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Health and Racial Equity Action Plan

June 17, 2024

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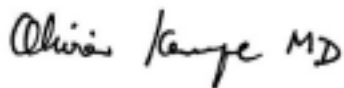PUBLIC HEALTH
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It is with great pleasure that I present to you the Sacramento County Public Health (SCPH), Health and Racial Equity Action Plan (HREAP). This five-year action plan was developed to support SCPH's commitment to building community partnerships, strengthening equity infrastructure, and increasing transparency to advance health and racial equity.

In November of 2020, Sacramento County Board of Supervisors declared Racism as a Public Health Crisis, acknowledging "institutional, structural, systematic and interpersonal" racial issues being a root cause that threaten the health and well-being of our residents. SCPH aims to build programs and partnerships to ensure you, your families and communities have fair and just opportunities to be as healthy as possible so that race no longer determines one's life expectancy and quality of living.

I would like to thank the community-based organizations and Equity and Wellness Institute who collaborated with us to develop this plan. A special thank you to the SCPH staff and the Health and Racial Equity Unit who helped build the foundation to support this work and those who continue to help us achieve our vision of optimal health for Sacramento communities.

On behalf of SCPH, I invite you to join us on this important journey to accelerate community trust, health, and well-being for this generation, and those to come.

Sincerely,

Olivia Kasirye MD

Olivia Kasirye, MD, MS

EXECUTIVE SUMMARY

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Sacramento County Public Health (SCPH) has been working in collaboration with The Equity and Wellness Institute and community-based organizations to develop a Health and Racial Equity Action Plan (HREAP). **The purpose of the HREAP is to serve as the equity strategy and implementation plan to further advance health and racial equity within SCPH.** This is different than the Community Health Improvement Plan (CHIP), which is community owned with the purpose of coordinating efforts and targeting resources to address root causes of health inequities for all of Sacramento County; whereas the HREAP is an internal SCPH plan that aims to drive systems change and build internal equity infrastructure through policy development, capacity building and community engagement. Through this five-year action plan SCPH aims to amplify community voices, cultivate trust, and fortify relationships to enhance the health and well-being of Black, Indigenous and People of Color (BIPOC) and other communities experiencing health inequities and disparities. The ultimate vision is to ensure that every individual, regardless of their background, has an equal opportunity to attain optimal health outcomes. SCPH strives to achieve this vision by changing systems and cultivating long-lasting impact.

The HREAP is informed by a collection of data sources and current SCPH plans including:
1. *The Equity and Wellness Institute Key Themes and Recommendations*
2. *Staff Equity Capacity Assessment*
3. *Equity Infrastructure Assessment*
4. *Community Health Improvement Plan*

Three **areas of focus** were developed following an analysis of the findings from the four data sources listed above:
- Community Engagement
- Workforce and Capacity Building
- Organizational Policies and Practices

Mirasol Community Garden [Photo Credit: Henry Nguyen, 2023]

Areas of focus

Community Engagement

Build community power to deepen relationships, trust and support structures that foster strong collaborations with the community.

Workforce and Capacity Building

Recruit, hire, and develop a professional workforce that reflects the populations served and communities facing health inequities and provide opportunities for staff to learn and discuss equity topics and incorporate their learning into practice.

Organizational Policies & Practices

Strengthen organizational equity infrastructure to advance health and racial equity through policy and program development, effective communication, community engagement, monitoring and evaluation.

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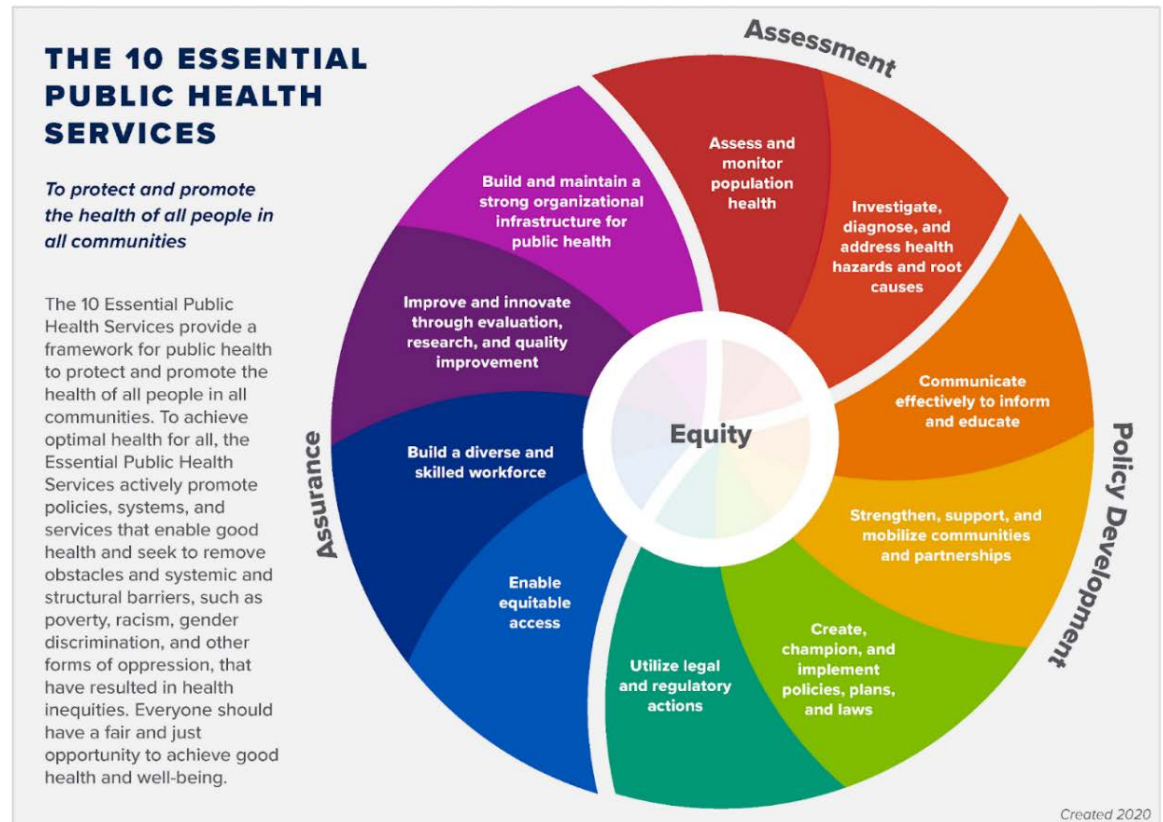PUBLIC HEALTH
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OVERVIEW

Sacramento County covers 984 square miles and is home to the California state capital, 1.5 million residents and seven cities. The population of Sacramento County's unincorporated area is 564,657. The Sacramento Metropolitan Area is the largest in the Central Valley, and is the fourth largest in California, behind Los Angeles, San Francisco Bay and San Diego. Sacramento County has seven incorporated cities including City of Sacramento, Citrus Heights, Folsom, Rancho Cordova, Elk Grove, Isleton and Galt.

The Department of Health Services (DHS) provides community-wide health services to Sacramento County residents. DHS programs and services are provided through: Public Health; Behavioral Health Services; and Primary Health Services.

Sacramento County Public Health (SCPH) provides health education and primary prevention services and is a central part of a comprehensive network of public health services responsible for providing accurate health information to the local communities.

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SCPH monitors the health status of Sacramento's residents, sets health priorities and evaluates the effectiveness of health initiatives. SCPH is currently staffed by approximately 400 full time employees organized into multiple programs and offices; each tasked with ensuring and/or providing the 10 essential public health services to help the agency achieve its mission.

