

2023-2027

Strategic Plan

Acknowledgements

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- Employees across the Public Health Division, who contributed their time, energy, and thoughts and shared their lived experiences to inform this plan;
- The Division's Strategic Plan Engagement Team, who planned and implemented the approaches for staff engagement. This included:
 - Conducting one-on-one staff conversations, listening sessions, and convening eight summits;
 - Analyzing feedback from the summits;
 - Providing consultation in several drafts that informed the development of this plan; and
 - Keeping PHD Leadership informed and accountable along the way;
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Executive Summary

The 2023-2027 Oregon Public Health Division (PHD) Strategic Plan describes the Division's role in advancing the vision of <u>Public Health Modernization</u>, commitments in the <u>2020-2024 State Health Improvement Plan</u>, division-level recommendations in the <u>2021-2023 Oregon Health Authority Equity</u> <u>Advancement Plan</u> and the overarching strategic goal of OHA to eliminate health inequities in Oregon by 2030.

This plan will be accomplished by directing the Division's focus inwardly, promoting innovative thinking, and directing meaningful actions with strategic workforce impacts on recruitment, retention, promotional and development opportunities, and organizational culture change within the Division.

The State Health Improvement Plan, also referred to as Healthier Together Oregon, or HTO, acknowledges that institutional, systemic, and structural barriers perpetuate inequity and have silenced the voices of communities over time. For this reason, PHD has made the commitment to lead with racial equity for its strategic initiatives, including this inward facing strategic plan. This commitment includes centering intersectionality, including geography among intersections with race, disability, sexual orientation, gender identity, immigration status, and many other identities.

As shared by <u>Government Alliance on Race & Equity (GARE)</u> and <u>Human Impact Partners</u>, leading with racial equity "provides an opportunity to introduce a framework, tools, and resources that can also be applied to other areas of marginalization."

This plan is a staff-led, staff informed plan that used the <u>Appreciative Inquiry</u> process to collectively envision what's possible for whole system change at PHD. All PHD staff were invited to participate in remote staff engagement summits held in May 2022. Feedback from staff of color and staff from Tribal

communities was elevated, and OHA's race-based Employee Resource Groups reviewed and provided consultation to support the prioritization of recommended Strategic Priorities, Objectives, and Actions.

Strategic Priorities



Figure 1 PHD's Strategic Priorities are recruitment, retention, promotion and development, and organizational culture.

Strategic Plan Priorities

1: Recruitment

- Achieve workforce parity.
- Use equitable hiring practices.
- Make recruitment process transparent.

2: Retention

- Provide a mentorship program.
- Implement and support affinity spaces.
- Ensure an inclusive onboarding program.
- Prioritize staff wellbeing.

3: Promotion and Development

Provide transparent promotional and development opportunities.

4: Organizational Culture

- Support mandatory racial equity and Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB) trainings.
- Cultivate a supportive, trauma-responsive workplace.



Introduction

The COVID-19 pandemic underscored a multitude of factors contributing to systemic racism and health inequities faced by communities of color, Tribal members, and other socially and economically marginalized communities in Oregon. This reality has shown that is vital to the shared mission of the Oregon Health Authority (OHA) and the Public Health Division (PHD) to develop and support a public health workforce that is culturally responsive and reflects the racially, ethnically, linguistically, disability- and gender-diverse populations across the state.

As the OHA 2021-2023 Equity Advancement Plan states, "We cannot ignore the many Black and Brown lives tragically lost and diminished due to racism's legacy in our health care and public health systems." Communities throughout Oregon are demanding urgent accountability by public institutions in response to the impacts of the COVID-19 pandemic and the persistent health inequities that our legacy of racism continues to perpetuate.

On June 2, 2021, the Oregon state Legislature passed <u>House Resolution 6</u>, its first explicit declaration of racism as a public health crisis. That same year OHA released the 2021-2023 Equity Advancement Plan which established a single overarching strategic goal for the agency, to **eliminate health inequities in**Oregon by 2030. OHA's strategic goal was a catalyst for the Public Health Division (PHD) to become strategically accountable to actions that end health inequities in Oregon.

