

Advancing Health Equity Through a Racial Justice + Power Framework

Oregon Coalition of Local Health Officials
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Facilitators:

Lili Farhang

Solange Gould



Oregon Coalition of Local Health Officials



Part 2 Training (9/24/20): Operationalizing Health Equity

Small group intros + check-ins

- Name + agency + how long you've been there
- One fun thing you can not tell by looking at me
- One a-ha moment I had since the last training
- One thing that didn't quite fit for me



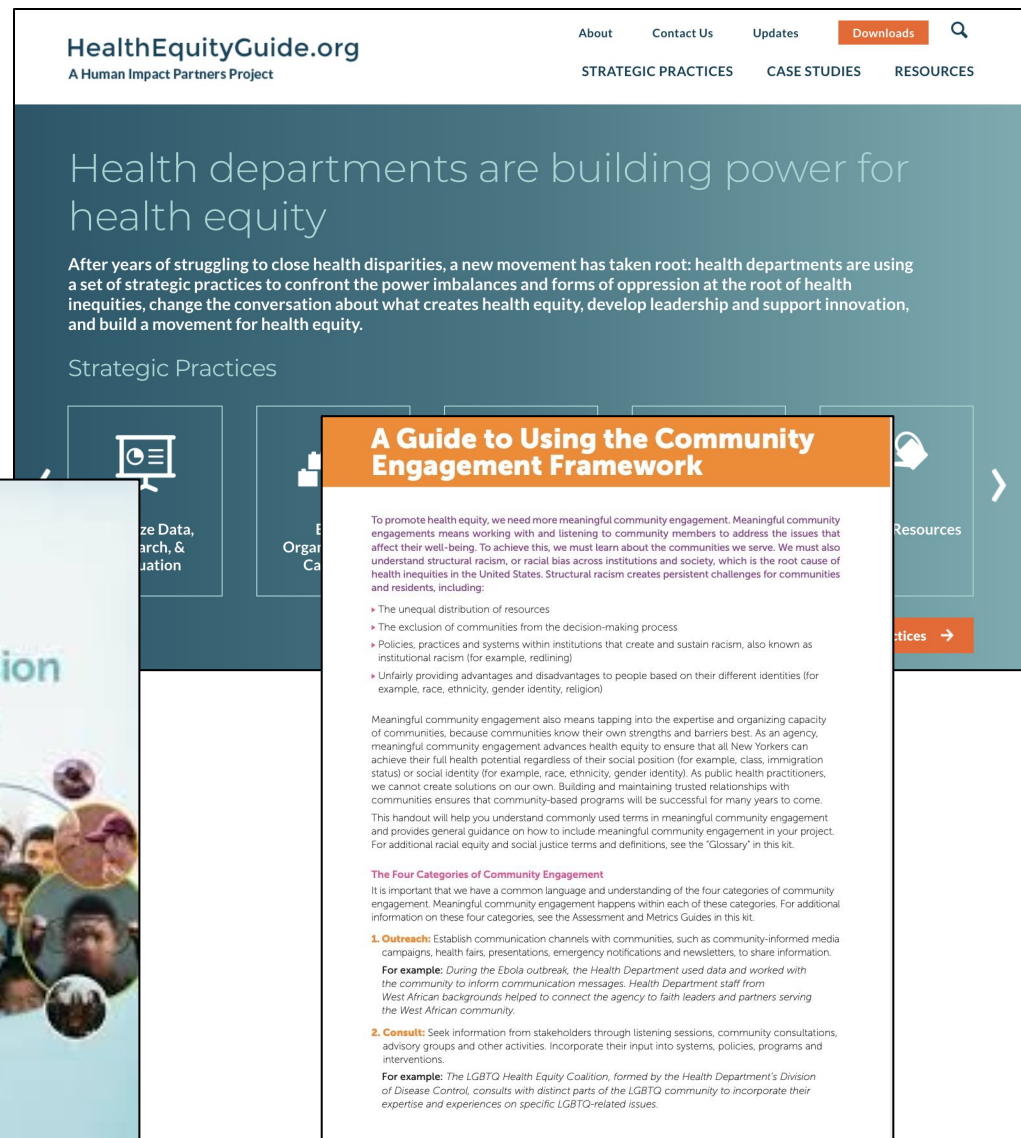
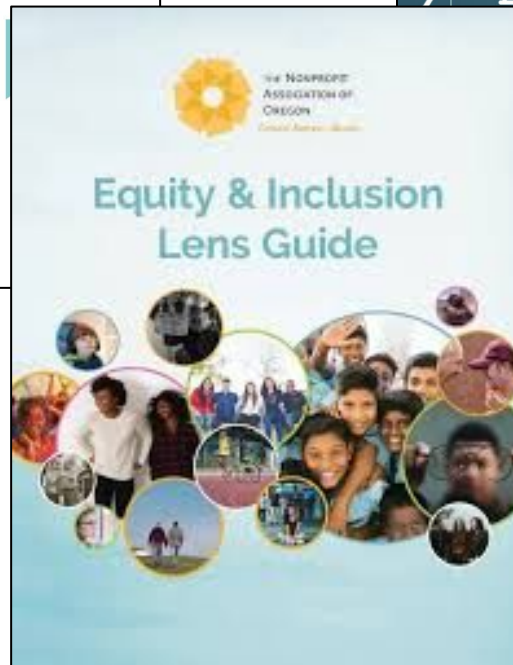
Health Equity Theory of Change

