Public Health - Seattle & King County

Racism is a Public Health Crisis / Equity and Social Justice

Division Plan 2023-24

Your Division: Administrative Services Division

Division Director: Michael Gedeon

Person submitting plans: Michael Gedeon, Susan Eddy, Yinka Otusanya, Mary Jane Alexander, Dan Brandes, and Byron Williams

Preamble: We focus on working collaboratively with staff, community residents and organizations in historically marginalized communities to dismantle systems that perpetuate health inequities and health. We work to change our culture, practices, and systems to promote an environment where all people can thrive.

Many elements of this plan are an evolution of work that began before the pandemic, but the pandemic response exposed continuing weaknesses and highlighted opportunities for improvements. This plan is not a final, static document. It will continue to evolve throughout 2023-24.

1) **What is the division's 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? How**

Engaging Staff

- The process for developing this plan involved building on existing priorities discussed with staff over the past two years.
- The division Director, Deputy Director, and Section managers (Admin Team) drafted the plan and connected with staff for feedback at division all staff meetings, the division's Equity & Inclusion Team, and Section meetings.
- This document will be kept in a Teams site visible to all division staff.
- We will report on our progress towards completing this plan twice yearly at the Deputy Operations Team (DOT) meeting, All Staff meetings, and quarterly with our Equity and Inclusion Team.

Engaging Community

- The Admin Team and staff work with the Office of Equity and Community Partnerships team to engage the Community in our work related to equitable contracting and budget. This includes co-managing existing consultant contracts to help collect feedback from participants engaging with the federal COVID 19 and Health Equity (CHE) grant work that is currently underway.
- Division leads already met with PARCAG in 2023 on budget development and equitable contract. We will continue to connect with PARCAG to share updates on this work and receive feedback.
- Community partnership is a crucial part of the recently awarded CDC Public Health Infrastructure grant. We are working with OECP to form a group of community partners to advise on the work of this grant.

Engaging Peers/Partners

- The Admin Team regularly collaborates with our colleagues to set division goals, most prominently as part of the Deputy Division Director's Operations Team meetings.

2) **Priorities for the next 2 years will be on Racism is a Public Health Crisis policies and budget, workforce/workplace equity and community partnerships**

A. Racism is a Public Health Crisis policies and budget

Inequities addressed	Actions, Objectives and Measures
1. Equity is not embedded in the department process for initiating, drafting, updating, and approving written department administrative and operational policies.	**Objective** • 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. **Actions** • 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. o HIRRM will work with the staff team and sponsors to provide an updated charter and schedule for completing this work. **Measure** • Completing work as described in the Charter.
2. Continue the journey to integrate equity and anti-racism in decision-making.	**Objective** • Update and promote using the Risk Appetite Statement and SBAR (Situation, Background, Assessment, and Recommendation), which prioritize equity in decision-making. **Actions** • Updated the department's Risk Appetite Statement and SBAR. • Promote using these tools in conjunction with Policy Team's efforts to standardize a decision-making process • Provide technical assistance for managers and staff to use these tools. **Measure** • TBD: One possible measure is to survey department managers and supervisors in 2023 on using the Risk Appetite Statement and SBAR in decision-making.
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, PH has worked on improving the transparency of the process and engagement with the Community and staff.	**Objective** • Improve engagement with the Community and staff in developing the 2025 budget. **Actions** • 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. • 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. • 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 • Align engagement with Strategic Planning process **Measures** • Develop measures tracking the level of participation in engagement efforts. (Consider adding a question to employee engagement survey) • Track results of how many areas of input advanced through each stage of process (decision package, department requested, Executive proposed, Council approved)

B. **Workforce/workplace equity**

Inequities addressed	Actions, Objectives and Measures
1. Traditionally, in the Public Health Fund, staff training and professional development opportunities were not funded or encouraged. This particularly impacted staff in entry-level classifications who were interested in accessing opportunities that could advance their careers.	**Objective** • Provide and promote opportunities for training and professional development for all staff in the Admin Division. **Actions** • Like last year, designate funding for training and professional development. • Promote training and professional development through All Staff and Section meetings and through training and professional development plans developed between supervisors and staff. • Encourage supervisors to address potential workload barriers to accessing training and professional development. • Share training tracking tool so approved training is visible to staff as an encouragement to request and participate in training • Create an Admin SharePoint page that provides links to department, county, and outside training resources, including training recommendations. • Fund education and skill-building for staff to understand how to dismantle systems of power, privilege, and other forms of oppression in the workplace. **Measures** • Collect and track the use of training dollars. • Identify equity goals for supervisors and managers during the EPAS process. • Results in our Employee Survey, Growth and Development category.
2. Until recently, our division did not have a group of employees who provided an independent perspective to support the division's equity and RPHC journey. The division's Equity and Inclusion Team is focused on supporting this work, and the Admin Team recognizes the importance of sustaining and building on this work.	**Objective** • Supporting the work of the division's Equity and Inclusion Team (EIT) to advance workplace equity and bring transparency and accountability to the division's equity and RPHC work. **Actions** • Provide direct leadership support from the Admin Team to the Equity and Inclusion Team to help remove barriers and champion efforts highlighted by the team. • Promote visibility to the division in All Staff meetings, Section meetings, and SharePoint. • Explore a way to support staff to have dedicated time to participate in ESJ efforts. (Check with other departments who may have been done this.) • Support EIT priorities including o Identify trends and work towards more equitable hiring practices that promote diversity of staff in the division **Measure** • Presenting and surfacing work at Admin All-Staff and other meetings • Addition of new members to the Equity & Inclusion Team • The group's impacts on policies
3. Traditionally, the budget development process lacks engagement with the Community and staff. This contributes to perpetuating embedded inequities in the budget. Over the past	See RPHC Policies and Budget