Oregon's public health system includes federal, state, and local agencies, nine federally recognized Tribes and community-based organizations. Private organizations and other diverse partners also collaborate to put healthy options and health-promoting services within reach for everyone in Oregon.

Communities in Oregon rely on a diverse, culturally, and linguistically responsive public health workforce that is:

- Well supported.
- Engaged with local communities.
- In active partnerships with other local and state agencies.
- Provides timely, relevant data to inform the policies, programs, and regulations that promote the public's health.

The toll of the COVID-19 pandemic on the public health workforce and Oregon's communities is still felt by many. To fulfil the requirement set forth by the Oregon legislature through Senate Bill 1554 (2022), OHA contracted with the Rede Group as a neutral third party to assess and report on the Public Health Response to the COVID-19 Pandemic in Oregon. Findings from the initial analysis of public health workforce contributions revealed that, "OHA-Public Health Division staff exerted exceptional sustained effort throughout 2020-2022; they advocated for strong public health measures, stood-up systems, centered equity, and worked tirelessly to communicate massive amounts of information effectively; and understood and honored their responsibility to the people of Oregon." Data illuminating disproportionate negative health impacts across racial/ethnic groups holds true for public health staff of color and staff from Tribal communities.

As evidenced in Oregon's Public Health Workforce Interest and Needs Survey (PH-WINS) 2021 findings, on a scale of excellent, very good, good, fair and poor, 40% of PHD staff who identified as staff of color in the survey report that their overall mental and emotional well-being is fair. This is compared to 26% of staff who identified as white. Additionally, 66% of staff who identified as people of color reported their organization is a good place to work versus 70% of staff who identify as white.

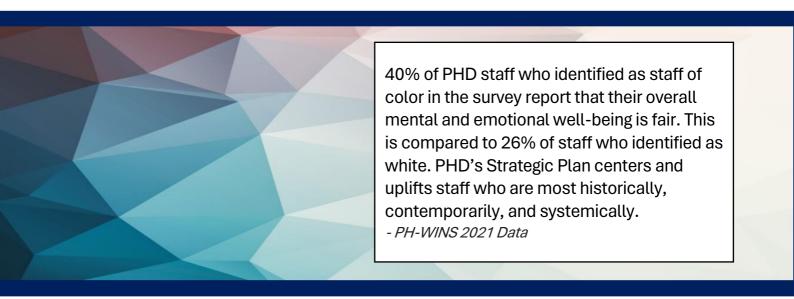
PHD's Strategic Plan centers and uplifts staff who are most historically, contemporarily, and systemically marginalized.

The 2023-2027 PHD Strategic Plan provides meaningful direction to support a public health system that delivers on OHA's strategic goal to eliminate health inequities by 2030 while also accomplishing our Public Health Modernization and State Health Improvement Plan priorities. This plan serves as a guide for

making decisions on allocating resources and taking action. The plan focuses on the workforce and strategic impacts that address internal inequities and builds organizational infrastructure and staff competence in the areas of cultural responsivity, diversity, belonging and inclusion.

The 2023-2027 PHD Strategic Plan aligns with:

- The 2019 PHD Health Equity Work Group Recommendations to Increase Workforce Diversity at the Public Health Division
- The 2023-2025 PHD Workforce Development Plan
- The 2021-2023 OHA Equity Advancement Plan
- The 2023-2025 Diversity, Equity, and Inclusion (DEI) Plan (not yet formally adopted). This plan is an update and continuation of OHA's Equity Advancement Plan – also referred to as the Affirmative Action Plan.



Vision, Mission, and Values

The Vision, Mission and Strategic Goal of the Oregon Health Authority directly influence those of the Public Health Division. Oregon Health Authority's vision, mission and values are as follows:

Vision: A healthy Oregon.

Mission: Ensuring all people and communities can achieve optimum

physical, mental, and social well-being through

partnerships, prevention, and access to quality, affordable

health care.