Overcome
Power Imbalances

Overcome
Structural
Oppression



There is no shortage of tools.....



What We'll Cover Today

- Health Equity Guide (brief)
- Root Cause Analysis Tool (brief)
- Equity Lens Tool (deep)

Tool #1: Health Equity Guide (brief)

Health departments are building power for health equity

After years of struggling to close health disparities, a new movement has taken root: health departments are using a set of strategic practices to confront the power imbalances and forms of oppression at the root of health inequities, change the conversation about what creates health equity, develop leadership and support innovation, and build a movement for health equity.

Strategic Practices



**Mobilize Data,
Research, &
Evaluation**



**Build
Organizational
Capacity**



**Change Internal
Practices and
Processes**



**Prioritize Upstream
Policy Change**



Allocate Resources

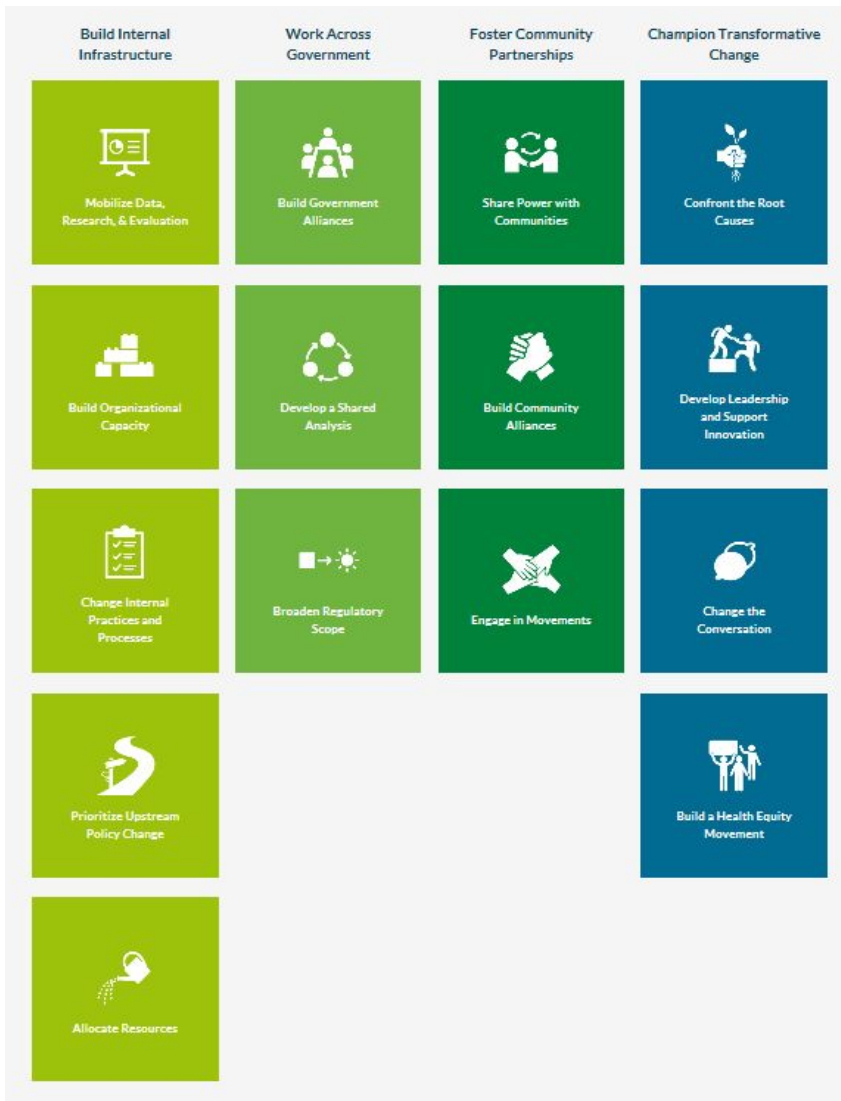


[See All Strategic Practices](#) →

We want to scale up this transformation

This website is structured around a set of strategic practices that health departments can apply to more meaningfully and comprehensively advance health equity. Over and over, more health departments are asking “What are the strategic steps we can take to advance health equity at our health department?” This resource showcases success stories from across the United States to answer this question.