SCPH serves a racially/ethnically diverse population including 56.3% of Sacramento County residents and 68% of Sacramento City residents respectively who identify as Black, Indigenous and People of Color (BIPOC). Both county and city residents are linguistically diverse with threshold languages including Arabic, Cantonese, Farsi, Hmong, Russian, Spanish, and Vietnamese. SCPH also serves a more economically marginalized population compared to the state overall, with average earnings 17.4% (County) and 21.8% (City) lower than the State; and a higher proportion living below 100% poverty line (15.7% City vs. 12.6% State) and receiving supplemental nutrition assistance (12.1% City vs. 9.0% State).

Figure 1: CDC - 10 Essential Public Health Services - Public Health Infrastructure Center

Following the declaration by the Sacramento County Board of Supervisors of Racism as a Public Health Crisis in November 2020, SCPH formed the Health and Racial Equity (HRE) Unit in April 2022 to build on the momentum to advance health and racial equity. The HRE Unit consists of five full time dedicated equity staff who work to expand and build health and racial equity programs, policies, and practices throughout SCPH to eliminate, mitigate, and prevent existing and future health disparities and inequities that Black, Brown, Indigenous, people of color (BIPOC) and other communities experiencing inequities in Sacramento County.
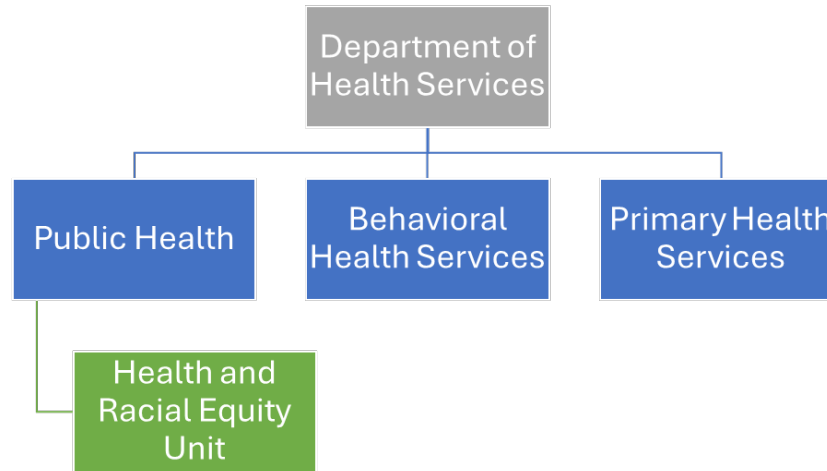
Figure 2: Health & Racial Equity Unit Structure

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Cultivating Collaborations and Systems Change

In 2023, SCPH contracted with two local consulting firms: ONTRACK Program Resources and The Equity and Wellness Institute to develop and facilitate an equity capacity organizational assessment, develop and implement a health and racial equity employee training capacity plan, develop a health and racial equity strategic action plan, and subsequent actions to support the implementation of health and racial equity efforts throughout SCPH programs, policies and workplace culture.

SCPH has been working in collaboration with The Equity and Wellness Institute and community-based organizations to develop a Health and Racial Equity Action Plan (HREAP). The purpose of the HREAP is to serve as the equity strategy and implementation plan to further advance health and racial equity. While the Community Health Improvement Plan (CHIP) is community owned with the purpose of coordinating efforts and targeting resources to address root causes of health inequities for all of Sacramento County, the HREAP is an internal SCPH plan that aims to drive systems change and build internal equity infrastructure through policy development, capacity building and community engagement. Through this five-year action plan SCPH aims to amplify community voices, cultivate trust, and fortify relationships to enhance the health and well-being of Black, Indigenous and People of Color (BIPOC) and other communities experiencing health inequities and disparities. The ultimate vision is to ensure that every individual, regardless of their background, has an equal opportunity to attain optimal health outcomes. SCPH strives to achieve this vision by changing systems and cultivating long-lasting impact.

Health and Racial Equity Action Plan 2024 - 2029

Guiding Principles

To embark on the journey towards advancing health and racial equity, it is crucial to collectively envision systemic change and establish a solid foundation of guiding principles. The following principles are rooted in values and serve as the bedrock upon which the HREAP was crafted:
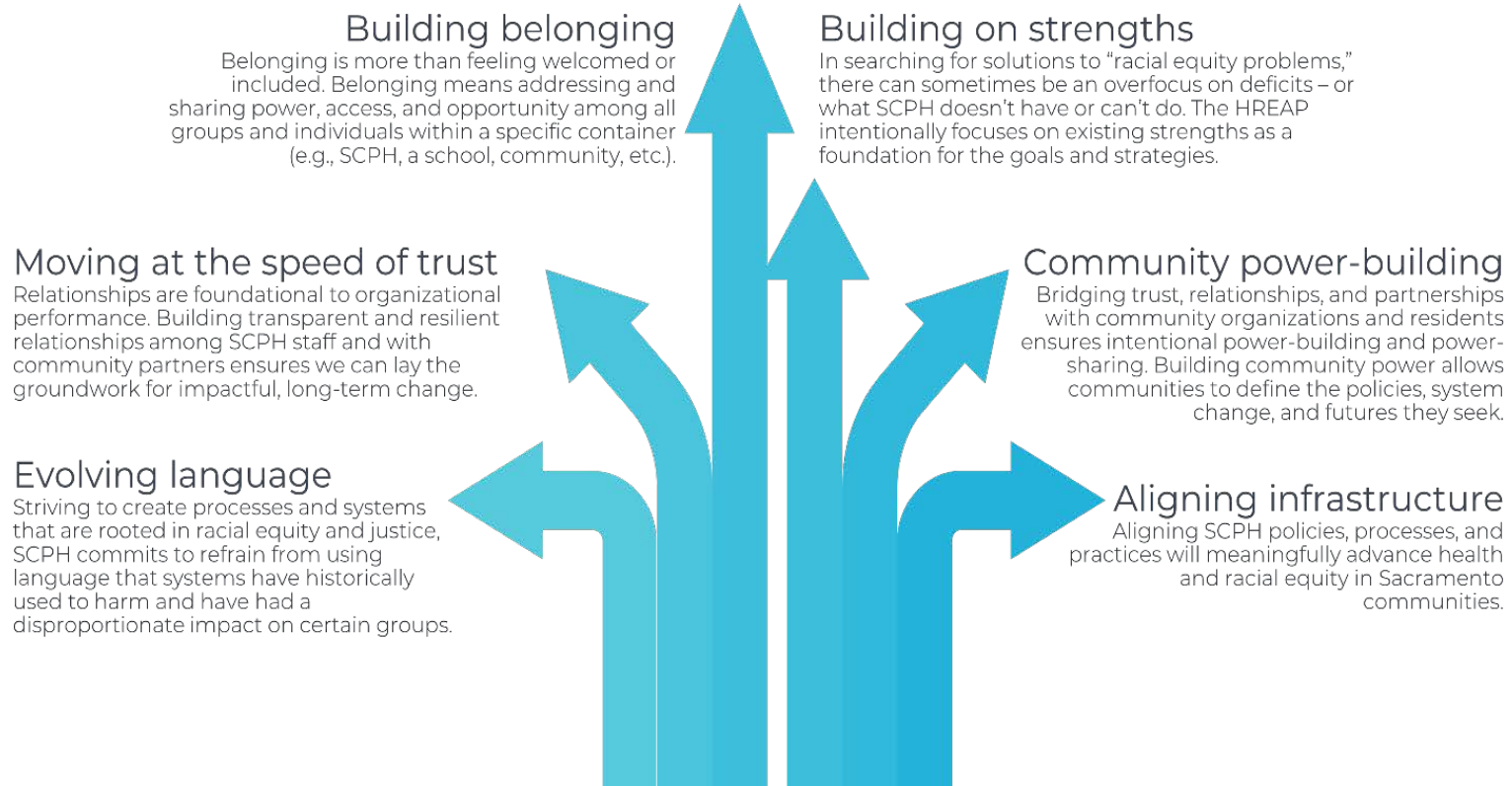
Building belonging
Belonging is more than feeling welcomed or included. Belonging means addressing and sharing power, access, and opportunity among all groups and individuals within a specific container (e.g., SCPH, a school, community, etc.).

