

## Public Health - Seattle & King County

### Racism is a Public Health Crisis / Equity and Social Justice

#### *Goal Area Plan 2023-24*

**Your Goal Area: Plans, Policies and Budgets**

**Lead(s): Michael Gedeon and Jessica Jeavons**

- 1) What is your process for developing this plan (who has participated from employees and communities)? How will they continue to be engaged? What systems of transparency and accountability will you create?**

**Budget plan process:** Budget staff met with employees twice and with an external community advisory group (the Pandemic and Racism Community Advisory Group [PARCAG] and Community Navigators) four times in 2022 to obtain employee and community perspectives on budget priorities. These groups prioritized language access and funded community partnerships, which were included in the 2023-2024 budget for the department.

**Strategic Plan process:** Public Health will undertake a strategic planning process in 2023. The plan will be informed by community partners and department employees. The Strategic Plan will align with Equity and Social Justice Planning for the department as nested within the county's plan. The department will accomplish strategic plan goals through its ESJ planning—so that the Strategic Plan is anti-racist throughout the process, and so the endpoint of the work prepares the department for anti-racism public health advances, and for addressing other public health threats, such as climate change, pandemics, maternal mortality, with an anti-racism lens that will help communities and the planet thrive.

**Policy process:** The Policy Team centers anti-racism in its work. It prioritizes policy work on public health and other sector's policies that lead to poor health for Black, Indigenous and other people of color. The Policy and Planning Team's mission is to act on upstream drivers of health in a deliberately anti racist way to maximize our health department's influence. Specifically, the Policy Team actively works to dismantle existing racist policies and replace these with policies that change systems to be more racially equitable, which benefits everyone. The Team works to support the public health work of department leaders in their work to meet immediate needs and reshape systems and policies to prevent them in the future, in healing and anti-racist ways.

The Policy Team responds to policy issues as they emerge and develops proactive policy priorities. The Policy Team worked with PARCAG to respond to policy opportunities related to race/ethnicity data disaggregation and COVID-19 policies in 2022. The Policy Team also worked with employee groups and community partners under contract, such as the Community Navigators and the Equity Response Team, to ensure that community perspectives are centered in policy work. Staff reported back to the community and employee groups to be transparent and accountable by providing information about what aspects of their advice was acted on or not.

- 2) Areas for action in next 2 years**

Inequities addressed	Actions, Objectives and Measures
<p>1. The Department’s previous strategic planning processes have not been explicitly antiracist.</p>	<p><b>Actions:</b> The Policy Team will undertake a strategic planning process for the department in 2023, for the first time since 2008. The strategic planning process will use “Racism is a Public Health Crisis” organizing principles, such as being anti-racist; focusing where negative impacts have been the most harmful; centering Black, Native, and Brown experiences and voices; being responsive, adaptive, transparent, and accountable; and focusing on root causes.</p> <p><b>Objectives:</b> Develop a department strategic plan that advances Racism is a Public Health Crisis values and strategies in 2022. Implement the plan in 2023 and beyond.</p> <p><b>Measures:</b> Completed strategic plan with employee and community input that advances Racism is a Public Health Crisis goals (completion is the measure and incorporation of employee and community perspectives are sub-measures).</p>
<p>2. Public health harms are the result of institutionalized and systematic racism and other systems of oppression.</p>	<p><b>Actions:</b> The Policy Roadmap work began in 2022. The Policy Team will work with department staff to develop a roadmap toward policy change – when the process is complete, the subject matter experts will have a 1-page policy agenda that describes local, state, and federal policy priorities, as well as a path toward policy change over time. The roadmaps include an analysis of how racism operates to prevent us from reaching policy goals. The roadmaps will include metrics for success and checkpoints for assessing impact, a process for holding ourselves accountable, and a plan for reevaluating and updating progress and priorities. The Policy Roadmaps will align with RPHC principles above and with the department’s Policy Strategies guidance that prioritizes upstream causes of health inequities, such as housing; dismantling racism by dismantling racist systems, and explicitly improving health for BIPOC residents of the county.</p> <p><b>Objectives:</b> work with internal employee subject matter experts on at least three policy issues, such as housing and overdose prevention. Each policy roadmap includes a section on working with community partners.</p> <p><b>Measures:</b> Create policy opportunity roadmaps that include employee and community partner perspectives for three issues in 2023 and in 2024.</p>
<p>3. Traditionally, the budget development process lacked engagement with the Community and staff. This flaw contributes to perpetuating embedded inequities in budget development. Over the past several budget cycles,</p>	<p><b>Objective</b></p> <ul style="list-style-type: none"> <li>• Improve engagement with the Community and staff in developing the 2025 budget.</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Meet with PARCAG (Pandemic and Racism Community Advisory Group) and Community Navigators to discuss lessons learned from the last budget process and plan for future budget processes.</li> <li>• Hold a Lunch and Learn for all staff to provide an update on the 2023-24 budget decisions, the department’s revenue and financial picture, and upcoming budget challenges and opportunities.</li> </ul>