15 Strategic Practices



Build Internal Infrastructure

- Mobilize data, research, and evaluation
- Build organizational capacity
- Change internal practices and processes
- Prioritize upstream policy change
- Allocate resources

Work Across Government

- Build government alliances
- Develop a shared analysis
- Broaden administrative + regulatory scope

Foster Community Partnerships

- Share power with communities
- Build community alliances
- Engage in movements

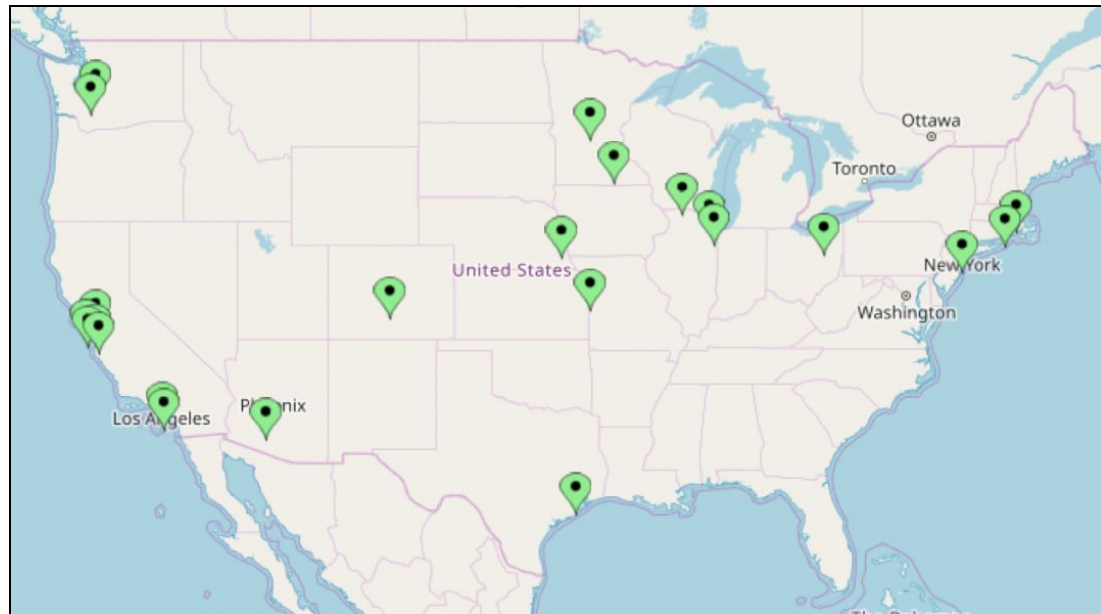
Champion Transformative Change

- Confront root causes
- Develop leadership and support innovation
- Change the conversation
- Build a health equity movement

Case Studies

Each case study includes:

- Overview of their work
- What sparked their work
- Program description
- Outcomes and impacts
- Advice for health depts
- Ways you can get started
- Resources and contact info



How HEG has been used by LPHDs

Washtenaw County MI + Cook County, IL + others:
Integrated strategic practices into agency-wide strategic
plan + CHIPs

Madison/Dane County, WI: Crosswalk of Health Equity
Guide Strategic Practices with PHAB Accreditation
Standards

Washington State Association of Local Public Health
Officers: Health Equity Guide domains used directly to
inform Community Health Leadership Committee Strategic
Plan 2019-2022

Clarifying Questions?