Building on strengths
In searching for solutions to "racial equity problems," there can sometimes be an overfocus on deficits – or what SCPH doesn't have or can't do. The HREAP intentionally focuses on existing strengths as a foundation for the goals and strategies.

Moving at the speed of trust
Relationships are foundational to organizational performance. Building transparent and resilient relationships among SCPH staff and with community partners ensures we can lay the groundwork for impactful, long-term change.

Community power-building
Bridging trust, relationships, and partnerships with community organizations and residents ensures intentional power-building and power-sharing. Building community power allows communities to define the policies, system change, and futures they seek.

Evolving language
Striving to create processes and systems that are rooted in racial equity and justice, SCPH commits to refrain from using language that systems have historically used to harm and have had a disproportionate impact on certain groups.

Aligning infrastructure
Aligning SCPH policies, processes, and practices will meaningfully advance health and racial equity in Sacramento communities.

Figure 3: HREAP Guiding Principles

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Process

The plan was informed by multiple data sources to be inclusive and current plans so that this HREAP could strengthen existing efforts. These data sources include:

1. **The Equity and Wellness Institute Key Findings, Themes and Recommendations (see appendix 1)**

The Equity and Wellness Institute (EqWI) and the SCPH Health and Racial Equity (HRE) Unit worked together to conduct a staff and community assessment that contributed to the development of a Health and Racial Equity Action Plan (HREAP). This assessment summarized information from the following sources:

o **Confidential Data and Documents Review:** January-March 2023, EqWI reviewed numerous SCPH internal documents which ranged from grant documents, internal reports, press releases, internal guidelines, resource guides, and workplace policies.

o **Best Practices Research:** January-March 2023, EqWI performed a local, state, and federal environmental scan to observe how other public entities integrate health and racial equity into their initiatives, identifying best practices, and lessons learned.

o **Internal and External Interviews:** March-May 2023, EqWI conducted 11 individual interviews with SCPH staff and eight key community partners to understand SCPH's baseline knowledge of racial equity principles, and to hear their goals, vision of the work, and concerns.

o **SCPH Staff Town Hall/Listening Session:** April 2023, EqWI conducted a 90-minute Town Hall listening session with fifty-five SCPH staff to discuss efforts to improve SCPH's vision for racial equity and community engagement practices. This session focused on the staff's definition and vision for equity, their expectations for workplace culture and racial equity practices, current community engagement practices, expectations of county residents who are being provided services, and what concerns government institutions have regarding health and racial equity and community engagement.

o **Evaluation of Resources:** February-June 2023, EqWI Assessed SCPH's current resources and budgets to develop financial recommendations that align with its emerging plan - with a specific focus on racial equity initiatives.

o **Focus Groups:** May-September 2023, EqWI conducted three robust focus group sessions involving a total of 16 community partners, aiming to strengthen collaborative efforts and foster community engagement with SCPH. The sessions served as a platform for open dialogue, allowing participants to share their perspectives, challenges, and aspirations regarding the community engagement practices of SCPH.

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o **Community-Based Participatory Process (CBPP):** November 2023 to January 2024, EqWI conducted the Community-Based Participatory Research (CBPR) process with five community-based organizations in Sacramento. The organizations included the Asian American Liberation Network, Mutual Assistance Network, Sacramento Native American Health Center, United Latinos, and Youth Forward. CBPR is a research framework that centers the community or group of focus as a key partner in the research process. This approach focuses on collaboration, empowering communities, and ensuring an equitable approach to studying an issue and finding solutions that are driven by those who are most affected. The five partners were involved in a three-part training series that covered an introduction to CBPR, data collection methods, and how to analyze the data collected to develop a report on their findings and recommendations. The partners chose their topics of interest, developed their preferred data collection method (focus groups, key informant interviews, surveys, and town halls), and analyzed their own data to develop recommendations report for SCPH. In total, 615 community members were engaged throughout this process to develop the reports. (*see appendix 1a*)

o **Community Listening Sessions:** April 30 and May 6, 2024, EqWI facilitated community listening sessions to present the HREAP process and share the initial themes and findings. These listening sessions provided an opportunity for community and SCPH employees to give feedback on the themes and recommended actions proposed by EqWI. A total of 89 SCPH employees and community partners attended these sessions and provided valuable feedback. The feedback from these sessions were taken into consideration when developing the HREAP goals, objectives, and activities.

Figure 4: Equity and Wellness Institute's Data Collection Methods

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The following themes were identified from the culmination of Equity & Wellness Institute's research:

Community Engagement

Community engagement is listed as an organizational goal in the [2019 SCPH Strategic Plan](#). While progress has been made, there's an opportunity to enhance this aspect and encourage programs to explore innovative approaches beyond their grant deliverables and scopes. There is an opportunity to advance ongoing efforts to increase community involvement and impact.

Workforce and Capacity

As is the county government industry standard, Sacramento County Public Health's vertical organizational structure aligns with traditional top-down leadership models that pose challenges to staff and community engagement. By shifting decision-making and communications processes across the agency, SCPH can continue to evolve into a more culturally inclusive and diverse agency showcasing that reflects the rich tapestry of the communities they serve.

Organizational Policies and Practices

While SCPH organizational processes encompass various aspects such as recruitment, hiring, retention, reporting, contracting, communications, and decision-making, there's room for growth in fostering inclusivity for both community and staff involvement. SCPH needs to evaluate and adopt more inclusive practices that harness the valuable input and guidance of SCPH's diverse staff and community members.

Workplace Culture

SCPH should continue to work towards improving workplace culture to align with its culture statement. As part of this commitment, it is necessary to recognize the significance of trauma on staff and aim to cultivate a workplace environment that is compassionate and supportive. This presents an opportunity for growth to prioritize staff well-being and foster a culture of empathy, understanding, and healing.

Communications

SCPH has established a direction and strategy for internal communications, but some staff feel disconnected from the process. There's an opportunity to further enhance collaboration and reduce silos within internal communication channels. External communications are not sufficiently meeting the needs of the intended community partners. SCPH can foster greater internal cohesion and ensure that external messages resonate effectively with SCPH's community audiences.

