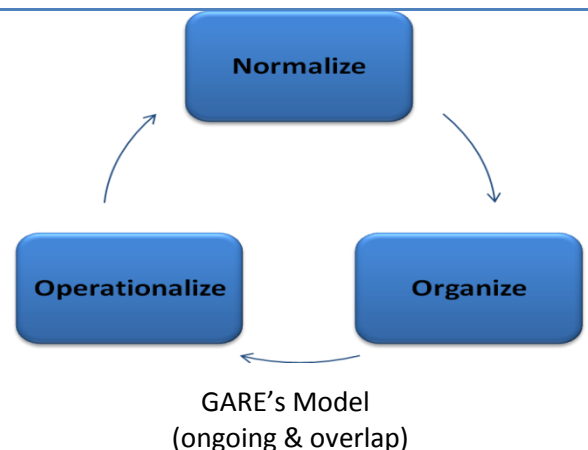
Dane County has made progress, but some groups continue to face more barriers to health than others. We recognize that this is difficult work. Institutions and individuals may resist change. Opportunities do exist to continue building partnerships within and outside of government. PHMDC will work to take advantage of every opportunity to continue improving the health of Dane County.

## PHMDC Health & Racial Equity Framework

**Normalize:** Establish health and racial equity as a key value by developing a shared understanding of key concepts and create a sense of urgency to make changes.

**Organize:** Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like a health and racial equity team and external partnerships.

**Operationalize:** Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Equity Tool and developing a Health and Racial Equity Action Plan.



## Office for Equity and Inclusion Departmental Work Plan Framework

Organizational Commitment, Leadership Development, Program Innovation, and Collaboration are key tenets of effective organizational change. PHMDC has embedded health and racial equity in all functions of the organization and are progressing through various tiers seen in the examples provided in this outline.

Major Organizing Concepts	Tiers
<ul style="list-style-type: none"> <li>• <b>Organizational commitment</b></li> <li>• <b>Leadership Development</b></li> <li>• <b>Program Innovation</b></li> <li>• <b>Collaboration</b></li> </ul>	<ul style="list-style-type: none"> <li>• Tier 1: Beginning: A practice or policy that is starting or new.</li> <li>• Tier 2: Emerging: A more developed practice or policy.</li> <li>• Tier 3: Advancing: To move forward, make progress, or lead a practice or policy.</li> </ul>

### 2017 PHMDC Health & Racial Equity Work Plan

#### Major Organizing Concept: Organizational Commitment

*The process of embedding equity and inclusion into operations and programming.*

#### I. TIER 3: Establish Health and Racial Equity as a Core Value at PHMDC.

- Example: Engaged staff and board members in using an equity framework to guide strategic plan.
- Example: Incorporated health and racial equity language within our agency values and strategic plan priorities and goals.
  - *"We create an inclusive workforce through openness, collaborative learning, and intentionality. We are committed to identifying and eliminating ways our policies, programs, and practices are structural barriers to achieving equity and racial justice. We value the strengths, perspectives, and contributions of a diverse workforce and community."*
  - *"PHMDC programs, policies, practices and operations will align to achieve health equity."*
  - *"Strengthening PHMDC to improve the health of our community by committing to equity, inclusion, and antiracism in our work."*
- Example: Created a Health & Racial Equity Value Statement (see page 1)

#### II. TIER 3: Create and expand supports for agency wide integration of health and racial equity principles.

- Example: Created 2 full time Health Equity Coordinator positions to drive equity work.
- Example: Created an Interdepartmental health and racial equity (HRE) team.
 

The HRE team strives to make PHMDC a highly effective organization that operates with health and racial equity as a guiding principle. This requires building health and racial equity into agency operations. HRE Team is made up of four workgroups:

  - Assessment and Evaluation - This workgroup collects data and assesses our agency from the inside while measuring the progress of health and racial equity objectives and tactics.
  - Implementation - This workgroup supports staff in developing goals and strategies
  - Professional Development - This workgroup engages staff in learning and training opportunities to

further PHMDC's health and racial equity goals.

- Communication - This workgroup produces written materials that PHMDC will use for internal and external messaging concerning the concrete tactics and actions in the HRE Plan.

- Example: Develop and implement a separate Health and Racial Equity Plan to build health and racial equity into agency operations that is integrated with the strategic plan and program goals.

Five objectives of our Health and Racial Equity Plan:

- Create measurable health and racial equity goals and outcomes that align with PHMDC's 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 health and racial equity initiatives.

### **Major Organizing Concept: Leadership Development**

*Providing service to a rapidly changing community requires a knowledgeable, skilled and diverse workforce.*

#### **I. TIER 1: Build and expand professional development opportunities to ensure all staff has access to the foundational information necessary to understand and incorporate principles of health and racial equity into their work.**

- Example: Mandatory Equity Learning Moments: Monthly offerings during team, division, and all staff meetings. Conversations and strategizing around how to personally and professionally apply health and racial equity principles.
- Example: Mandatory All Staff Trainings: All staff will have access to the foundational information necessary to understand concepts of racial equity and social justice, including implicit and explicit bias, micro-aggressions, and different levels of bias.
- Example: Manager Trainings: Managers will have a long term vision for health and racial equity (HRE) within PHMDC; Managers will understand and enact their roles as leaders towards PHMDC's HRE vision; Managers will develop skills to identify, interrupt and address individual, institutional and structural bias.
- Example: Monthly HRE Professional Development Offerings: Monthly opportunities to learn more about health and racial equity through peers and partners within the community.
- Example: Local & National Conferences: YWCA Racial Justice Summit, Facing Race Conference, GARE Conferences, etc.