	several budget cycles, PH has worked on improving the transparency of the process and engagement with staff.	
4.	Build Trust and Transparency in HR Processes and Practices (cross posted from workforce/workplace)	Engage division staff in learning their rights as employees, where to find information about HR policies (labor contracts, King County Code, Personnel Guidelines, etc.) and practices. Information-sharing regarding the practices and processes in which employees may participate (for example, investigations, reclassification, protected leaves, hiring, etc.) In addition to PHHR's "No Wrong Door" practice, this campaign may include roadshows to team meetings, signposting using SharePoint, communication via PH newsletter. Public Health HR acknowledges the HR body of work's historical role in upholding institutional and systemic racism, is committed to equity and inclusion and in shifting HR practices and procedures to align with a Relational Culture and advocating for changes in County policies. PHHR will embark on conducting an assessment of how white dominant culture shows up in our work and making adjustments to practices and procedures that align with Relational Culture. Collaborate with HR to research, assess and work toward consistency in HR practices across the Department that are rooted in equitable best practices.
5.	Equitable Hiring/Onboarding Practices (cross posted from workforce/workplace)	Looking at new hire forms and gender identity • Workgroup established • Looking at new hire forms with participants from DPH established workgroup and provide recommendations • Making distinction between DPH forms, County forms, and establishing which stakeholders' feedback should go to • Intend to share feedback with DHR's Jessie Carter around Gender Expression module in PeopleSoft for upcoming Open Enrollment Passive Candidate Engagement-engaging the pipeline • Identify Tools needed for Passive Candidate Engagement • Ongoing HR training / support regarding passive candidate engagement Recruitment Process Standardization-standard work for HRAs • Workgroup established • Identifying pain points, efficiencies, and stakeholders • Create ideal hiring process • Engage with external stakeholders regarding process • Create tools / resources for Hiring Managers to support process standardization and consistency Equity in Recruitment-how we can incorporate equity into the process • Understand intersection of HR policies, Contracts, Personnel Guidelines, KC Code, and Recruiting / Hiring • Identify equity practices related to Recruiting / Hiring • Add to standard Recruiting / Hiring process Employee Onboarding • New Hire Resources (SharePoint) • Lead process improvement effort to streamline onboarding process and make it positive and welcoming experience for new staff

C. **Community Partnerships**

Inequities addressed	Actions, Objectives and Measures
1. Traditionally, the budget development process lacks engagement with the Community and staff. This contributes to perpetuating embedded inequities in the budget. Over the past several budget cycles, PH has worked on improving the transparency of the process and engagement with the **Community**.	See RPHC Policies and Budget
2. Contracting equity concerns continue to surface from our community partners, particularly out of the experience with the pandemic response. (Examples of concerns include the inability to "find information about best practices for contracting with Public Health", that "it's difficult for small CBOs to be able to access grants", "it's hard to secure good insurance", "it takes a long time to get paid", it's difficult to understand terms and conditions in the contract, and "we need to capture community capacity in RFP, not enough staffing to help community.")	**Objectives** • Partner with the Community in identifying barriers to equitable contracting and work towards developing changes to the contracting process to remove as many barriers as possible. • Ensure that changes to support a more equitable and efficient contracting/payment process occur consistently across all divisions and to the extent possible for all funding sources. **Actions** • Complete community meetings to assess community-based organizations' contracting needs and assessment of past performance. • Develop visual management tools and communication best practices to promote awareness and accountability. Topics include fundamentals of contracting with Public Health, roles and responsibilities, lessons learned, capacity building and technical assistance, interpretation, timely payments, feedback and changes to the budget, feedback and changes from community input, and outcomes of funded projects. • Develop a sustainable approach – regardless of funding sources (e.g., beyond BSK) – to provide contracting and capacity-building opportunities • Inventory equitable contracting practices across the department • Complete consultant analysis for improving equity in contracting practices and • Develop a future state map of the entire contracting process (pre- and post-award, including payments) that incorporates equitable and efficient contracting practices for the department. • Provide technical assistance to organizations contracting with Public Health. **Measures** • Number of policies and procedures targeted for revision and those that have been updated. • Track the number of capacity-building and technical assistance opportunities we're providing. • Completed surveys to help us understand how best to engage community-based organizations and what their needs are. • Develop measurement tools to track timely payment of invoices. Create charts that shows payments in 30-60-90 day timeframe

3.	Gift cards, incentives, and stipends are important tools to support community participation. The concern is whether we are striking the right balance of administering these tools with minimal barriers and ensuring adequate oversight and internal controls.	Objective • Review and update policies and processes for gift cards, incentives, and stipends to support community participation and meet standards for oversight and internal control. Actions • Work with OECP to partner with Community to review and update policies and processes for gift cards, incentives, and stipends • Increase utilization of the smart sheet tool which can provide quicker payments than check payments. Measures TBD