Figure 5: Themes from EqWI Assessment 1

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2. Staff Equity Capacity Assessment

In February 2023, the HRE Unit disseminated the first annual Health and Racial Equity Capacity Building Staff Assessment which provided baseline insight on SCPH capacity to advance health and racial equity. The goal of this annual survey is to inform efforts to achieve health and racial equity within and across SCPH programs. As a result of the 2023 survey, SCPH worked with ONTRACK Program Resources to develop a seven-part health and racial Equity Training Series to build the capacity of employees at levels of the organization. The second annual Health and Racial Equity Capacity Building Staff Assessment was disseminated in May 2024 and identified the positive impact of existing SCPH equity efforts and increased staff capacity around health and racial equity. The assessment findings also identified opportunities for growth and to build on strengths. **(see appendix 2)**

3. Equity Infrastructure Assessment

The Annual Organizational Assessment for Equity Infrastructure is a streamlined tool developed by the California Department of Public Health (CDPH) for Local Health Jurisdictions (LHJs) to collect data on current equity infrastructure, monitor and track progress, continue dialogue within the organization, and use it to inform and modify strategic planning for equity. SCPH completed the 2023 assessment with the internal Racial and Health Equity Advisory Team (RHEAT) to rate SCPH's equity infrastructure on a scale of 1-5 in the following domains: Workforce and Capacity, Collaborative Partnerships, Equity in Organizational Policies and Practices, Planning and Shared Decisions Making. The 2023 assessment findings were used to inform the HREAP strategies to strengthen SCPH equity infrastructure. As a result of the 2023 assessment, RHEAT identified the following competency priorities that SCPH should focus on over the next year: partner across sectors, embed equity principles, and inclusive decision-making. **(see appendix 3)**

	SCORES (1-6)		
	2022	**2023**	**2024**
Domain 1 Workforce and Capacity			
A) Diversity & Inclusion	2	2	3.3
B) Dedicated Equity Staff	3	5	4.1
C) Training, Development and Support	2	1	4
Domain 2 Collaborative Partnerships			
A) Structure to Build Collaboration	3	1	2.94
B) Community Based Organization & Resident Engagement	3	2	3
C) Partner Across Sectors	3	2	3.05
Domain 3 Equity in Organizational Policies and Practices			
A) Organizational Commitment	1	3	3.66
B) Funding and Resource Allocation	2	1	3.16
C) Embed Equity Principles	2	1	2.94
Domain 4 Planning and Shared Decision Making			
A) Data Collection and Usage	1	1	3.11
B) Shared Analysis	3	1	3
C) Inclusive Decision Making	2	2	2.56

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3. Community Health Improvement Plan (CHIP)

The CHIP is an ongoing community-led process of defining community health needs, identifying priorities and creating a plan to address those priorities. The purpose of the CHIP is to coordinate efforts and target resources to address the root causes of health inequities for all of Sacramento County. In 2024, the community identified the following health priorities: **Housing Insecurity, Mental Health, and Food Access.** The findings and learnings of the CHIP process were used to inform HREAP activities especially for the focus on community engagement.

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SCPH acknowledges the impact of racism, and that healing is an ongoing process. SCPH is dedicated to collaborating with the community to address issues, foster healing, and build trust. It is essential to recognize the enduring effects of racism in Sacramento County. Understanding this history is crucial to grasp the root causes of inequities, learn from past experiences, and unite in creating a future where everyone can flourish.

Throughout the development process SCPH learned the following:

- SCPH employees and community are ready for action!
- Community engagement is top priority. Emulating the Spectrum of Community Engagement to Ownership will help to build positive relationships between SCPH and the community.
- There is opportunity to build staff capacity around health and racial equity by ensuring ongoing training and educational opportunities and providing supportive spaces.
- Ensuring the workforce is reflective of the community at all levels of the organization.
- There is opportunity to strengthen internal and external cultural and linguistic communication practices and protocols.
- Having dedicated equity staff has had a positive impact on building equity infrastructure and advancing equity initiatives across SCPH.
- The CDPH Equity Infrastructure Assessment Framework has been a powerful tool for SCPH to streamline data collection on current equity infrastructure, monitor progress, and inform this plan and SCPH strategic plan.
- Accountability is key. SCPH employees and community members are eager to build accountability around the HREAP.

GOALS AND OBJECTIVES

Community Engagement

1) <u>Goal</u>: **Build community power to deepen relationships, trust and support structures that foster strong collaborations with the community.**

   a. <u>Objective</u>: **By December 2025, develop a Community Engagement Best Practices Framework that emulates the <u>Spectrum of Community Engagement to Ownership Model</u> to improve how SCPH intentionally informs, consults, involves, collaborates, and empowers communities.**
      i. **Activity**- With funding from the health disparities budget, facilitate working sessions with local community-based organizations, equity centered advisory groups, and individuals with lived experience to co-create a Community Engagement Best Practices Framework and plan for the Sacramento County community.
      ii. **Activity-** Starting January 2026, utilize Community Engagement Best Practices Framework that the Health & Racial Equity Unit developed with the community to help programs strengthen ability to share community power.
      iii. **Activity-** Work with local community-based and state organizations to develop a community health worker curriculum and train/certify 50 community members to support SCPH community engagement plan efforts.
      iv. **Activity**- Streamline existing customer satisfaction surveys and develop new surveys for SCPH programs that serve clients.
      v. **Activity -** Implement community listening sessions to assess community experiences engaging with SCPH programs and services and adjust community engagement plan accordingly.
      vi. **Activity -** In collaboration with County DEI Cabinet, support the infrastructure establishment of the Sacramento County Community Racial Equity Committee (SCCREC).

   b. <u>Objective</u>: **By May 2026, increase training opportunities for SCPH employees at all levels of the organization to support cultural humility and human-centered approaches to community engagement.**
      i. **Activity-** Facilitate a Community Engagement Academy with The Equity and Wellness Institute for SCPH staff, prioritizing those in service delivery roles.
      ii. **Activity-** With funding from the health disparities budget, facilitate two working sessions with community-based organizations and local Tribal governments that serve communities facing the greatest inequities to co-create cultural humility and best engagement practices to incorporate in SCPH employee training opportunities.

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    iii. **Activity**- Every three years, implement cultural awareness, and linguistic competency training, rooted in the Culturally and Linguistically Appropriate Services ([CLAS](#)) Standards and best practices co-created with community-based organizations and local Tribal governments.

   c. <u>**Objective**</u>**: By May 2025, increase opportunities for transparency and accountability of HREAP goals and objectives.**
    i. **Activity**- Work with community based-organizations to develop mechanisms to deliver an annual HREAP progress report to the community.

   d. <u>**Objective**</u>**: Support the ongoing facilitation of the Community Health Improvement Planning (CHIP) process to engage community partners (e.g., CHIP coalition, steering committee, and subcommittees), ensure the health needs of the community are prioritized and implement a range of systems-change strategies to advance equity.**

Workforce and Capacity Building

2) <u>**Goal**</u>**: Recruit, hire, and develop a professional workforce that continues to reflect the population served and communities facing health inequities and provide opportunities for staff to learn and discuss equity topics and incorporate their learning into practice.**

   a. <u>**Objective**</u>**- By May 2029, develop a recruitment strategy to target diverse communities and increase the pipeline of candidates reflective of the community demographics.**
    i. **Activity**- Work with Department of Personnel Services and SCPH Workforce Development to evaluate and provide recommendations for SCPH recruitment and hiring practices to identify barriers to the recruitment, hiring and retention of persons identifying as Black, Indigenous, Latino(a), AANHPI, and LGBTQIA+.
    ii. **Activity-** Work with Department of Personnel Services and SCPH Workforce Development to facilitate working sessions with community-based organizations, and other individuals with lived experience to co-create and implement a recruitment plan to reach diverse populations.
    iii. **Activity-** Work with Department of Personnel Services and SCPH Workforce Development to facilitate webinars to provide support and build community capacity about how to get a job with SCPH and to familiarize applicants with the County process.
    iv. **Activity-** Develop and implement an equity-focused onboarding training for new SCPH employees to complete during the onboarding process.

