



# Strategic Planning to Achieve Health Equity in Tribal Communities

Jamie Ishcomer, MPH, MSW  
Public Health Project Coordinator

Manager

Karrie Joseph, MPH, CHES  
Public Health Programs

National Indian Health Board  
National Tribal Forum for Excellence in Community Health Practice  
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# National Indian Health Board

Purpose: To advocate on behalf of all federally recognized American Indian and Alaska Native Tribes to ensure the fulfillment of the trust responsibility to deliver health and public health services as assured through treaties, and reaffirmed in legislation, executive orders and Supreme Court cases.

Mission Statement: One Voice affirming and empowering American Indian and Alaska Native Peoples to protect and improve health and reduce health disparities.



# Training Agenda

- Welcome
- What are Health Equity and the Social Determinants of Health?
- Tribal Health Department Strategic Planning
- Strategic Planning and Health Equity



# Training Objectives

By the end of this workshop, participants will be able to...

- Define the role of social determinants of health in shaping the health of Tribal populations.
- Describe the different elements of a Tribal health department's strategic plan.
- Design a Tribal health department's strategic priority that addresses health equity.



**ACTIVITY!**



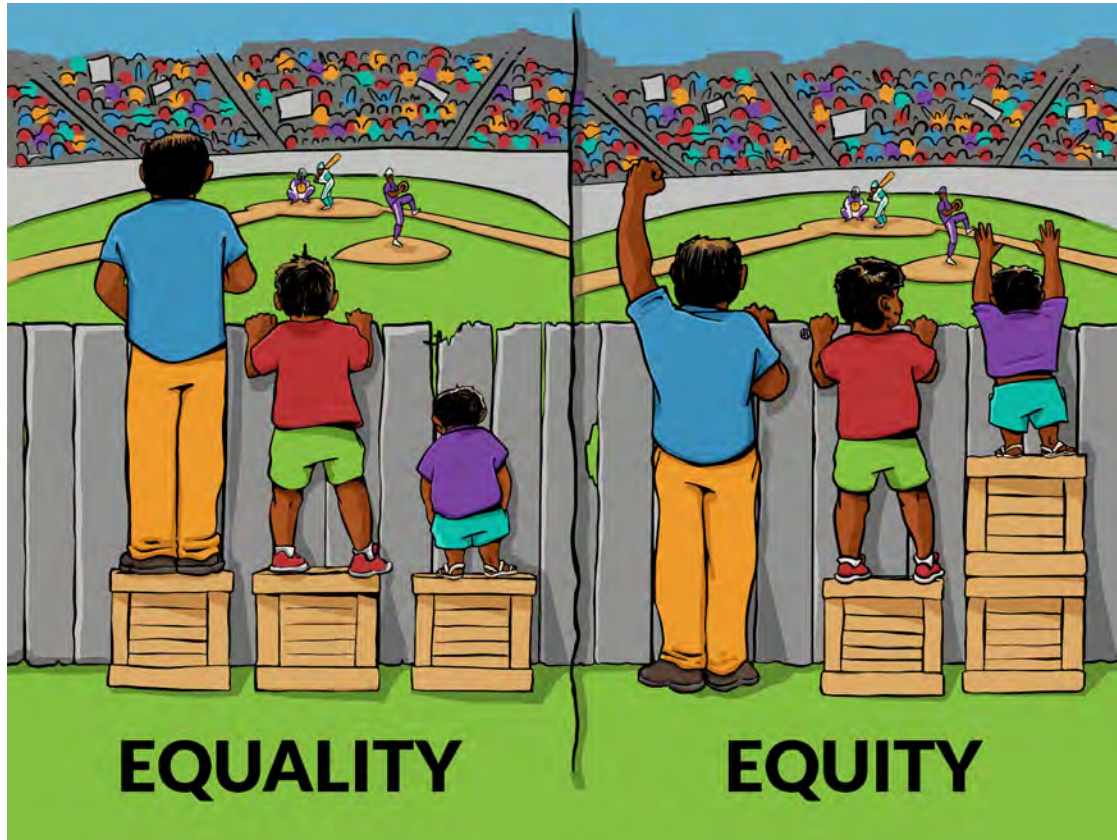
# ACTIVITY!