Tool #2: Root Cause Analysis

1. Identify root causes and contributing factors

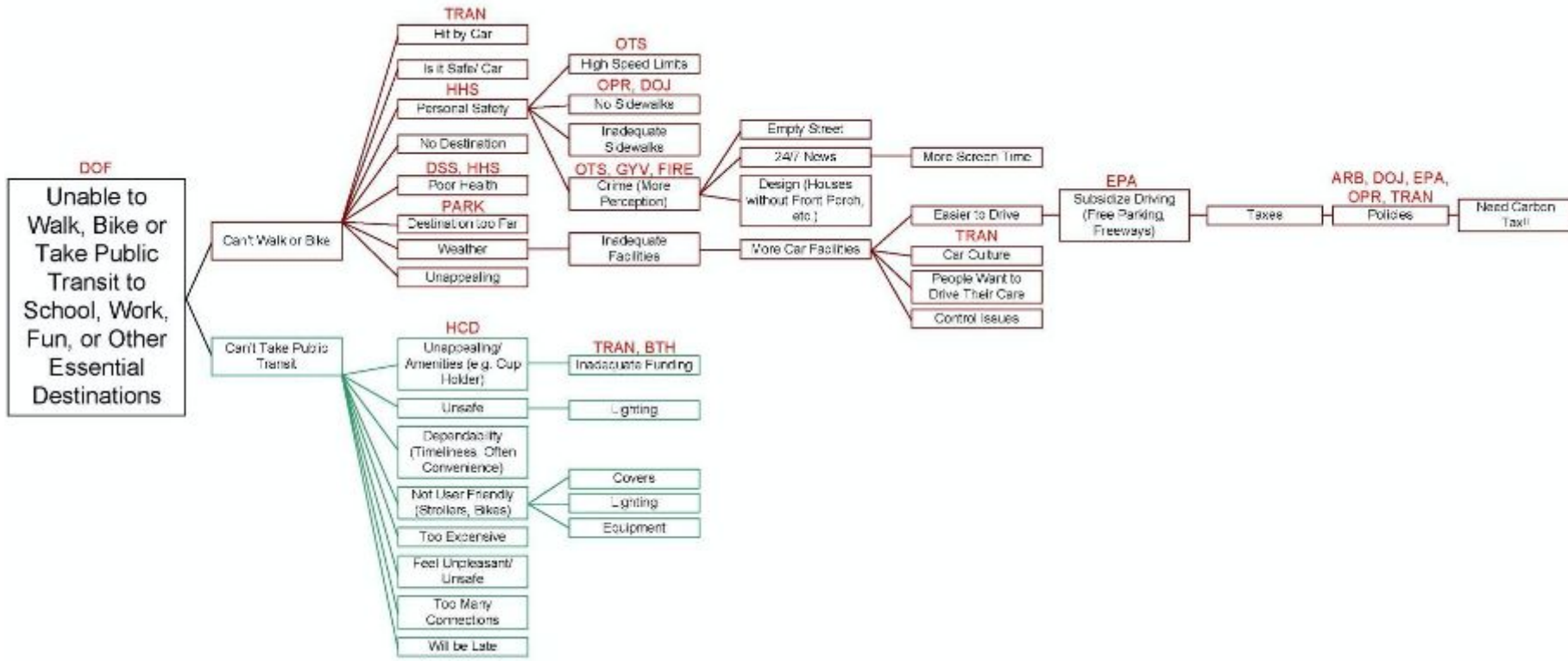
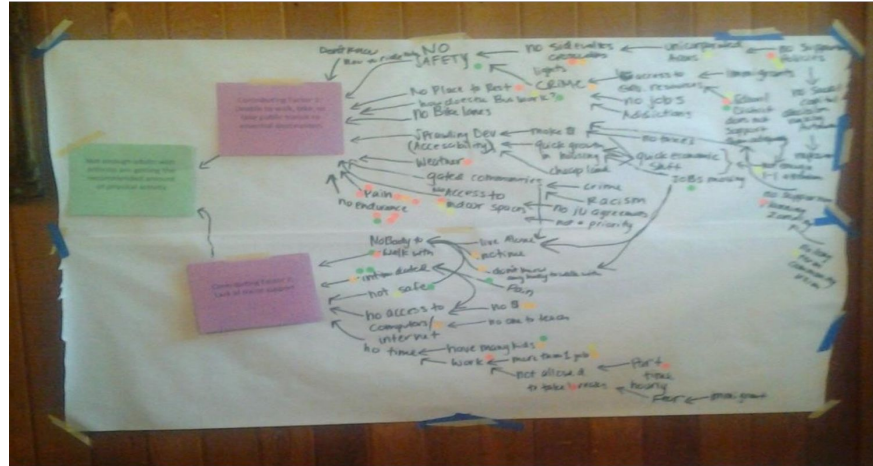