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b. **Objective- By May 2029, develop a Health and Racial Equity Fellowship Program and recruit students from local vocational schools, city colleges and universities that reflect the populations served and communities facing health inequities to create an employment pathway to Public Health.**
   i. **Activity-** Identify and apply for funding opportunities to support paid fellowship and internship opportunities in SCPH.
   ii. **Activity-** Work with Department of Personnel Services and SCPH Workforce Development to operationalize SCPH-paid fellowships and internships.

c. **Objective- By May 2026, build SCPH employee capacity by providing training and educational opportunities to better equip the organization to advance health and racial equity.**
   1) **Activity**- Annually, the Health and Racial Equity Unit will continue implementing a division-wide staff equity capacity survey to assess changes in employee knowledge, attitudes and beliefs of equity principles and practices and to identify capacity building opportunities and training topics. **(see appendix 2)**
   2) **Activity**- By January 2025, work with a local equity centered consultant to do a deep organizational equity capacity assessment to get input from staff and community partners via interviews and focus groups and develop and implement a division-wide training plan (virtual, in-person, and web-based).
   3) **Activity**- Every other year, implement web-based HRE training for all employees via MyLearning.
   4) **Activity**- Regularly implement Health and Racial Equity Power Hour educational sessions to provide space for employees to engage in discussion on racial equity topics.
   5) **Activity**-With funding from the health disparities budget, develop and implement trauma-informed training for all employees to foster the knowledge and skills to understand, recognize, and respond sensitively to trauma-related experiences, ultimately promoting a culture of empathy, respect, safety and leading with a trauma-informed lens.
   6) **Activity-** Quarterly, disseminate The Equity Loop Newsletter to help bring awareness on different issues and highlight SCPH employees and share their lived experiences.
   7) **Activity-** Annually host a HRE Open House for SCPH employees to promote inclusion and belonging and embrace the diversity and intersectional identities of SCPH employees.

Equity in Organizational Policies and Practices

3) **Goal: Strengthen organizational equity infrastructure to advance health and racial equity through policy and program development, effective communication, community engagement, monitoring and evaluation.**
   a. **Objective- By December 2024, facilitate one to three internal employee town halls to promote the Equity and Inclusion Policy and HREAP and discuss next steps for SCPH.**

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i. **Activity-** HRE Unit will offer ongoing 'Office Hours' to support programs with adopting and implementing the Equity and Inclusion Policy and the HREAP.

b. **Objective- By May 2026, launch a SCPH podcast as a means of fostering collaboration across SCPH programs and community-based organizations, sharing information, and increasing communication channels.**
   i. **Activity-**Facilitate listening sessions for SCPH employees and community-based organizations to identify relevant podcast topics/guest and develop a podcast schedule.

c. **Objective- Deploy and implement an organizational change model for achieving racial equity in government based on the Government Alliance for Race and Equity (GARE) principles.**
   i. **Activity-** Facilitate the GARE subcommittee of the County Diversity Equity and Inclusion (DEI) Cabinet to visualize and describe a racially just community and society, normalize the concepts of racial equity and the ability to talk about them; organize staff, leadership, and communities to act; and operationalize these values into concrete policies, practices and procedures that are measurable for SCPH and other County Departments.
   ii. **Activity-** Facilitate and/or co-facilitate the Interdepartmental Health and Racial Equity Committee to foster cross departmental collaboration, share best practices, and discuss equity centered topics.

d. **Objective- By June 2025, Update the SCPH communications plan and the Cultural & Linguistic Assurance Policy to include best practices around health and racial equity in both internal and external communications.**
   i. **Activity-** Include input about external communications from 2023 community-based participatory project including a feedback loop for internal and external communications.
   ii. **Activity-** Build monitoring and accountability around the Communications Plan and the Cultural & Linguistic Assurance Policy to ensure effective implementation and multi-directional communication.

e. **Objective- By December 2025, co-design an internal framework of best practices for equitable grant-making including Requests for Proposals (RFP) and Letters of Intent (LOI).**
   i. **Activity-** Leverage community feedback to better understand barriers to applying for funding opportunities and contracting with the SCPH.
   ii. **Activity-** Develop step-by-step instructions on contracting with SCPH to better streamline administrative tasks related to contracting with external agencies and partners, especially small businesses, and CBOs, to ease the burden of navigating the County contracting process.

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iii. **Activity-** Work with SCPH contracts team to facilitate an annual webinar for external agencies and partners, especially small businesses, and CBOs to build capacity around contracting with SCPH. This webinar will also be recorded and available to the public for ongoing capacity building purposes.

f. <u>**Objective**</u>**- By December 2025, the HRE Unit will work with each SCPH program to develop equity-focused performance measures to ensure programs are effectively addressing disparities and inequities in the community and improve internal processes accordingly.**

g. <u>**Objective**</u>**- Annually, the HRE Unit will submit at least one conference abstract to share SCPH equity practices and innovation.**
   i. **Activity-** Attend national, regional, and local conferences and convenings to stay up to date with innovative equity practices to continue equity evolution at SCPH.
   ii. **Activity-** Lead and participate in select communities of practice on equity and public health.

h. <u>**Objective**</u>**- Annually, complete the California Department of Public Health Organizational Assessment for Equity Infrastructure to collect data on SCPH equity infrastructure, monitor and track progress, and to inform strategic planning for equity.**
   i. **Activity-** Facilitate annual Organizational Assessment for Equity Infrastructure with the Racial and Health Equity Advisory Team (RHEAT) to ensure input from diverse public health programs and employees across all levels of the organization. **(see appendix 3)**
   ii. **Activity-** Document results of the assessment in the annual HREAP progress report and update the plan accordingly.

Alignment

The HREAP goals and objectives are strategically aligned with the CDPH State Health Equity Plan (SHEP) and the CDPH Organizational Assessment for Equity Infrastructure. The table below illustrates how these plans interface and how the HREAP supports the statewide equity strategy to build infrastructure that supports efforts to advance health equity.

Table 1: Alignment of HREAP with California State Infrastructure

SHEP Domain Equity Infrastructure (EI): Asset and Capacity Building 1	Areas of Focus and Strategies	**Workforce and Capacity Building (EI-1):** • Diverse and Inclusive Workforce • Dedicated Equity Staffing and Capacity • Training and Development	**Organizational Policies and Practices (EI-2):** • Organizational Equity Assessment • Embed Equity Principles • Inclusive Decision Making	**Community Engagement (EI-7):** • Community Partnerships • Foster Community Relationships and Resilience
Organizational Assessment for Equity Infrastructure	Domain and Competencies	**Workforce and Capacity Building (Domain 1):** • Diverse and Inclusive Workforce Reflects Population Served • Dedicated Equity Staffing and Capacity • Training, Development, and Support	**Equity in Organizational Policies and Practices (Domain 3):** • Organizational Commitment • Embed Equity Principles in Plans, Policies, and Procedures **Planning and Shared Decision-Making (Domain 4):** • Inclusive Decision-Making and Power Sharing	**Collaborative Partnerships (Domain 2):** • Partner Across Sectors • Structures to Support/Develop Collaboration
SCPH HREAP Equity Infrastructure	Areas of Focus and Goals	**Workforce and Capacity Building (G1):** Goal: Recruit, hire, and develop a professional workforce that reflects the populations served and communities facing health inequities and provide opportunities for staff to learn and discuss equity topics and incorporate their learning into practice.	**Equity in Organizational Policies and Practices (G2):** Goal: Strengthen organizational equity infrastructure to advance health and racial equity through policy and program development, effective communication, community engagement, monitoring and evaluation.	**Community Engagement (G3):** Goal: Build community power to deepen relationships, trust and support structures that foster strong collaborations with the community.