<p>PH has worked on improving the transparency of the process and engagement with the Community and staff.</p>	<ul style="list-style-type: none"> <li>• Develop an engagement plan with the Community and staff that builds on the current strategic planning process. Explore how to expand to other community groups</li> <li>• Align engagement with Strategic Planning process</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• Develop measures tracking the level of participation in engagement efforts. (Consider adding a question to employee engagement survey)</li> <li>• Track results of how many areas of input advanced through each stage of process (decision package, department requested, Executive proposed, Council approved)</li> </ul>
<p>4. Equity is not embedded in the department process for initiating, drafting, updating, and approving written department administrative and operational policies.</p>	<p><b>Objective</b></p> <ul style="list-style-type: none"> <li>• Develop a transparent and collaborative process for initiating, drafting, approving, and updating written department administrative policies and procedures, incorporating an equity analysis at each appropriate step.</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Public Health (PH)'s records team (HIRRM) is leading a cross-division effort to revise the document that guides written policies and embed in the process centering equity in written department administrative and operational policies and procedures.</li> <li>• Provide an updated charter and schedule for completing this work.</li> </ul> <p><b>Measure</b></p> <ul style="list-style-type: none"> <li>• Complete work as described in the Charter.</li> </ul>
<p>5. Decision-making at the department level has not been transparent and inclusive, and has not systematically centered equity. The Risk appetite and SBAR model have not previously incorporated equity.</p>	<p><b>Objective</b></p> <ul style="list-style-type: none"> <li>• Update and promote using the Risk Appetite Statement and SBAR (Situation, Background, Assessment, and Recommendation), which prioritize equity in decision-making.</li> <li>• Develop and implement a decision-making process that is transparent and inclusive</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Updated the department's Risk Appetite Statement and SBAR.</li> <li>• Promote using these tools in conjunction with Policy Team's efforts to standardize a decision-making process</li> <li>• Provide technical assistance for managers and staff to use these tools.</li> </ul> <p><b>Measure</b></p> <ul style="list-style-type: none"> <li>• 100% of divisions bring at least one decision to ODIR through the decision-making process and use Risk Appetite Statement, equity impact review described in the Risk Appetite Statement, and SBAR to describe their decision.</li> </ul>
<p>6. Foundational Public Health Services (FPHS) planning has not typically been equity-centered</p>	<p><b>Actions:</b> Policy Team staff participated in statewide Foundational Public Health Services planning and funding meetings in 2022 and will continue to do so in 2023-2024.</p> <p><b>Objectives:</b> Staff emphasize RPHC values and policy strategy guidance in these policy-making meetings.</p> <p><b>Measures:</b> Attend at least six FPHS meetings, influence at least two policies of the group that are in line with RPHC principles.</p>