2. Surface possible strategies and solutions for addressing the problems

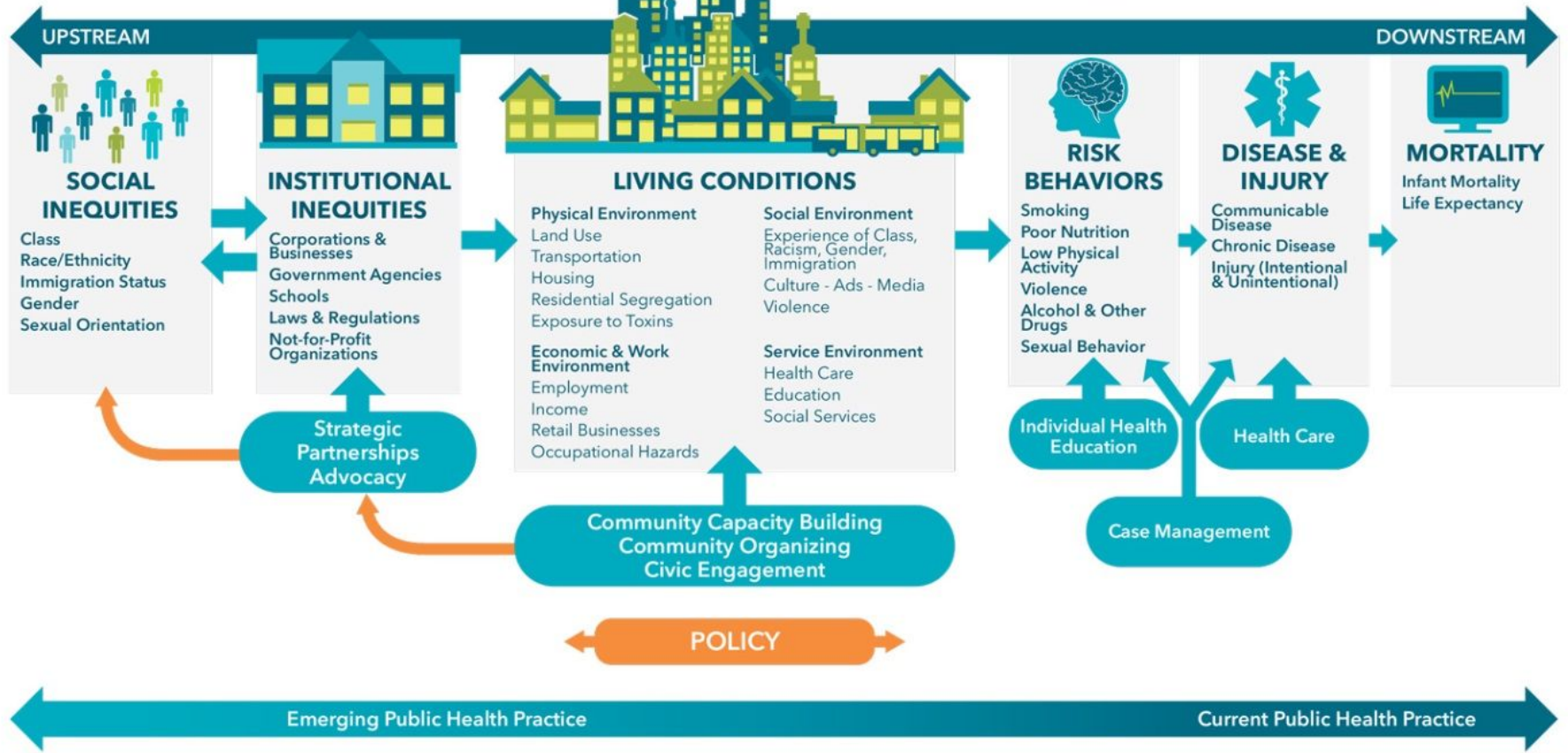
3. Help discern among the options generated which strategies and solutions can leverage desired changes and make transformative systemic impacts