- What thoughts did you have while playing / watching the game?
- Was the game “fair”?



# Equality & Equity



**EQUALITY**

**EQUITY**



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WHAT ARE HEALTH EQUITY AND THE  
SOCIAL DETERMINANTS OF HEALTH?



# Terminology



# Terminology – Health

A complete state of physical, mental, emotional, and spiritual well-being, and not merely the absence of disease or infirmity



# Terminology – Health Equity

Attainment of the highest level of health possible for all people regardless of existing or perceived differences



# Achieving Health Equity

- Valuing everyone equally
- Focused and ongoing efforts to address
  - Avoidable inequalities
  - Historical and contemporary injustices
- Efforts can be both societal and systemic
  - Depending on the causes of the inequities
- Promoting health equity seeks to eliminate health disparities



# Horizontal and Vertical Health Equity

- Horizontal equity = the equal treatment of individuals or groups in the same circumstances
- Vertical equity = the principle that individuals who are unequal should be treated differently according to their level of need



# Outcomes Experienced by Individuals through Health Equity

- Increased stability
- Increased security
- Increased access
- Increased quality
- Decreased barriers
- Increased literacy
- Increased buy-in
- Increased confidence



- Health inequities are systemic and avoidable
- Health disparities can only be addressed through the promotion of health equity



# Terminology – Social Determinants of Health

The conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life





# Social Determinants of Health

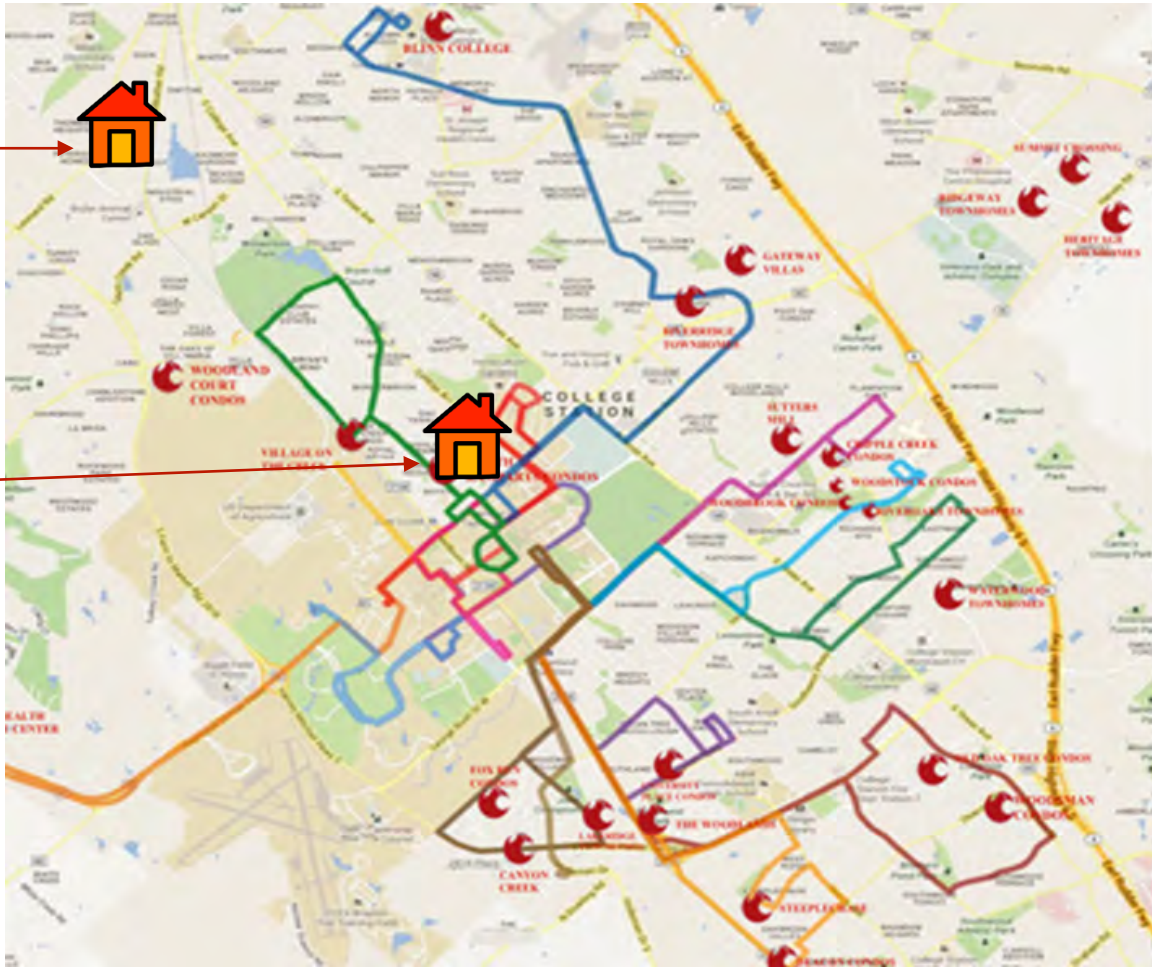
Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment	Housing	Literacy	Hunger	Social integration	Health coverage
Income	Transportation	Language	Access to healthy options	Support systems	Provider availability
Expenses	Safety	Early childhood education		Community engagement	Provider linguistic and cultural competency
Debt	Parks	Vocational training		Discrimination	Quality of care
Medical bills	Playgrounds	Higher education			
Support	Walkability				