Strategic Goal: Eliminate health inequities in Oregon by 2030.

Values: Health Equity, Service Excellence, Integrity, Leadership,

Partnership, Innovation, and Transparency.

PHD's vision, mission and values are stated as:

Vision: Lifelong health for all people in Oregon.

Mission: To promote health and prevent the leading causes of death,

disease, and injury in Oregon.

Values: Service Excellence, Leadership, Integrity, Partnership,

Innovation, and Health Equity.

The Strategic Planning Process

The 2023-2027 PHD Strategic Plan is built upon a foundation of prior staff-led work from the PHD Health Equity Workgroup (HEWG) within the Division (see <u>HEWG 2019 summary</u>). To advance the foundational capability of health equity and cultural responsiveness, PHD leadership asked the HEWG to hold listening sessions to understand the strengths, barriers, and opportunities for increasing the diversity of the Division's workforce. The HEWG produced a summary from staff listening sessions with recommendations to increase workforce diversity at the Division (see <u>Appendix</u>).

In 2021 strategic planning began with a three-fold vision of (1) establishing the first staff-led, staff-informed strategic plan; (2) using an appreciative inquiry framework; and (3) elevating the voices of staff of color.

The Division accomplished this vision amidst the COVID-19 pandemic response, through the dedication of another staff-led workgroup – the Strategic Planning Engagement Team. This team engaged hundreds of staff from within the Division, including:

- Executive level leadership, supervisory managers and non-supervisory staff;
- Permanent and temporary staff;
- Staff from a variety of job classifications, sections, and programs;
- Staff of color and from Tribal communities who identified within racial and ethnic affinity groups; and
- Race-based Employee Resource Groups.

Development of the plan began with the explicit intention of elevating the voices of staff of color. The strategic planning process steps the Public Health Division took are detailed in the following timeline.

Strategic Planning Timeline

Jan - Apr 2022	 Engagement Team organized and modified the Appreciative Inquiry Approach, developed a workplan for staff engagement, and created materials for supporting the staff-led approach.
May 2022	 Engagement Team implemented and facilitated eight summits with PHD staff.
Jun - Jul 2022	 Engagement Team conducted qualitative analysis of the feedback from staff in the summits.
Aug 2022 - Jan 2023	 Engagement Team presented staff feedback themes and qualitative analysis from the summits. BAAA and POC ERG Leadership Teams consulted. Executive Sponsors advised on the prioritization process.
Apr 2023	• Executive sponsors and Engagement Team consult on next steps for producing a strategic plan that is strength-based and leads with racial equity.
May - Jun 2023	• Executive Sponsors provide approval and direction to create a strategic workplan based on themes and recommended actions. Implementation and Accountability Phase planning begins.
Jun - Aug 2023	Engagement Team and BAAA and POC ERG Leadership Teams provide feedback and recommendations for the final draft of the strategic plan.

• PHD Strategic Plan and a workplan for how the Division

will be transparent and accountable approved by PHD

Figure 3 The timeline of milestones from January 2022 to October 2023 for the Strategic Plan.

Leadership team.

Oct

2023

Strategic Planning Process Steps

Appreciative Inquiry Summits

The PHD strategic planning process used an Appreciative Inquiry (AI) approach.

Appreciative Inquiry (AI) is a strengths-based approach to strategic thinking. It builds on the already existing positive attributes of an organization and is collaborative at every stage. PHD modified the AI model to maintain focus on elevating the feedback and recommendations of staff of color and staff from Tribal communities.

The process of AI includes defining, discovering, dreaming, designing, and delivering. In early 2021, PHD interviewed a subset of staff and managers to support the defining step in the AI process. The first group of interviewees were asked a series of questions about their experiences both as staff and about the work they do at the Division.

PHD staff who identify as staff of color or staff who are not normally involved in strategic Division-wide work were invited to participate and asked to identify additional staff to interview. The goal was to ensure representation from all parts of the Division and staff working in diverse job classifications.

