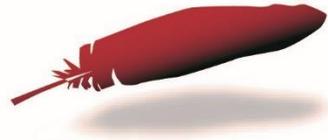


National Indian
Health Board



Completing a Tribal Strategic Plan for Health and Health Equity: Planning, Process and Outcome

Jamie Ishcomer, MPH, MSW
Public Health Project Coordinator
National Indian Health Board
June 23, 2016

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.



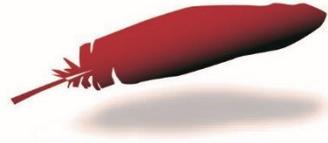
Learning Objectives

By the end of the webinar, participants will be able to:

1. Explain the process for developing a strategic plan for health and health equity.
2. Describe two pros and two cons of using an external party to assist with the construction of a Tribe's strategic plan for health and health equity.
3. Develop a plan for engaging external parties to assist with strategic planning.



National Indian Health Board



Brief Overview

PUBLIC HEALTH ACCREDITATION

Public Health Accreditation

The measurement of a health department's public health performance and systems against a set of national standards based on the 10 essential services of public health.

- Voluntary
- Public Health Accreditation Board



Areas of Functionality that Accreditation looks at:

- Leadership
- Planning
- Community engagement
- Customer focus
- Workforce development
- Evaluation and quality improvement
- Governance