## Health Outcomes

Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations







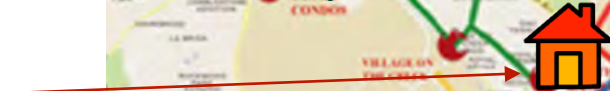
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**Health Outcomes**

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# Effects of Social Determinants of Health

- These social and economic conditions, and their effects on people's lives determine
  - Risk of illness
  - Actions taken to prevent illness
  - Actions taken to promote and sustain health
  - Ability to treat illness when it occurs
  - Ability to sustain health
  - What is taught regarding health and wellness



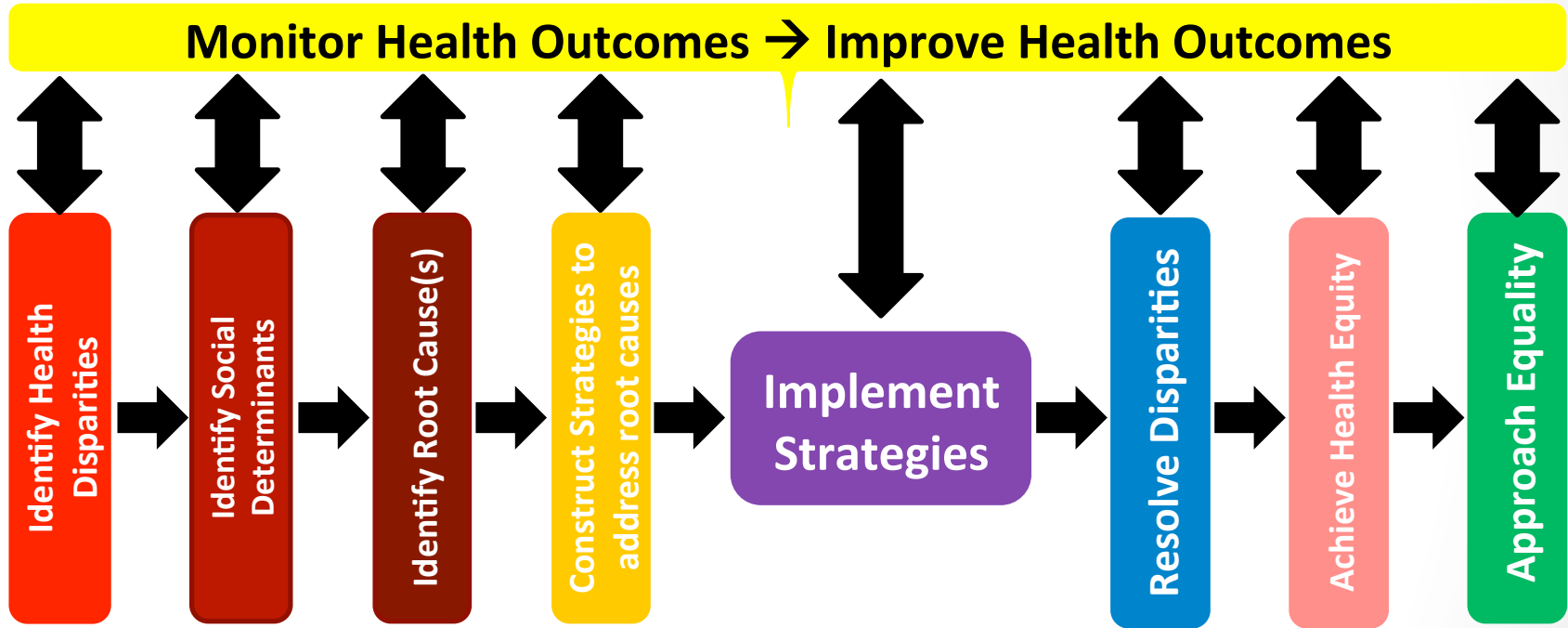
# Terminology – Root Cause

- An initiating cause of either a condition or a causal chain that leads to an outcome or effect of interest
  - In this case, a disparity or inequity
- Where in the causal chain where an intervention could improve performance or prevent an undesirable outcome





# Putting the Pieces Together





## QUESTIONS OR COMMENTS



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## TRIBAL HEALTH DEPARTMENT STRATEGIC PLANNING

# What is a Strategic Plan for a Tribal Health Department?

- **Internal** plan that shapes and guides what the Tribal health department plans to achieve, how it will achieve it and how will it know it has achieved it
  - An exercise of Tribal sovereignty
  - 3-5 years
  - Organization-wide



# Outcomes/Goals of a Strategic Plan

- The ultimate outcome of a strategic plan will be focused on **systems improvement**
  - But because of multiple strategic priorities/goals, the outcomes will be varied
  - May focus on
    - Effectiveness
    - Efficiency
    - Workforce
    - Access to Service
    - Prevention
    - Communication
    - Policies
    - Partnerships
    - Social Justice



# Understanding a Strategic Plan

- Lays out measurable and time-framed goals/priorities and objectives
  - For internal operations
- Internal to the health department, although may have been developed with input from partners