Source: Annie E. Casey Foundation Race Equity and Inclusion Action Guide

Real Life Root Cause Map



A PUBLIC HEALTH FRAMEWORK FOR REDUCING HEALTH INEQUITIES
BAY AREA REGIONAL HEALTH INEQUITIES INITIATIVE



Key Questions in Root Cause Analysis

1. What institutions are involved in creating the issue? What policies and/or practices are involved?
2. What social conditions or determinants contribute to the problem? (e.g., poverty, segregation, education)
3. What cultural norms, myths or popular ideas justify or maintain the problem?
4. Who is burdened most and who benefits most?
5. In what ways is the work of your team addressing root causes? Where are the gaps and opportunities?

	Downstream Solutions	Upstream/Root Cause Solutions
Food access + Nutrition	<ul style="list-style-type: none"> - Supporting food pantries to offer healthier options - Sign people up for SNAP - Educate people on nutrition and healthy eating 	<ul style="list-style-type: none"> - Use public resources to invest in the expansion of grocery stores/co-ops - Do direct advocacy on SNAP and federal legislation - Figure out a strategy to address corporate power
Worksite wellness	<ul style="list-style-type: none"> - Educate employees on healthy lifestyles - Provide behavioral nudges for physical activity 	<ul style="list-style-type: none"> - Expand to consider career, financial, and social wellbeing - Reimagine organizational practices that address culture
Active living design	<ul style="list-style-type: none"> - Focusing design efforts on <i>new</i> buildings, workplaces, and civic spaces 	<ul style="list-style-type: none"> - Influence state and local investments in roadway infrastructure to support active living rather than driving - Work with criminal justice reform groups to understand how policing/enforcement affects active living in communities

Group Discussion

- Where or how are you currently addressing the root causes of health issues you're working on?
- Where or how can you go further in addressing root causes in your Department's public health practice?
- How could a tool like this support you to do that?

Tool #3: Equity Lens Tool

Purpose: Equity Lens Tool

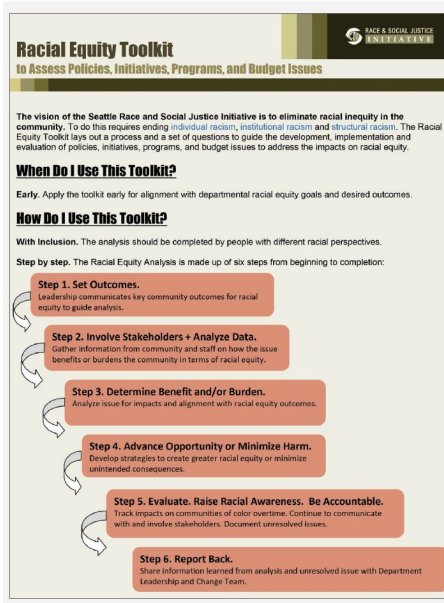
- Designed to integrate explicit consideration of equity – primarily racial equity – in policies, practices, programs, and budgets.
- Can help develop strategies and actions that reduce inequities and improve success for all groups.
- Provide a structure for operationalizing the consideration of equity. It is both a product and a process.

Assumptions of Using an Equity Lens Tool

- Racial disparities exist in virtually every key indicator of child, family, and community well-being.
- Many racially inequitable impacts are produced inadvertently, through processes and choices that may not even explicitly address race, may appear race neutral, or may even be offered to address racial disparities.
- Racial equity tools are not sufficient by themselves to advance equity or eliminate inequities.