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Additionally, the goals of this plan are aligned internally within SCPH to ensure that all public health operations are working towards common goals. By fostering collaboration and communication across the division, there can be a shared commitment to data-driven decision-making, resource allocation, and the development of targeted strategies that prioritize equity. This coordinated internal planning can be seen in the following plans:

COMMUNITY HEALTH ASSESSMENT

- Community Status Assessment highlights disparities in health outcomes and risk factors that lead to health inequities.
- Community Context Assessment presents health inequities and priorities from the community's perspective.
- Community Partner Assessment gauges the equity capacity of the public health system.

QUALITY IMPROVEMENT AND PERFORMANCE MANAGEMENT PLAN

- Goal 2: By June 30, 2027, SCPH will foster a culture of CQI by strengthening collaborations, resource sharing, communication, ongoing evaluation, and QI activities.

COMMUNITY HEALTH IMPROVEMENT PLAN

The plan is centered around census tract 44.01 which has the lowest Healthy Places Index in all of Sacramento County.

- Goal 1: Build leadership capacity and power through place-based training, strategic policy development, and community engagement.
- Goal 2: Increase income through program eligibility and employment to reduce poverty
- Goal 3: Promote access to and consumption of culturally relevant healthy foods through education, advocacy, and community engagement
- Goal 4: Reduce the number of people becoming unhoused in Sacramento County.
- Goal 5: Reduce barriers to physical and mental healthcare.

HEALTH & RACIAL EQUITY ACTION PLAN

WORKFORCE DEVELOPMENT PLAN

- Goal 1: To maintain a well-trained, culturally competent workforce proficient in the foundational skills of Public Health
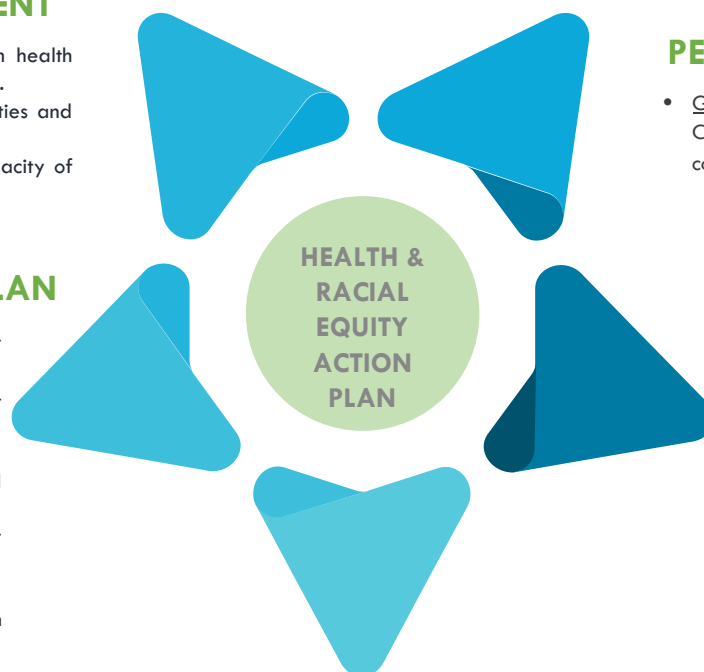
STRATEGIC PLAN

HREAP is aligned with all 4 draft strategic priorities. A total of 18 HREAP activities are included in the draft strategic workplan for 2024-2029.

- Goal 1: Cultivate a positive organizational culture that values collaboration, inclusivity, and continuous improvement.
- Goal 2: Foster collaborative relationships and partner ecosystems to address local PH priorities.
- Goal 3: Build a skilled and resilient workforce
- Goal 4: Improve efficiency and impact in service delivery, resource management, and admin processes.

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Evaluation

To support the success of this Health and Racial Equity Action Plan, it is crucial to have an effective evaluation plan that will allow SCPH to track progress, make adjustments, discover unplanned effects of implementation, and assess the impact of this work on health disparities and promoting equity. Evaluation and accountability for success will be embedded annually through the following methods:

Staff Surveys
Every 4th quarter (April to June), staff will be engaged in providing feedback on SCPH's equity efforts through two staff surveys. The results of these surveys will be documented in the annual progress report.

- SCPH Health and Racial Equity Assessment - The HRE team will implement an all-staff survey through Qualtrics to get feedback on equity infrastructure and operations.
- CDPH Organizational Assessment for Equity Infrastructure - The HRE team will work with the Racial and Health Equity Advisory Team (RHEAT) to complete this state assessment that requests feedback on four domains:
    i. Workforce and capacity
    ii. Collaborative partnerships
    iii. Equity in organizational policies and practices
    iv. Planning and shared decision-making

Progress Reports
Every July, the HRE team will review this plan to determine progress toward goals, strategies, and actions and highlight lessons learned. Goals, strategies, and actions for the upcoming fiscal year may be modified based on this information and will be documented in the progress report. This information will also be communicated through an annual event such as a town hall.

Performance Management Dashboard
All performance measures listed in the logic model will be tracked in SCPH's performance management database, called VMSG. Each program will also have an equity-focused performance measure (i.e., Equity Report Card) they will track in their VMSG program dashboards.

ADDITIONAL REFERENCED MATERIALS

1. *The Equity and Wellness Institute Key Themes and Recommendations*
2. *Community Based Participatory Projects*
3. *Staff Equity Capacity Assessment*
4. *Equity Infrastructure Assessment*
5. *2023-2024 Health and Racial Equity Training Plan*

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APPENDIX 1: IMPLEMENTATION PLAN

Community Engagement

GOAL (1)		
BUILD COMMUNITY POWER TO DEEPEN RELATIONSHIPS, TRUST AND SUPPORT STRUCTURES THAT FOSTER STRONG COLLABORATIONS WITH THE COMMUNITY.		
OBJECTIVES	**ACTIVITIES, RESPONSIBLE PARTY, TIMELINE**	**COMMENTS**
1.1 By December 2025, develop a Community Engagement Best Practices Framework that emulates the Spectrum of Community Engagement to Ownership Model to improve how SCPH intentionally informs, consults, involves, collaborates, and empowers communities.	**1.1A** With funding from the health disparities budget, facilitate working sessions with local community-based organizations, equity centered advisory groups, and individuals with lived experience to co-create a Community Engagement Best Practices Framework and plan for the Sacramento County community.	
	Responsible Party — HRE Unit	
	Timeline — July 2024 - December 2025	
	1.1B Starting January 2026, utilize Community Engagement Best Practices Framework that the Health & Racial Equity Unit developed with the community to help programs strengthen ability to share community power.	
	Responsible Party — HRE Unit	
	Timeline — January 2026 – July 2029	
	1.1C Work with local community-based and state organizations to develop a community health worker curriculum and train/certify 50 community members to support SCPH community engagement plan efforts.	
	Responsible Party — Health Educator, HRE Unit	
	Timeline — July 2024 – December 2025	

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GOAL (1) BUILD COMMUNITY POWER TO DEEPEN RELATIONSHIPS, TRUST AND SUPPORT STRUCTURES THAT FOSTER STRONG COLLABORATIONS WITH THE COMMUNITY.			
OBJECTIVES	**ACTIVITIES, RESPONSIBLE PARTY, TIMELINE**		**COMMENTS**
	1.1D Streamline existing customer satisfaction surveys and develop new surveys for SCPH programs that serve clients.		
	Responsible Party	HRE Unit, Accreditation Unit	
	Timeline	July 2024 - December 2025	
	1.1E Implement community listening sessions to assess community experiences engaging with SCPH programs and services and adjust community engagement plan accordingly.		
	Responsible Party	HRE Unit	
	Timeline	July 2024 – December 2025	
	1.1F In collaboration with County DEI Cabinet, support the infrastructure establishment of the Sacramento County Community Racial Equity Committee (SCCREC).		
	Responsible Party	HRE Unit Program Planner	
	Timeline	July 2025	
1.2 By May 2026, increase training opportunities for SCPH employees at all levels of the organization to support cultural humility and human-centered	**1.2A** Facilitate a Community Engagement Academy with The Equity and Wellness Institute for SCPH staff, prioritizing those in service delivery roles.		
	Responsible Party	HRE Unit	
	Timeline	July 2024 – May 2026	
	1.2B With funding from the health disparities budget, facilitate two working sessions with community-based organizations and local Tribal governments that serve communities facing the greatest inequities to co-		