- The strategic plan should include steps to implement portions of the community health improvement plan as well as other strategic issues for the department



# Questions for Consideration

- Do you have the systems or workforce to address this community health concern?
- What are the barriers or strengths that allow the department to operate the way it does?
- What would make us a better Tribal health department?
- What would allow us to better serve Tribal members?
  - How do we get there?
- What do our Tribal members expect of us?
- What is impacting staff morale?
- What additional knowledge, skills, or resources will you require to achieve your strategic objectives
- How are our practices or policies (how we do things) accounting for or affecting social determinants of health?



# PHAB Standards & Measures



- Domain 5 Develop Public Health Policies and Plans
  - Standard 5.3: Develop and implement a health department organizational strategic plan
    - 3 Measures
      - 5.3.1 A: Department strategic planning **process**
      - 5.3.2 A: **Adopted** department strategic plan
      - 5.3.3 A: **Implemented** department strategic plan





# Components of a Strategic Plan

- a) Mission, Vision, Guiding Principles/values  
For the entire Tribal health department
- b) Strategic Priorities
- c) Goals/Objectives  
With targets (the metric where you want to be)
- d) Consideration of key support functions  
required for efficiency and effectiveness  
(must consider capacity for info mgmt., WF dev,  
communication, \$ stability)



# Components of a Strategic Plan



- e) Identification of external trends, events or factors that may impact community health or the health of the department
- f) Assessment of the health department strengths and weaknesses
- g) Link to the health improvement plan and quality improvement plan

Insert your Health Department's name and logo

*insert VISION statement*

*insert MISSION statement*

*insert VALUES*

*Insert Strategic Priority 1*

Objective 1.1

Objectives should be **SMARTER**:  
Specific, Measureable, Achievable,  
Realistic, Time-Sensitive, and  
EQUITABLE