In all, approximately 40 people were interviewed. The most common themes from those interviews were used to create an Affinity Statement and the Division formed a Strategic Planning Engagement Team, both of which guided the planning process going forward.

Strategic Planning Affinity Statement

We engage and share power with communities to eliminate health inequities by:

- 1. Innovating, transforming, and collaborating with community to collectively determine priorities for health.
- 2. Elevating and honoring community knowledge, wisdom, values, and strengths.
- 3. Ensuring organizational policies, procedures, and culture are anti-bias and anti-racist.
- 4. Supporting growth and development opportunities to retain and recruit a thriving, diverse, and valued workforce representative of the people in Oregon.

It was decided by Division leadership that the community-focused topics (1 & 2) from the Affinity Statement would be addressed through the strategic initiatives of the 2020-2024 State Health Improvement Plan Healthier Together Oregon (HTO), and Public Health Modernization commitment to an equity-centered public health system that supports strong, vibrant communities (see Appendix).

The PHD Strategic Planning Engagement Team

The Strategic Planning Engagement Team included members from across the division who led the process of staff engagement to inform the Division's Strategic Plan. The Engagement Team's role was to:

- Plan and facilitate inclusive opportunities for PHD staff to engage in the PHD strategic planning process;
- Collect themes from engagement events;
- Communicate strategic planning progress to staff and the executive team; and
- Innovate.

The Engagement Team staff engagement efforts culminated with the summits held in May 2022. The summits were planned with a focus on the AI phase of dreaming. In the dream phase, the focus is on envisioning a desired future based on past successes. Each summit followed a similar sequence, starting with an overview on strengths, then small group conversations to develop prioritized lists on the summit topic.

Staff were invited to focus on one of the four above strategic plan affinity statements in the summits and include their responses to prompts on virtual sticky notes in an online whiteboard app (<u>Jamboard</u>). In these virtual summits, participants were supported by facilitators from the Engagement Team.

The Summit Agenda is included in the Appendix of this plan.

Prioritization of Staff Feedback

To ensure the Engagement Team was elevating the voices of staff of color, comments/suggestions from the summits' affinity spaces were prioritized and moved forward for review and consult by the OHA's race-based Employee Resource Groups (ERGs). Shared below are a few of the sticky notes from the summits that suggested future actions. These words are directly from staff and shaped the language of our Strategic Plan.

Hiring panels should be diverse. Gender presentation and racial/ethnic identity diversity without tokenizing.

All sections use same health equity hiring guidelines. Consider biases; training is consistent.

BIPOC staff career growth development – more BIPOC upper management.

Clear pathways for advancement for all classifications. Not only being inclusive but ensuring psychological safety for all division staff. More available affinity spaces in anti-racism trainings for PHD staff - for BIPOC staff and white staff.

Hire and integrate people with disabilities and other lived experience throughout OHA, utilizing the positive contributions to the work and the community.

Racially and ethnically diverse workforce is supported. More people of color are hired and retained. We hire staff from communities that are more marginalized. PHD provides a safe environment for people of color.

Life experience is valued as highly, if not more, than the "paper" of educational degrees.

Everyone takes anti-racism training.

Power sharing: BIPOC management does not always get the proper respect they deserve.

Racial Equity Approach

To validate the initial qualitative work, the Engagement Team engaged the leadership teams of the OHA People of Color (POC) and Black, African, and African American (BAAA) Employee Resource Groups (ERGs) by requesting additional feedback on the staff-identified priorities from two topics: "Anti-bias and anti-racist policies, procedures and culture" and "Supporting growth and development".

Members of the leadership teams from the OHA BAAA ERG and the POC ERG reviewed the themes and identified the most meaningful strategies for retention and engagement. Responses from the two ERGs identified two main priorities for action:

- Recruitment and retention of staff of color and staff from Tribal communities; and
- 2. Resources and focus on unlearning systems/processes/behaviors that stem from systemic racism with dedicated time for conversations.