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GOAL (1) BUILD COMMUNITY POWER TO DEEPEN RELATIONSHIPS, TRUST AND SUPPORT STRUCTURES THAT FOSTER STRONG COLLABORATIONS WITH THE COMMUNITY.		
OBJECTIVES	**ACTIVITIES, RESPONSIBLE PARTY, TIMELINE**	**COMMENTS**
approaches to community engagement.	create cultural humility and best engagement practices to incorporate in SCPH employee training opportunities.	
	Responsible Party / HRE Unit	
	Timeline / July 2024 – May 2026	
	1.2C Every three years, implement cultural awareness, and linguistic competency training, rooted in the Culturally and Linguistically Appropriate Services (CLAS) Standards and best practices co-created with community-based organizations and local Tribal governments.	
	Responsible Party / HRE Unit, Workforce Development Unit	
	Timeline / July 2024 - May 2026	
1.3 By May 2025, increase opportunities for transparency and accountability of HREAP goals and objectives.	**1.3A** Work with community-based organizations to develop mechanisms to deliver an annual HREAP progress report to the community.	
	Responsible Party / HRE Unit	
	Timeline / July 2024 – July 2029	
1.4 Support the ongoing facilitation of the Community Health Improvement Planning (CHIP) process to engage community partners (e.g., CHIP coalition, steering committee, and subcommittees), ensure the		
	Responsible Party / HRE Unit Program Planner	
	Timeline / JULY 2024 – MAY 2029 (5-year plan)	

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GOAL (1)
BUILD COMMUNITY POWER TO DEEPEN RELATIONSHIPS, TRUST AND SUPPORT STRUCTURES THAT FOSTER STRONG COLLABORATIONS WITH THE COMMUNITY.

OBJECTIVES	ACTIVITIES, RESPONSIBLE PARTY, TIMELINE		COMMENTS
health needs of the community are prioritized and implement a range of systems-change strategies to advance equity.			

Workforce and Capacity Building

GOAL (2)
RECRUIT, HIRE, AND DEVELOP A PROFESSIONAL WORKFORCE THAT CONTINUES TO REFLECT THE POPULATION SERVED AND COMMUNITIES FACING HEALTH INEQUITIES AND PROVIDE OPPORTUNITIES FOR STAFF TO LEARN AND DISCUSS EQUITY TOPICS AND INCORPORATE THEIR LEARNING INTO PRACTICE.

OBJECTIVES	ACTIVITIES		COMMENTS
2.1 By May 2029, develop a recruitment strategy to target diverse communities and increase the pipeline of candidates reflective of the community demographics.	**2.1A** Work with Department of Personnel Services and SCPH Workforce Development to evaluate and provide recommendations for SCPH recruitment and hiring practices to identify barriers to the recruitment, hiring and retention of persons identifying as Black, Indigenous, Latino(a), AANHPI, and LGBTQIA+.		
	Responsible Party	HRE Unit	
	Timeline	July 2024 - May 2029	
	2.1B Work with Department of Personnel Services and SCPH Workforce Development to facilitate working sessions with community-based organizations, and other individuals with lived experience to co-create and implement a recruitment plan to reach diverse populations.		

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GOAL (2) RECRUIT, HIRE, AND DEVELOP A PROFESSIONAL WORKFORCE THAT CONTINUES TO REFLECT THE POPULATION SERVED AND COMMUNITIES FACING HEALTH INEQUITIES AND PROVIDE OPPORTUNITIES FOR STAFF TO LEARN AND DISCUSS EQUITY TOPICS AND INCORPORATE THEIR LEARNING INTO PRACTICE.			
OBJECTIVES	**ACTIVITIES**		**COMMENTS**
	Responsible Party	HRE Unit	
	Timeline	July 2024 - May 2029	
	2.1C Work with Department of Personnel Services and SCPH Workforce Development to facilitate webinars to provide support and build community capacity about how to get a job with SCPH and to familiarize applicants with the County process.		
	Responsible Party	HRE Unit	
	Timeline	July 2024 - May 2029	
	2.1D Develop and implement equity-focused onboarding training for new SCPH employees to complete during the onboarding process.		
	Responsible Party	HRE Unit	
	Timeline	July 2024 – May 2029	
2.2 By May 2029, develop a Health and Racial Equity Fellowship Program and recruit students from local vocational schools, city colleges and universities that reflect the populations served and communities facing health	**2.2A** Identify and apply for funding opportunities to support paid fellowship and internship opportunities in SCPH.		
	Responsible Party	HRE Unit	
	Timeline	July 2024 - May 2029	
	2.2B Work with Department of Personnel Services and SCPH Workforce Development to operationalize SCPH-paid fellowships and internships.		

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GOAL (2)
RECRUIT, HIRE, AND DEVELOP A PROFESSIONAL WORKFORCE THAT CONTINUES TO REFLECT THE POPULATION SERVED AND COMMUNITIES FACING HEALTH INEQUITIES AND PROVIDE OPPORTUNITIES FOR STAFF TO LEARN AND DISCUSS EQUITY TOPICS AND INCORPORATE THEIR LEARNING INTO PRACTICE.

OBJECTIVES	ACTIVITIES		COMMENTS
inequities to create an employment pathway to Public Health.	Responsible Party	HRE Unit	
	Timeline	July 2024 – May 2029	
2.3 By May 2026, build SCPH employee capacity by providing training and educational opportunities to better equip the organization to advance health and racial equity.	**2.3A** Annually, the Health and Racial Equity Unit will continue implementing a division-wide staff equity capacity survey to assess changes in employee knowledge, attitudes and beliefs of equity principles and practices and to identify capacity building opportunities and training topics. **(see appendix 2).**		
	Responsible Party	HRE Unit Senior Health Program Coordinator	
	Timeline	July 2024 - May 2026	
	2.3B By January 2025, work with a local equity centered consultant to do a deep organizational equity capacity assessment to get input from staff and community partners via interviews and focus groups and develop and implement a division-wide training plan (virtual, in-person, and web-based).		
	Responsible Party	HRE Unit Senior Health Program Coordinator	
	Timeline	July 2024 – January 2025	
	2.3C Every other year, implement web-based HRE training for all employees via MyLearning.		