Formal Adoption of Racial Equity Lens Tools

- State level: Iowa, Connecticut, Oregon, and New Jersey
- Local level:
 - Multnomah County + City of Portland (OR)
 - King County + City of Seattle (WA)
 - City of Madison + Dane County (WI)
 - City of St. Paul + City of Minneapolis (MN)



Typically Embedded in Racial Equity Framework

CITYWIDE RACIAL EQUITY GOALS & STRATEGIES



OFFICE of EQUITY
and HUMAN RIGHTS
CITY OF PORTLAND

EQUITY GOAL #1

We will end racial disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

EQUITY GOAL #2

We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity best practices.

EQUITY GOAL #3

We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

OVERALL STRATEGIES

- 1 Use a racial equity framework:**
Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.
- 2 Build organizational capacity:**
Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.
- 3 Implement a racial equity lens:**
Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.
- 4 Be data driven:**
Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.
- 5 Partner with other institutions and communities:**
Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.
- 6 Operate with urgency and accountability:**
When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve racial equity.

5 Key Steps + Questions in Equity Lens Tool

1. Are the voices of all groups affected by the decision at the discussion and decision making table?
2. How will the proposed decision affect each group? Who benefits? Who is burdened?
3. How will the proposed decision be perceived by each affected group? Especially given history of the issue?
4. Does the decision worsen or ignore existing disparities, or does it close gaps?
5. Based on the above responses, what revisions are needed in the decision to avoid or mitigate impacts?

Equity Lens = Process + Outcome

Outcome = Written assessment that summarizes findings across key questions, and actionable decisions to improve equity

Process = Setting up your team, *how* you work together to complete the assessment, and also how community is engaged

Appropriate for Government Staff

Routine use of an equity lens tool by staff allows integration across the breadth of government functions, and depth across the hierarchy:

- Policy analysts can integrate into policy development and implementation
- Budget analysts can integrate into budget proposals
- Program staff can integrate into program proposals

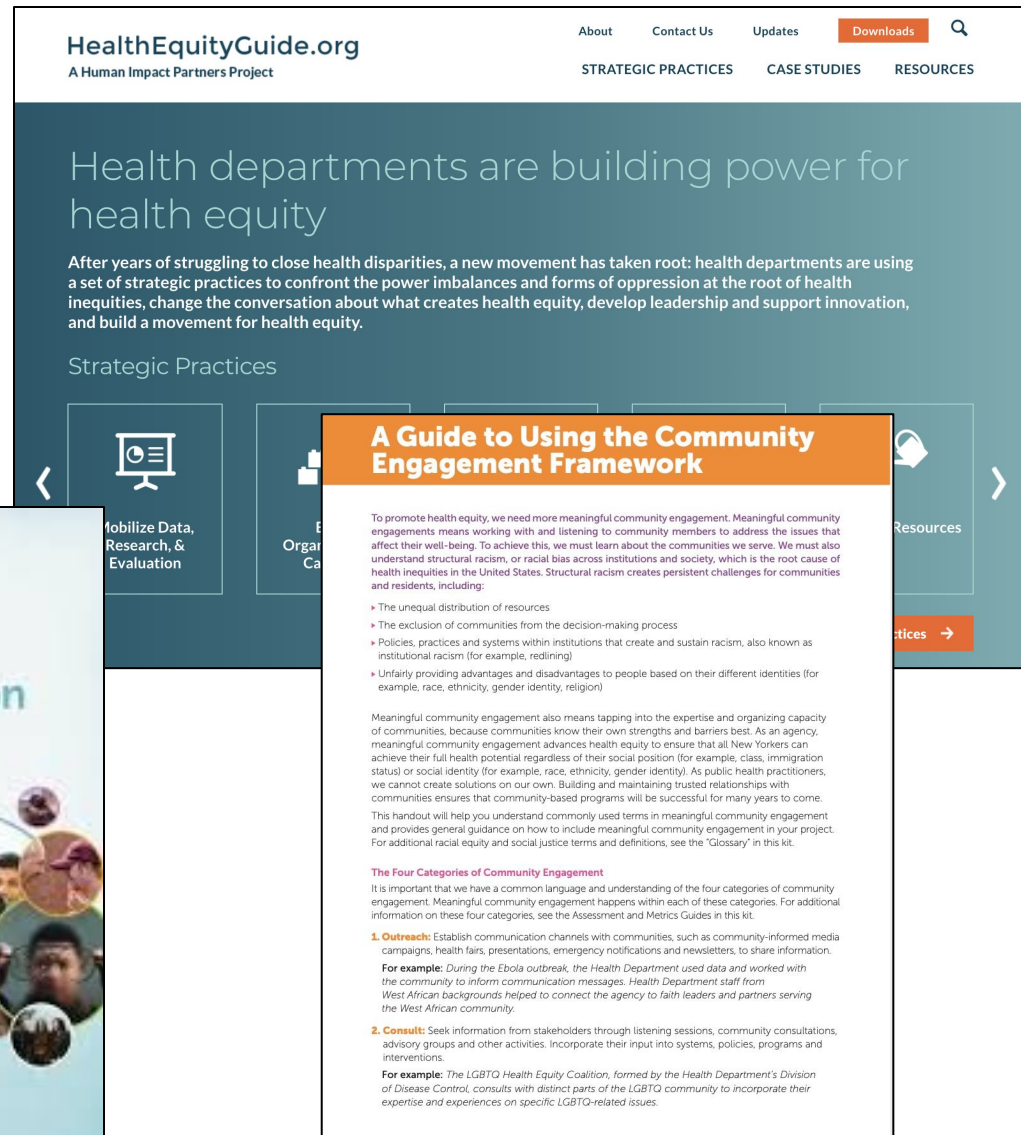
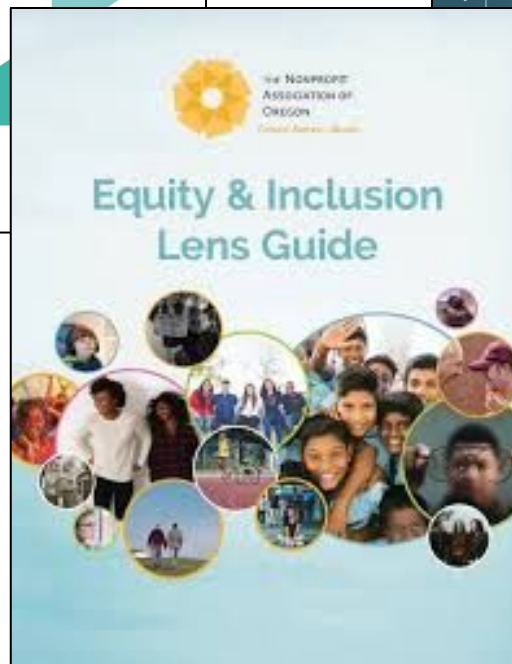
Before Getting Started.....

