Strategic Planning to Achieve Health Equity in Tribal Communities

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National Indian Health Board
National Tribal Forum for Excellence in Community Health Practice
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Mission Statement: One Voice affirming and empowering American Indian and Alaska Native Peoples to protect and improve health and reduce health disparities.

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.
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!

Health Equity

NIHB Edition
ACTIVITY!

Health Equity

• What thoughts did you have while playing / watching the game?
• Was the game “fair”?
Equality & Equity
WHAT ARE HEALTH EQUITY AND THE SOCIAL DETERMINANTS OF HEALTH?
Terminology

Social Determinants of Health

Root Causes

Health Equity

Health
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
- Employment
- Income
- Expenses
- Debt
- Medical bills
- Support

## Neighborhood and Physical Environment
- Housing
- Transportation
- Safety
- Parks
- Playgrounds
- Walkability

## Education
- Literacy
- Language
- Early childhood education
- Vocational training
- Higher education

## Food
- Hunger
- Access to healthy options

## Community and Social Context
- Social integration
- Support systems
- Community engagement
- Discrimination

## Health Care System
- Health coverage
- Provider availability
- Provider linguistic and cultural competency
- Quality of care

## Health Outcomes
- Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations
# Social Determinants of Health

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### Health Outcomes
- Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

*National Indian Health Board*
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
Approach
Equality
Achieve
Health
Equity
Resolve
Disparities
Identify
Root Cause(s)
Construct Strategies to address root causes
Implement Strategies
Resolve Disparities
Achieve Health Equity
Approach Equality
Identify Health Disparities
Identify Social Determinants
Monitor Health Outcomes → Improve Health Outcomes
Putting the Pieces Together
Identify Health Disparities
Identify Social Determinants
Identify Root Cause(s)
Construct Strategies to address root causes
Implement Strategies
Resolve Disparities
Achieve Health Equity
Approach Equality
QUESTIONS OR COMMENTS
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?
• 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
Monitor Health Outcomes $\rightarrow$ Improve Health Outcomes

- Approach Equality
- Achieve Health Equity
- Resolve Disparities
- Implement Strategies
  - Construct Strategies to address root causes
- Iden@fy Root Cause(s)
- Identify Social Determinants
- Identify Health Disparities

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
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?
Conducting

• Mission, vision and guiding principles
• Strategic priorities
• Develop goals and SMART\_\_\_\_\_\_\_\_\_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

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

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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.
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
Principles, beliefs and underlying assumptions that guide the organization

Honesty: Always be honest with word and action
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Is “equity” or “health equity” one of your value statements?
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
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

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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

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Objectives should be SMARTE

- **S** Specific – specify what change is to be achieved by whom
- **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
- **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
- **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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<td>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.</td>
<td>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.</td>
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Insert VISION statement

Insert MISSION statement

Insert VALUES

Insert Strategic Priority 1

Objective 1.1
Objectives should be SMART: Specific, Measurable, 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.

Insert Strategic Priority 2

Objective 2.1

Objective 2.2

Objective 2.3
Insert strategies to meet objectives

Metrics:

Insert Strategic Priority 3

Objective 3.1

Objective 3.2

Objective 3.3
Insert strategies to meet objectives

Metrics:

Insert Strategic Priority 4

Objective 4.1

Objective 4.2

Objective 4.3
Insert strategies to meet objectives

Metrics:
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?

MISSION  The organization’s purpose; what the organization does and why

✓ 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
  
  S  Specific – specify what change is to be achieved by whom
  
  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
  
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  T  Time-phased – specify a time frame when the objective will be met or measured
  
  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
YAKOKE (THANK YOU)

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