Objective 1.2

Objective 1.3

*Insert strategies to meet objectives*

**Metrics:** *Insert what indicators will be used to measure progress.*

Strategic Priority 2

Objective 2.1

Objective 2.2

Objective 2.3

Insert strategies to meet objectives

**Metrics**

Strategic Priority 3

Objective 3.1

Objective 3.2

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Insert strategies to meet objectives

**Metrics:**

Strategic Priority 4

Objective 4.1

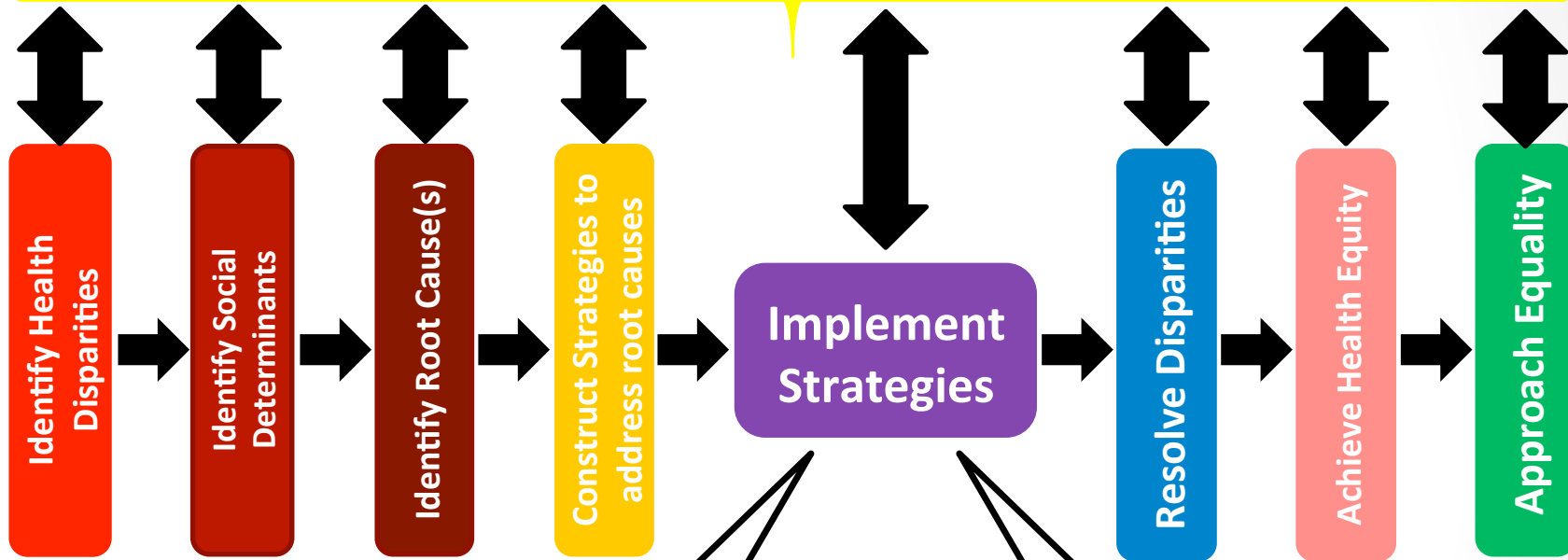
Objective 4.2

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Insert strategies to meet objectives

**Metrics:**

# Monitor Health Outcomes → Improve Health Outcomes



CHIP will focus more on external strategies that impact community



Strategic plan will focus more on internal strategies that impact the health department



## QUESTIONS OR COMMENTS



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# STRATEGIC PLANNING FOR HEALTH EQUITY



