

Public Health - Seattle & King County

Racism is a Public Health Crisis / Equity and Social Justice

Division Plan 2023-24

Your Division: Emergency Medical Services (EMS)

Division Director: Michele Plorde

Person submitting plans: Kelly O'Brien (EIB Manager II) in collaboration with EMS/Equity, Racial and Social Justice (ERSJ) Core Team, EMS Senior Staff Leadership Team, and the King County Fire Department's DEI Network.

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?

The current plan was developed primarily by adapting the previously submitted Division Plan 2021-22; Equity and Social Justice Accountability Plan; Division & Goal Progress: End of 2022; and the 2023 Annual Work Plan. In analyzing and synthesizing existing goals and ERSJ actions in the division, this year's submission seeks to clarify the specific inequities EMS ERSJ work is addressing, as well as the actions, objectives, and metrics paired to these observed inequities.

Additionally, the EIB Manager will conduct an emergent strategy that engages with senior staff, members of the EMS CORE Team and the King County Fire Department's DEI Network for feedback on this workplan for resubmission to OERSJ in Q3 2023. This plan will be a living document that evolves with appropriate revisions as the EMS ERSJ community review its contents.

All iterations of the plan will be made available to Fire/EMS Division staff online via Microsoft Teams saved under documents, distributed to staff via e-mail groups and listservs; and forward facing to the public via the EMS division website.

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
<p>1. The traditional lack of funding for ERSJ WORK. Availability of funds to support equity work.</p>	<p>Objectives: To provide sustainable funding for ongoing ERSJ priorities in the EMS Division in partnership King County Fire Chiefs Association.</p> <p>Actions: 1. Ensure continued financial support through EMS levy funds for ERSJ work in the EMS levy planning process.</p> <p>Measures: 1. Integration of ERSJ principles and analysis in the levy planning process. 2. Direct funding allocated for ERSJ work in the EMS budget.</p>
<p>2. The need to create and maintain policies that lead with intersectional equity principles. .</p>	<p>Objectives: To integrate ERSJ principles into all EMS policies and to establish the EIB Manager’s role and responsibilities in the organization.</p> <p>Actions: 1. Conduct an EMS policy review over the next two years that coincides with the EMS levy planning process where leading with intersectional equity is the priority. 2. Establish through practice and regulations the role and responsibilities of the EIB Manager in EMS business for sustainable improvement of equity, inclusion, and belonging fact.</p> <p>Measures: 1. Measure of EMS policies reviewed and updated with the integration of ERSJ principles from the ground up. 2. Analysis of comprehensive integration of ERSJ principles in the levy planning processes. 3. Revised and updated policies that include the roles and responsibilities of the EIB Manager internally with the workforce and externally with how EMS serves King County constituents.</p>
<p>3. The ERSJ knowledge and competency deficit in supervisors and staff throughout the division.</p>	<p>Objectives: To raise ERSJ knowledge and competency levels throughout the division in a way that is reflected in updated practices and regulations, as well as an evolving relationship with the communities we serve.</p>

	<p>Actions:</p> <ol style="list-style-type: none"> 1. Comprehensive ERSJ training for all staff beginning with EMS senior staff, the leadership, and the EMS ERSJ Core Team. <p>Measures:</p> <ol style="list-style-type: none"> 1. The creation and adoption of basic and advanced ERSJ training courses to be completed by EMS personnel with established competencies measured. 2. The number of staff in the agency and in partner agencies who have achieved basic and advanced competencies in ERSJ. 3. The creation of ERSJ learning spaces and communities of practice for EMS personnel.
<p>4. Lack of long-term sustainability of DPH ERSJ efforts due to short term budgeting and anticipated revenue deficits.</p>	<p>Objectives:</p> <p>To ensure that we support the ERSJ efforts of our Department of Public Health Division partner facing budget shortfalls due to county fiscal measures and the end of emergency COVID funding.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Identifying areas of partnership between EMS and other DPH divisions where EMS funding may be supportive in the same way we support the King County Fire Departments in cooperation with the Office of Equity, Race, and Social Justice (OERSJ), as well as the Office of Equity and Community Partnerships (OEC) in furtherance of the department’s commitment to addressing racism as a public health crisis. <p>Measures:</p> <ol style="list-style-type: none"> 1. Intradepartmental relationships developed. 2. Level of support provided for PHSKC departmental ERSJ work.