The Engagement Team incorporated feedback from the leadership teams of the two ERGs and provided the draft priorities to the executive sponsors. The sponsors reviewed and directed the Engagement Team and the PHD Workforce Development Team to move forward with the development of a strategic plan.

The PHD Workforce Development Team held sessions for additional input from the Engagement Team and BAAA ERG and the POC ERG leadership teams on the draft priorities, objectives, and actions. Their advisement and recommendations were included in the form of comments and suggested changes.

Strategic Priorities, Objectives, and Actions

The 2023-2027 PHD Strategic Plan is a working document. Contents of this plan will be updated on an ongoing basis to reflect alignment with the OHA Strategic Plan, OHA Equity Advancement Plan, other agency strategic priorities and recommended practices. The actions proposed in this plan may be revised by the PHD Strategic Plan Accountability Workgroup (see Monitoring Strategic Implementation section).



Strategic Priority 1: Recruitment

PHD works to achieve workforce <u>parity</u> goal so leadership and staff reflect the diversity of the communities we serve.

Actions

- Align PHD processes with the OHA Equity Action Plan's equitable retention and recruitment recommended actions, specifically those prioritized for Divisions to implement.
- Follow the Equitable Hiring Practices: A toolkit for hiring managers and interview panels guidance to share job postings with OHA-ERGs, culturally specific Community-based Organizations (CBOs), universities, community centers, and job boards to specifically reach candidates from historically, contemporarily, and systemically marginalized communities.
- Develop specific processes and strategies around paid advertising, job fairs and internships to share financial responsibility for outreach.
- Continue to invest in <u>Oversight of the Interview Process Committee and</u>
 <u>Search Advocates</u> to prevent and mitigate bias in the recruitment process.

Objective 2

PHD seeks out the lived experience and skills (including language skills) of staff of color and staff from Tribal communities of Oregon, including through hiring practices within PHD.

- Establish a process to review position descriptions (PDs) to ensure culturally and linguistically appropriate skills and/or bilingual skills are included where appropriate.
- Research policies and practices of other agencies that ensure applicants receive experience or educational credit for their lived experience and language competency and translate lived experience into salary.
- Make recommendations to DAS and HR on ways to factor lived experience. Support processes by which the agency develops a standardized way to assess, and credit lived experience in the screening process.

PHD provides transparent communication throughout the recruitment and hiring process about classification and compensation policies and decisions.

- Oversight Committee to provide trainings and support for hiring managers about best practices for transparency in recruitment and onboarding to build and sustain diverse teams that reflect Oregon's socially, and economically marginalized communities.
- Create a quality assurance and improvement process that includes review of OHA policies and PHD procedures with a focus on making the default hiring and promotion processes welcoming, fair and inclusive for applicants of color.
- Implement a process to ensure accountability of assessing accuracy of position descriptions.



PHD provides mentorship opportunities.

Actions

- Collaborate with staff of color, and staff from Tribal communities on the design, alignment, and implementation of the OHA mentorship program.
- Develop peer support system for all new hires that aligns with agency initiatives.
- Develop efforts for PHD Managers that provide encouragement and fiscal support for staff to join externally hosted culturally specific leadership programs as an additional mentorship opportunity.

Objective 5

PHD managers and team leads support the use of affinity spaces.

- Provide training and support on guidance for offering Affinity Spaces.
- Use best practice and <u>Affinity Space Guidance</u> from the Division to offer affinity spaces.
- Implement and support affinity spaces to amplify concerns from staff who have been historically, contemporarily, and systemically marginalized and amplification results in solutions that improve experiences for staff and teams.

PHD will update onboarding processes to ensure they are fully accessible and that the needs of staff of color and staff from Tribal communities are included.

Actions

- Refine and update the onboarding process for employees beyond the trial service period.
- Offer a framework for onboarding that programs can use to ensure staff have access to resources at the program, section, division, and agency levels.

Objective 7

PHD will prioritize staff well-being.