# Strategic Plan for Health vs for Health Equity

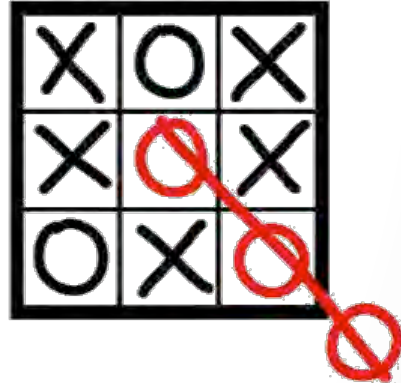
- Planning Process to develop the organization's strategic plan
  - Membership of the strategic planning group
  - Strategic planning process steps
- Strategic Plan Includes:
  - Mission, Vision, Guiding Principles/values
  - Strategic Priorities
  - Goals and Objectives with measurable and time-framed targets
  - Consideration of key support functions required for efficiency and effectiveness
  - Identification of external trends, events or factors that may impact community health or the health of the department
  - Assessment of the health department strengths and weaknesses
  - Link to the health improvement plan and quality improvement plan



# Strategic Planning Group

- Governing Entity (e.g. Tribal Board of Health)
- Directors
- Administrative Assistants
- Information Technology
- Human Resources
- **Who else?**

**THINK  
OUTSIDE  
THE BOX**





# Conducting

- Mission, vision and guiding principles
- Strategic priorities
- Develop goals and SMARTE objectives



# Mission

The organization's purpose; what the organization does and why

## **MISSION STATEMENT**

**Our mission is to be a leader in Tribal Health and Human Services by using traditional, evidence based, and innovative strategies that contribute to building a strong, healthy community.**



# A Mission Addressing Health Equity

The organization's purpose; what the organization does and why

## MISSION STATEMENT

**Our mission is to be a leader in Tribal Health and Human Services by using traditional, evidence based, and innovative strategies that contribute to building a strong, healthy community.**

Does your mission statement include health equity language (e.g. ...reduce health disparities...achieve health equity...serve those most in need)?



## MISSION STATEMENT

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## MISSION STATEMENT

Our mission is to be a leader in Tribal Health and Human Services by using traditional, evidence based, and innovative strategies that contribute to building a strong, healthy community **free of health inequities and disparities.**



# Vision

Futuristic view regarding the ideal state or conditions that the organization aspires to change or create

## **VISION STATEMENT**

**Our future tribal community will be actively engaged in promoting healthy living through participation in prevention activities, including traditional practices, managing chronic conditions, and expanding services.**



# A Vision Addressing Health Equity

Futuristic view regarding the ideal state or conditions that the organization aspires to change or create

## VISION STATEMENT

**Our future tribal community will be actively engaged in promoting healthy living through participation in prevention activities, including traditional practices, managing chronic conditions, and expanding services.**

Does your vision statement contain language that is all-inclusive and/or envisions an equitable future, either stated or implied?



## VISION STATEMENT

Our future tribal community will be actively engaged in promoting healthy living through participation in prevention activities, including traditional practices, managing chronic conditions, and expanding services.



## VISION STATEMENT

Our future tribal community will be actively engaged in **eliminating health inequities** and promoting healthy living through participation in prevention activities, including traditional practices, managing chronic conditions, and expanding services **to reach at risk- at promise populations.**



# Guiding Principles / Values

Principles, beliefs and underlying assumptions that guide the organization

**Honesty: Always be honest with word and action**

**Respect: All of creation should be treated with respect**

**Wisdom: Wisdom is given by the Creator to be used for the good of the people**

**Truth: Speak the truth; do not deceive yourself or others**





# Guiding Principles / Values

## Addressing Health Equity

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Is “equity” or “health equity” one of your value statements?



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deceive yourself or others

**Equity:** Value all equally and ensure  
everyone have what they  
need to enjoy full, healthy lives



# Strategic Priorities, Goals and Objectives

Reflect the issues that will focus the work of the health department

Strategic Priorities	Goal	Long-term Objective
Creating standard operating procedures for the health department.	Develop a manual of standard operating procedures for the health department.	By October 1, 2018, have a complete final draft of the policies and procedures manual for review and approval by the tribal health board and tribal council.
Reformulating Processes that Enhance Staff Capacity	Create a Work Force Development Plan	By March 1, 2017, have a complete final draft of the Workforce Development Plan for review and approval by tribal health board and council.
Pursuing more Traditional Practices with Staff and Community	Educate staff about traditional practices and cultural sensitivity to promote use in health department treatment practices and education programs.	By February 1, 2017, implement a biannual collection of staff and patient surveys relating to the implementation and staff knowledge.