**Major Organizing Concept: Program Innovation**

*Developing an equity framework to support diverse, underserved and isolated communities through innovation and evaluation.*

**I. TIER 1: Improve equitable hiring process.**

- Example: Position Description Language: Review PD and class spec for language that reflects PHMDC's commitment to Health and Racial Equity with language specific to persons of color.
- Example: Supplemental Questions Language: Review supplemental questions (Achievement History Questionnaire, Experience Inventory) to include question (s) related to HRE using specific language around people/communities of color, LGBTQ, people experiencing homelessness/poverty, people for whom English is not their first language, people who are disabled.
- Example: Educational Requirements: Carefully reviewing the position requirements – education and experience to ensure that those are aligned with what is required to perform job duties.
- Example: Recruitment and Advertising: Working on a database like city HR uses to boost and enhance advertising. Utilizing and activating staff's networks and connections to distribute position announcements broadly – specific focus on networks for and by people of color.
- Example: Relationship Building: Utilizing community partners in reviewing position descriptions and requirements to identify unintended barriers that may limit or inhibit people of color from seeing themselves employed here and/or applying. Keeping them apprised of recruitment timeline and updates so they are prepared and knowledgeable about the position and can distribute among their networks.
- Example: Interview Questions: Thorough review of questions to include at minimum one question related to HRE.
- Example: Interview Panel: Leverage connections across departments and in community organizations to build PHMDC champions (relationship building above) that have understanding and investment in our work and a shared commitment to building an inclusive and diverse workforce. Invite graders and panelist who reflect the community we serve and can advance our shared goals.

**II. TIER 1: Measure progress towards HRE Goals and improve processes along the way.**

- Example: Continue and expand external contracting with an evaluation coordinator to document the development of PHMDC's efforts to integrate a health and racial equity focus into all of its decisions, plans, and actions.

**Key Categories for Evaluation:**

- Organizational Assessment
- HRE Team processes
- HRE Action Plan
- HRE Integration (Department, Division & Program Levels)
- Professional development
- Partnerships and community engagement

**III. TIER 1: Develop and implement a process to provide health & racial equity technical assistance to programs.**

- Example: Establish and pilot a process for the HRE Team to Support all PHMDC programs in developing or updating programmatic goals to reflect a clear and intentional focus on health and racial equity.

**Key Activities:**

- Work with each manager to determine whether goals exist for each program and inventory and review existing goals.
  - Review baseline assessment data when available to determine areas of strength and opportunity.
  - Communicate and work with Strategic Planning team members to ensure alignment of programmatic goals with PHMDC Strategic Plan
  - Determine who the HRE point of contact is for each program
  - Develop a clear process and template for managers and program staff
- Example: Pilot a process for application of Equity Tools in program & policy decisions.

**Major Organizing Concept: Collaboration**

*Partnering within and outside of local government to increase outreach and impact.*

**I. TIER 1: Establish partnerships within and outside of local government to increase outreach and impact.**

- Example: Develop and implement a Public Health Academy with area high schools. Career Pathways is collaboration between MMSD and a variety of healthcare and health sciences partners designed to provide incoming HS freshman an opportunity to explore, connect and apply their academic learning to the broader field of health, health sciences and health careers. East and West High have identified racial equity and social justice as the guiding framework for their *Public Health Academies*. PHMDC and DHS-DPH have the opportunity to collaborate on and develop experiential learning modules focused on the roots of health inequity and the social determinants of health boosted by real life exploration of the systemic factors that influence health outcomes. Students will be provided an array of opportunities to build their knowledge and understanding of public health through shadowing, internships, leadership and other educational experiences with PHMDC and DHS-DPH.
- Example: Partner with the Wisconsin African American Tobacco Prevention Network (WAATPN) and local community leaders to host a *Black Lives, Black Lungs* event to examine the disproportionate use of tobacco among African Americans, create a call to action, and identify opportunities for continued engagement.
- Example: Partner with the African American Breastfeeding Alliance, local businesses, and childcare providers to gather input, increase outreach and improve collaboration around breastfeeding supports within the community.
- Example: Explore the creation of a Community Health Worker model with organizations and leadership from communities of color and academic institutions.

## References

- PHMDC Strategic Plan
- PHMDC Health & Racial Equity Team
- PHMDC Health & Racial Equity Plan
- PHMDC Health & Racial Equity Team Workgroups
- PHMDC Health & Racial Equity Values Statement
- PHMDC Health & Racial Equity Charter
- GARE
- City of Madison Equitable Hiring Tool
- OEI Major Organizing Concepts
- OEI Work Plan Template
- Health & Racial Equity Evaluation Coordinator RFP
- HRE Team Implementation Form