- Invest in culturally responsive wellness supports.
- Create opportunities for culturally responsive connections in remote or hybrid work environments.
- Provide procedural and workload support to encourage staff to join and participate in ERGs.
- Support the expansion and benefits of the ERG program within PHD and the agency.
- Develop and implement a plan for assessing whether staff are being supported to participate in ERGs.

Strategic Priority 3:

Promotion and Development

PHD makes policies for promotional and developmental opportunities available. There is transparency in how these opportunities (i.e., job rotations, lead worker differential, reclassifications) are offered.

- Include staff of color and staff from Tribal communities in creating Division procedures and contributing to or implementing Agency policies for promotion, development, and tuition assistance.
- Support leadership training and development opportunities for staff.
- Provide coaching and management support for success in current and future roles.
- Track and assess whether promotions are available in parity for those who work remotely or in-person.
- Track and assess whether promotions are available in parity for staff of color and staff from Tribal communities as compared to white staff.

Strategic Priority 4: Organizational Culture

Require all PHD managers and staff to participate in racial equity, Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB) trainings.

Actions

- Require implicit-bias and racial equity training for all staff, especially those in leadership positions that include intentional harm prevention strategies to protect re-traumatization, harm and microaggressions within these trainings for staff of color and staff from Tribal communities.
- Require that PHD management trainings include topics in diverse hiring and inclusion practices.
- Allocate paid time and opportunities for all staff to focus on professional development goals.
- Provide optional additional trainings in DEIAB to foster belonging and strengthen inclusivity.

Objective 10

PHD will cultivate a supportive, trauma informed and trauma responsive workplace that prioritizes psychological safety.

- Follow the recommendations and guidance made available by the OHA Organizational Resilience and Healing Policy (ORHP) workgroup.
- Contribute to the development of agency policies and create division procedures and practices that address and eliminate discrimination and harassment around race and ethnicity.

Monitoring Strategic Implementation

Regular review of the implementation of the Strategic Plan will ensure that PHD is on track to meet the milestones that will be established in the implementation phase. In the same way that PHD's Strategic Plan is a staff-led, staff-informed plan the implementation of the plan and accountability of the Division will be monitored by an Accountability Team made up of staff and leadership from across the Division.

The workgroup will be resourced by the Office of the State Public Health Director with communication, coordination, and evaluative resources in the form of staffing with expertise in group process facilitation, assessment, and evaluation methods. The workgroup will be responsible for identifying milestones and developing an Accountability Plan that holds the Division accountable to implementation and maintain alignment with the OHA Strategic Plan and Equity Action Plan.

The Accountability Plan will further operationalize this plan by including measures and milestones and serve as the roadmap for accomplishing the actions. PHD Executive Leadership will report on priorities and progress towards reaching the objectives from the 2023-2027 PHD Strategic Plan in collaboration with the Accountability Team. Reporting will be accomplished through a variety of PHD All Staff communications channels, such as:

- PHD Monthly, Public Health Division's internal newsletter;
- The PHorum, the Public Health Forum;
- Public Health Division's Strategic Plan Our Work Link (OWL) page;
- Quarterly All Staff Meetings, a virtual gathering to share division-wide information;
- Quarterly Let's Talk Sessions, a virtual gathering intended to examine how we build a culture of belonging.

Linkage to State Health Improvement Plan

The strategic priorities of the 2023-2027 PHD Strategic Plan line up with the priorities of Healthier Together Oregon (HTO), Oregon's 2020–2024 State Health Improvement Plan. The plan includes strategies that will lead to better health outcomes for all people in Oregon. HTO's primary goal is to achieve health equity and its vision reads:

"Oregon will be a place where health and well-being are achieved across the lifespan for people of all races, ethnicities, disabilities, genders, sexual orientations, socioeconomic status, nationalities and geographic locations."