# Strategic Priorities, Goals and Objectives

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Is there at least one priority that focuses on achieving or improving health equity in your population? Or, are the priorities relevant to health equity issues?



# Strategic Priorities, Goals and Objectives

Reflect the issues that will focus the work of the health department

Strategic Priorities	Goal	Long-term Objective
Objectives should be <b>SMART</b> E		
S	Specific – specify what change is to be achieved by whom	By October 1, 2018, have a complete final draft of the policies and procedures manual for review and approval by the tribal health board and tribal council.
M	Measureable – specify change by how much; ensure that data will be available to measure progress	
A	Achievable – objectives that are feasible for this agency within the time frame	By March 1, 2017, have a complete final draft of the Workforce Development Plan for review and approval by tribal health board and council.
R	Realistic – objectives should align with strategic priorities, mission, vision and values	
T	Time-phased – specify a time frame when the objective will be met or measured	By February 1, 2017, implement a biannual collection of staff and patient surveys relating to the implementation and staff knowledge.
E	Equitable – Ask if reaching your objective will improve health equity or is there a possibility that the objective may contribute to health inequity? Will the objectives result in positive change(s) in or for the population that is most in need?	



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Strategic Priority	Goal	Long-term Objective
Pursuing more Traditional and upstream Practices with Staff and Community that work towards the elimination of health disparities and promote equity.	Educate staff about traditional practices and cultural sensitivity, including but not limited to: ageism, sexism, racism, and ableism to promote use in health department treatment practices and education programs.	By February 1, 2017, implement a biannual collection of staff and patient surveys relating to the implementation and staff knowledge, and the increased capacity to reduce health disparities.

Insert your Health Department's name and logo

*insert VISION statement*

*insert MISSION statement*

*insert VALUES*

*Insert Strategic Priority 1*

**Objective 1.1**

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**VISION** Futuristic view regarding the ideal state or conditions that the organization aspires to change or create

- ✓ Does your vision statement contain language that is all-inclusive and/or envisions an equitable future, either stated or implied?

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- ✓ Does your mission statement include health equity language (e.g. ....reduce health disparities..., ...achieve health equity...serve those most in need)?

**VALUES** Principles, beliefs and underlying assumptions that guide the organization

- ✓ Is "equity" or "health equity" one of your value statements?

**STRATEGIC PRIORITIES** Reflect the issues that will focus the work of the health department

- ✓ Is there at least one priority that focuses on achieving or improving health equity in your population?
- ✓ Or, are the priorities relevant to health equity issues?

**OBJECTIVES**

- ✓ Objectives should be **SMART**

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**E** Equitable – Ask if reaching your objective will improve health equity or is there a possibility that the objective may contribute to health inequity? Will the objectives result in positive change(s) in or for the population that is most in need?

**STRATEGIES** Details of activities that will support progress toward the objective

- ✓ Are the activities inclusive of the population that is expected to change, per the objective?
- ✓ Are more resources being directed to the areas of highest need?





**ACTIVITY!**

## Developing SMARTER Objectives, Strategies and Metrics

- Maintain a competent, highly engaged workforce
- Improve access to comprehensive, quality public health services



**Strategic Priority 1: Maintain a competent, highly engaged workforce**

**Objective 1.1**

**Strategies:**

**Metrics:**

**Objective 1.2**

**Strategies:**

**Metrics:**

**Strategic Priority 2: Improve access to comprehensive, quality public health services**

**Objective 2.1**

**Strategies:**

**Metrics:**

**Objective 2.2**

**Strategies:**

**Metrics:**

# When Have You Achieved Health Equity?

- In one strategic plan cycle, you will hopefully reach some key objectives
  - However, it is unrealistic to say that in 3-5 years, the community will be a picture of health equity
- It is a journey...
  - Through which communities will be engaged, norms will be changed, policies will be implemented and health outcomes will be addressed





## QUESTIONS OR COMMENTS



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## YAKOKE (*THANK YOU*)

Jamie Ishcomer

[jishcomer@nihb.org](mailto:jishcomer@nihb.org)

Karrie Joseph

[kjoseph@nihb.org](mailto:kjoseph@nihb.org)