B. Workforce/Workplace Equity

Inequities addressed	Actions, Objectives and Measures
<p>1. The Fire/EMS field is historically dominated by white-male personnel and white-centered practices modeled on a paramilitary system.</p>	<p>Objectives: To create a workforce that is more reflective of King County’s ethnic and intersectional racial demographics and cultural practices. To create a work culture that embraces King County’s diversity and creates relational policy that works for all recruits.</p> <p>Actions: 1. Support KCFCA Diversity & Recruitment Workshop and other recruitment projects. 2. Develop practice to review retention data and policies in the Fire/EMS 3. Analysis of disciplinary policy and history in Fire/EMS.</p> <p>Measures: 1. FIRE/EMS Workforce demographics; 2. Internal report on retention and disciplinary actions to understand where the agency sits on the Continuum on Becoming an Anti-Racist Multicultural Organization. 3. Development of a plan to integrate cultural competency and restorative justice education and practices in Fire/EMS practice and paramilitary culture.</p>
<p>2. Equitable Future of Workspace.</p>	<p>Objectives: To create and enact Equitable Future of Workspace recommendations for King County Fire/EMS Administrative and other applicable staff that considers intersectional equity issues and a post-COVID workforce reality.</p> <p>Actions: 1. Development of an Equitable Future of Workplace Plan based on the Anti-Racist principles, relational culture, as well as recommendations from OERSJ and OECF. 2. Determine employee satisfaction with Future of Workspace plan over the year after they have been enacted through a survey or additional engagement.</p> <p>Measures: 1. A documented and comprehensive Future of Workspace plan for all employees using different hybrid and office models taking business and employee needs into consideration. 2. Results and analysis of employee satisfaction survey.</p>

<p>3. Continued integration of ERSJ principles and practice in Fire/EMS Division culture.</p>	<p>Objectives: The rebuilding of an internal institutional infrastructure to enact ERSJ principles in the Fire/EMS workforce.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Rebuilding EMS ERSJ Core Team. 2. Employee engagement plan for review of the EMS Racism is a Public Health Crisis / Equity and Social Justice Division Plan 2023-24. <p>Measures:</p> <ol style="list-style-type: none"> 1. Development of EMS ERSJ Mission, Vision, and Values 2. Fire/EMS Division ERSJ Core Team recruitment plan. 3. Fire/EMS ERSJ CORE Team membership numbers. 4. Employee engagement feedback results, documentation/report, and updating the workplan by the end of Q3 2023.
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C. Community Partnerships

Inequities addressed	Actions, Objectives and Measures
<p>1. Addressing the demographic disparity between the make-up of Fire/EMS Division personnel and the communities we serve in King County.</p>	<p>Objectives: Increase the demographic diversity of Fire/EMS so it truly reflects the communities we serve in King County.</p> <p>Actions: 1. King County Fire Chiefs Association (KCFCFA) DEI subcommittee recruitment projects. 2. KCFCFA supported leadership training for Fire/EMS. 3. Development of a regional diversity toolkit.</p> <p>Measures: 1. Diversity and demographic figures over the implementation of KCFCFA recruitment projects. 2. Development of competencies and shared learning space for Fire/EMS leadership. 3. Degree of Implementation of KCFCFA Toolkit for Advancing Diversity, Equity, and Inclusion in King County Fire and Emergency Services in pilot and reviewed projects and programs across Fire/EMS.</p>
<p>2. Dominance of white-male centered culture in the Fire Dept. and EMS Division.</p>	<p>Objectives: To uproot dominant and inflexible white-male centered paramilitary culture in favor of a work culture that is more inclusive, diverse, culturally competent, and reflective of all the communities King County Fire/EMS serves while improving standards for care, training, and innovation in accordance with the best practices in the industry.</p> <p>Actions: 1. Continued support of the Future Women in EMS/Fire program and continued expansion from the current 15 agencies connected to the program. 2. Continued support of the S.T.A.R. program. S.T.A.R. stands for Strategic Training and Recruitment. This program specializes in training for EMTs with a focus on recruiting EMTs as diverse as the beautiful communities they will serve throughout King County. Performing an updated evaluation of the program’s design, effectiveness, and impact. 3. Continued support of the semi-annual KCFCFA Diversity and Recruitment Workshop.</p>

	<p>Measures:</p> <ol style="list-style-type: none"> 1. Tracking demographics and recruitment numbers from the KCFCA Fire/EMS recruitment projects. 2. Tracking agency hires coming out of these programs. 3. Tracking retention of hires from these recruitment programs.
<p>3. Inequitable engagement with and access to EMS Division for traditionally underserved ethnic communities and other vulnerable populations.</p>	<p>Objectives:</p> <p>To engage and provide direct funding to community organizations that have established a solid framework for engaging with underrepresented and underserved communities in order to ensure more equitable access to Fire/EMS services and support.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Continued support of the Vulnerable Populations Strategic Initiative (VPSI) through the EMS levy planning process. 2. Expansion of community organization membership and supporting specific needs and asks that the partners have determined are needed for continued benefit to these traditionally underserved communities. 3. Increased engagement, collaboration, and relationship with partner community organizations. <p>Measures:</p> <ol style="list-style-type: none"> 1. Development of criteria for partnership in the VPSI program by working to identify the common and important characteristics of current VPSI community partners. 2. Establishment of appropriate meeting and site-visit cadences to meet the needs of our current community partners for collaboration, raising awareness of EMS needs, and expanding the program. 3. Budget measures in the EMS levy process that take into account the increased needs for partnerships like those that serve the needs of King County's vulnerable and underserved communities.