Grounded in data and community voice, HTO identifies "strategies to advance equity for these priority populations: Black, Indigenous, people of color, and American Indian/Alaska Native people, people with low incomes, people who identify as LGBTQ+, people with disabilities, and people living in rural areas. In early 2019, the HTO PartnerSHIP identified five priorities:

- 1. Institutional bias
- 2. Adversity, trauma, and toxic stress
- 3. Behavioral health
- 4. Economic drivers of health, and,
- 5. Access to equitable preventive health care.

Linkage to Performance System

The OHA Performance System uses a Fundamentals Map to visualize its measures and metrics. The OHA Strategic Plan and the Performance System are currently being redesigned to reflect the agency's strategic goal of eliminating health inequities in Oregon by 2030. As these two efforts evolve PHD's Performance System will also be redesigned to maintain alignment.

OHA is responsible for workforce equity and inclusion outcomes at the agency-level and accountable through measures established by the <u>2021-2023 Oregon Health Authority Equity Advancement Plan</u> by tracking and reporting on specific measures in OHA's Performance System. Specific measures include, "Outcome 5 – Improve OHA Workforce Equity and Inclusion" and "Process 3 – Developing and Supporting the OHA Workforce."



Glossary of Terms

Affinity Spaces – in the context of staff feedback provided, affinity spaces are a trauma-responsive venue (for example, in virtual work this would be a separate breakout room) offered for people with marginalized identities to share stories, discuss common challenges, and innovate solutions.

Appreciative Inquiry (AI) - a collaborative, strengths-based approach to change in organizations and other human systems.

Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB) -

- Diversity is the range of human differences, encompassing the
 characteristics that make one individual or group different from another.
 Diversity includes, but is not limited to, the following characteristics:
 race, ethnicity, culture, gender identity and expression, age, national
 origin, religious beliefs, work sector, physical ability, sexual orientation,
 socioeconomic status, education, marital status, language, physical
 appearance, and cognitive differences.
- **Equity** is the fair treatment, access, opportunity, and advancement for all people, achieved by intentional focus on their disparate needs, conditions and abilities.
- **Inclusion** is the intentional, proactive, and continuing efforts and practices in which all members respect, support, and value others.
- Accessibility is the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.
- **Belonging** is the secure feeling of being valued within and making valuable contributions to a team.

Parity – The OHA Equity Advancement Plan states that to achieve the strategic plan goal, OHA must become an anti-racist organization. It must also develop and implement workforce-focused initiatives to recruit, retain and advance a culturally responsive workforce that reflects, at minimum, Oregon's population demographics. The information presented in this report shows that OHA continues to experience ongoing challenges with meeting and exceeding parity, the major goal in affirmative action. For purposes of this report, OHA defines parity as achieving comparable representation of Tribal communities, communities of color, people with disabilities and females in every job category in the agency's workforce in the same proportion as they are represented in the potential labor market.

Appendix and References

Appendix

- 2019 HEWG Recommendations to Increase Workforce Diversity at the Public Health Division
- Public Health Modernization Equity-Centered Public Health System
- Strategic Planning Summit Agenda
 - o 2022 Strategic Planning Summit Jamboards
 - o 2022 Strategic Planning Summit Feedback Report

Reference

- Oregon Public Health Modernization
- 2020-2024 State Health Improvement Plan
- 2021-2023 Oregon Health Authority Equity Advancement Plan
- Oregon House Resolution 6
- Public Health Response to the Covid-19 Pandemic in Oregon
- Oregon Health Authority Office of Equity and Inclusion Equitable Hiring Practices: A Toolkit for Hiring Managers and Interview Panels
- The Center for Appreciative Inquiry A brief history of Al
- Government Alliance for Race and Equity (GARE)
- PHAB Domain 10: Build and maintain a strong organizational infrastructure for public health
- Oversight of the Interview Process Committee and Search Advocates
- Oregon's Public Health Workforce Interest and Needs Survey (PH-WINS)
 Summary Report
- Public Health Modernization: \$50 million for health equity in 2023-2025
- Public Health Division Strategic Plan
- About the Public Health Division
- 2021-2023 OHA Equity Advancement Plan (newly updated to the Diversity, Equity, and Inclusion Plan)