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GOAL (2) RECRUIT, HIRE, AND DEVELOP A PROFESSIONAL WORKFORCE THAT CONTINUES TO REFLECT THE POPULATION SERVED AND COMMUNITIES FACING HEALTH INEQUITIES AND PROVIDE OPPORTUNITIES FOR STAFF TO LEARN AND DISCUSS EQUITY TOPICS AND INCORPORATE THEIR LEARNING INTO PRACTICE.			
OBJECTIVES	**ACTIVITIES**		**COMMENTS**
	Responsible Party	HRE Unit	
	Timeline	2025 Complete by May 2026	
	2.3D Regularly implement Health and Racial Equity Power Hour educational sessions to provide space for employees to engage in discussion on racial equity topics.		
	Responsible Party	HRE Unit Health Educator	
	Timeline	July 2024 - May 2026	
	2.3E With funding from the health disparities budget, develop and implement trauma-informed training for all employees to foster the knowledge and skills to understand, recognize, and respond sensitively to trauma-related experiences, ultimately promoting a culture of empathy, respect, safety and leading with a trauma-informed lens.		
	Responsible Party	HRE Unit Program Planner, Health Educator	
	Timeline	January 2025 - December 2026	
	2.3F Quarterly, disseminate The Equity Loop Newsletter to help bring awareness on different issues and highlight SCPH employees and share their lived experiences.		
	Responsible Party	HRE Program Planner	

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GOAL (2) RECRUIT, HIRE, AND DEVELOP A PROFESSIONAL WORKFORCE THAT CONTINUES TO REFLECT THE POPULATION SERVED AND COMMUNITIES FACING HEALTH INEQUITIES AND PROVIDE OPPORTUNITIES FOR STAFF TO LEARN AND DISCUSS EQUITY TOPICS AND INCORPORATE THEIR LEARNING INTO PRACTICE.			
OBJECTIVES	**ACTIVITIES**		**COMMENTS**
	Timeline	July 2024 – May 2029	
	2.3G Annually host a HRE Open House for SCPH employees to promote inclusion and belonging and embrace the diversity and intersectional identities of SCPH employees.		
	Responsible Party	HRE Unit Staff	
	Timeline	July 2024 – May 2029	

Equity in Organizational Policies and Practices

GOAL (3) Strengthen organizational equity infrastructure to advance health and racial equity through policy and program development, effective communication, community engagement, monitoring and evaluation.			
OBJECTIVES	**ACTIVITIES**		**COMMENTS**
3.1 By December 2024, facilitate one to three internal employee town halls to promote the Equity and Inclusion Policy and HREAP and discuss next steps for SCPH.	**3.1A** HRE Unit will offer ongoing 'Office Hours' to support programs with adopting and implementing the Equity and Inclusion Policy and the HREAP.		
	Responsible Party	HRE Unit Staff	
	Timeline	January 2025 – December 2025	

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GOAL (3)
Strengthen organizational equity infrastructure to advance health and racial equity through policy and program development, effective communication, community engagement, monitoring and evaluation.

OBJECTIVES	ACTIVITIES		COMMENTS
3.2 By May 2026, launch a SCPH podcast as a means of fostering collaboration across SCPH programs and community-based organizations, sharing information, and increasing communication channels.	**3.2A** Facilitate listening sessions for SCPH employees and community-based organizations to identify relevant podcast topics/guest and develop a podcast schedule.		
	Responsible Party	HRE Unit Staff	
	Timeline	July 2024 - May 2026	
3.3 Deploy and implement an organizational change model for achieving racial equity in government based on the Government Alliance for Race and Equity (GARE) principles.	**3.3A** Facilitate the GARE subcommittee of the County Diversity Equity and Inclusion (DEI) Cabinet to visualize and describe a racially just community and society, normalize the concepts of racial equity and the ability to talk about them; organize staff, leadership, and communities to act; and operationalize these values into concrete policies, practices and procedures that are measurable for SCPH and other County Departments.		
	Responsible Party	HRE Unit Program Planners	
	Timeline	July 2024 - May 2029	
	3.3B Facilitate and/or co-facilitate the Interdepartmental Health and Racial Equity Committee to foster cross departmental collaboration, share best practices, and discuss equity centered topics.		
	Responsible Party	HRE Unit Program Planner	

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GOAL (3)
Strengthen organizational equity infrastructure to advance health and racial equity through policy and program development, effective communication, community engagement, monitoring and evaluation.

OBJECTIVES	ACTIVITIES		COMMENTS
	Timeline	July 2024 – May 2029	
3.4 By June 2025, Update the SCPH communications plan and the Cultural & Linguistic Assurance Policy to include best practices around health and racial equity in both internal and external communications.	**3.4A** Include input about external communications from 2023 community-based participatory project including a feedback loop for internal and external communications.		
	Responsible Party	HRE Unit, Communications Coordinator	
	Timeline	July 2024 - June 2025	
	3.4B Build monitoring and accountability around the Communications Plan and the Cultural & Linguistic Assurance Policy to ensure effective implementation and multi-directional communication.		
	Responsible Party	HRE Unit, Workforce Development Unit	
	Timeline	July 2024 - June 2025	
3.5 By December 2025, co-design an internal framework of best practices for equitable grant-making including Requests for Proposals (RFP) and Letters of Intent (LOI).	**3.5A** Leverage community feedback to better understand barriers to applying for funding opportunities and contracting with the SCPH.		
	Responsible Party	HRE Unit, DHS Contracts Unit	
	Timeline	July 2024 - December 2025	

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GOAL (3)
Strengthen organizational equity infrastructure to advance health and racial equity through policy and program development, effective communication, community engagement, monitoring and evaluation.

OBJECTIVES	ACTIVITIES		COMMENTS
	3.5B Develop step-by-step instructions on contracting with SCPH to better streamline administrative tasks related to contracting with external agencies and partners, especially small businesses, and CBOs, to ease the burden of navigating the County contracting process.		
	Responsible Party	HRE Unit, ASO Team, DHS Contracts Unit	
	Timeline	July 2024 - December 2025	
	3.5C Work with SCPH contracts team to facilitate an annual webinar for external agencies and partners, especially small businesses, and CBOs to build capacity around contracting with SCPH. This webinar will also be recorded and available to the public for ongoing capacity building purposes.		
	Responsible Party	HRE Unit, DHS Contracts Unit	
	Timeline	July 2024 – December 2025	
3.6 By December 2025, the HRE Unit will work with each SCPH program to develop equity focused performance measures to ensure programs are effectively addressing disparities and inequities in the community			
	Responsible Party	HRE Unit, Accreditation Unit	
	Timeline	July 2024 - December 2025	

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GOAL (3)

Strengthen organizational equity infrastructure to advance health and racial equity through policy and program development, effective communication, community engagement, monitoring and evaluation.

OBJECTIVES	ACTIVITIES		COMMENTS
and improve internal processes accordingly.			
3.7 Annually, the HRE Unit will submit at least one conference abstract to share SCPH equity practices and innovation.	**3.7A** Attend national, regional, and local conferences and convenings to stay up to date with innovative equity practices to continue equity evolution at SCPH.		
	Responsible Party	HRE Unit	
	Timeline	July 2024 – May 2029	
	3.7B Lead and participate in select communities of practice on equity and public health.		
	Responsible Party	HRE Unit	
	Timeline	July 2024 – May 2029	
3.8 Annually, complete the California Department of Public Health Organizational Assessment for Equity Infrastructure to collect data on SCPH equity infrastructure, monitor and track progress, and to inform strategic planning for equity.	**3.8A** Facilitate annual Organizational Assessment for Equity Infrastructure with the Racial and Health Equity Advisory Team (RHEAT) to ensure input from diverse public health programs and employees across all levels of the organization. **(see appendix 3)**		
	Responsible Party	HRE Unit	
	Timeline	JULY 2024 – MAY 2029	
	3.8B Document results of the assessment in the annual HREAP progress report and update the plan accordingly.		
	Responsible Party	HRE Unit Senior Health Program Coordinator	
	Timeline	JULY 2024, JULY 2025 JULY 2026, JULY 2027 JULY 2028, JULY 2029	

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Updates to the Health and Racial Equity Action are documented below:

Revision Date	Details	Page #s	Approved by

For more information, please contact:

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