- What is the specific decision you are evaluating?
- Is it early enough in the timeline?
- Who is the team to do it collaboratively?
- Are you prepared to use the tool at every critical decision step of an issue?

Small Groups Discussion (20 min)

- Has your jurisdiction adopted or institutionalized something like this?
 - What do you know about its usage and effectiveness?
- Could you imagine doing something like this routinely for COVID or other policy decisions?
- What would have to change to build this into your practices?

No shortage of opportunities.....



Transformational Change Requires Organizational Change

- Organizations change when people change, and when change becomes infectious and irresistible
- We need innovators to lead the charge, to normalize the practice, and others will follow
- We ALL have the capacity be more courageous

Closing Discussion Question (10 min)

- Now that we have a shared analysis, understand managing organizational change, and have reviewed some of the tools available, what is getting in the way of pursuing your vision?
- And what do we need to do to address these root causes of our own capacity to make the changes we seek?
- What key takeaways from the small groups do you want to lift up for the large group?

Evaluation + Appreciations

Quick Evaluation of Today

What I liked

- Small group work! Allows for discussion
- What other counties are doing.
- I am glad to learn about the tools, and am still learning, hearing what other counties are doing helps me.
- I appreciate the focus on the process, and the “how we be”, in addition to what we “do”.
- This is one of the better PH trainings I’ve been in in a long time (and we do a lot of training in PH).
- Thought provoking, this has me thinking about what I can do asap.

What I would improve

- We tried to get materials to everyone today, some didn’t arrive, so try to find out where they are in your health department and share them!

Closing Exercise

Type into the Chat:

One thing that you can commit to doing or thinking about differently coming out of this meeting.

Thank you!

Lili Farhang: lili@humanimpact.org

Solange Gould: solange@humanimpact.org



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