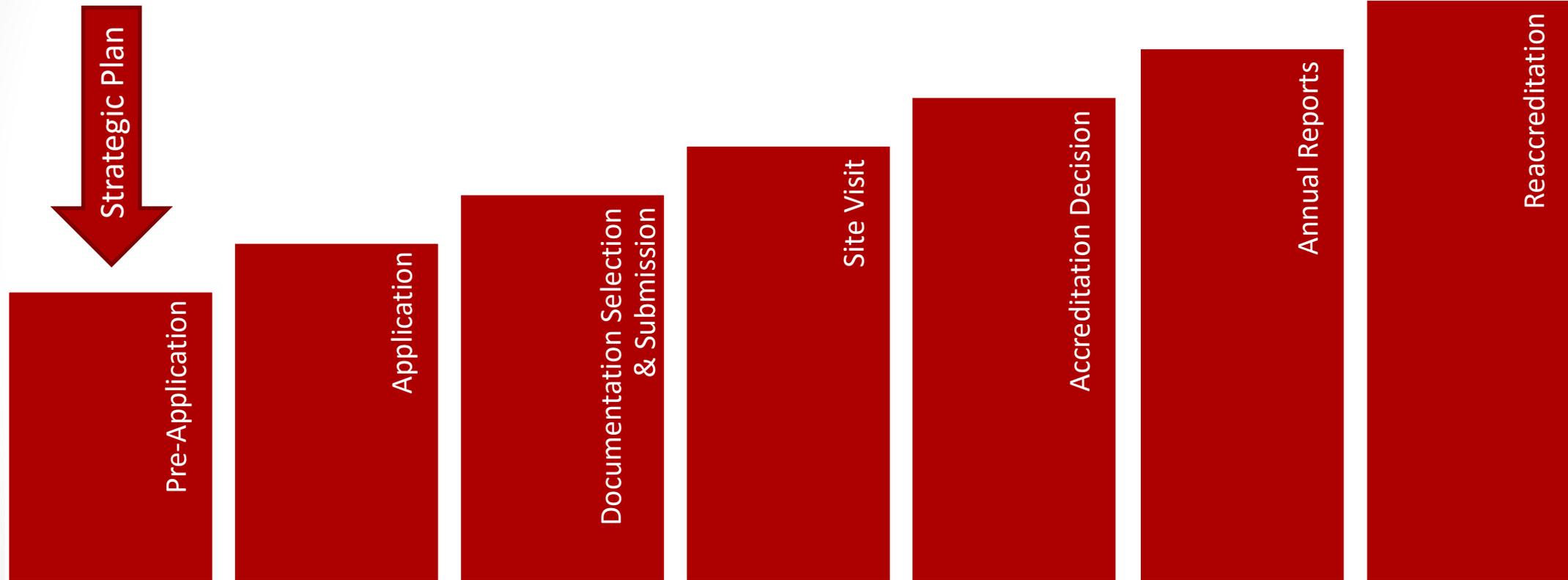


What Accreditation Means to Tribal Public Health

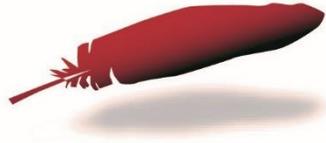
- **Responsibility and visibility.** Implementing accreditation standards can support Tribal governments in their efforts to improve their community's health.
- **Performance feedback and quality improvement.** The accreditation assessment process provides valuable, measurable feedback to public health programs on their strengths and areas for improvement.
- **Valuable partnerships.** The accreditation process encourages strong, active partnerships between public health practitioners, stakeholders and community members in Indian Country.
- **Reducing health disparities.** The accreditation process promotes building and enhancing public health services so that the same level of high quality public health services is available to everyone.



7 Steps of Accreditation



National Indian Health Board



STRATEGIC PLANNING

Purpose

MEASURE

Measure 5.3.1 A
Department strategic planning process

PURPOSE

The purpose of this measure is to assess the health department's strategic planning process.

SIGNIFICANCE

A functional and useful organizational strategic plan requires that it be understood by staff and implemented by the health department. The development of such a plan requires a planning process that considers opinions and knowledge from across the health department, assesses the larger environment in which the health department operates, uses its organizational strengths and addresses its weaknesses, links to the health improvement plan that has been adopted by the community, and links to the health department's quality improvement plan.

Internal plan that shapes and guides what the health department does and why it does it; it sets forth the department's vision, mission, guiding principles and values, and strategic priorities; and describes measurable and time-framed goals and objectives.

- The strategic plan **should include steps to implement portions of the community health improvement plan** as well as other strategic issues for the department.
- Internal to the health department, although may have been **developed with input from partners**.

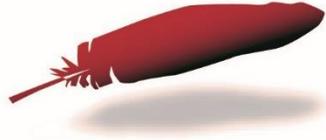


Elements Required by PHAB

- 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

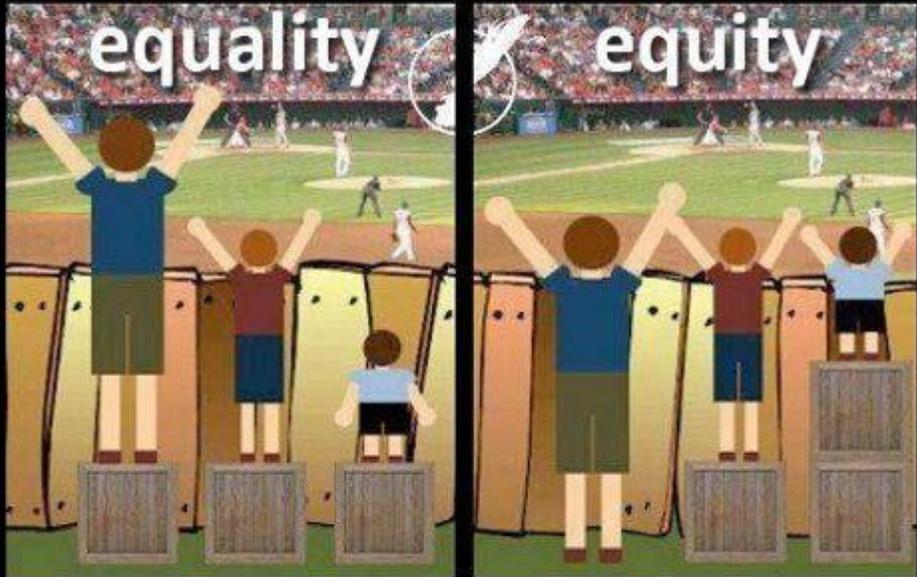


National Indian Health Board



STRATEGIC PLANNING FOR HEALTH EQUITY

Equality vs Equity



equality

equity

Equality = SAMENESS

Equity = FAIRNESS

Equality is about **SAMENESS**, it promotes fairness and justice by giving everyone the same thing.

EQUITY is about **FAIRNESS**, it's about making sure people get access to the same opportunities.

BUT it can **only work IF everyone starts from the SAME place**, in this example equality only works if everyone is the same height.

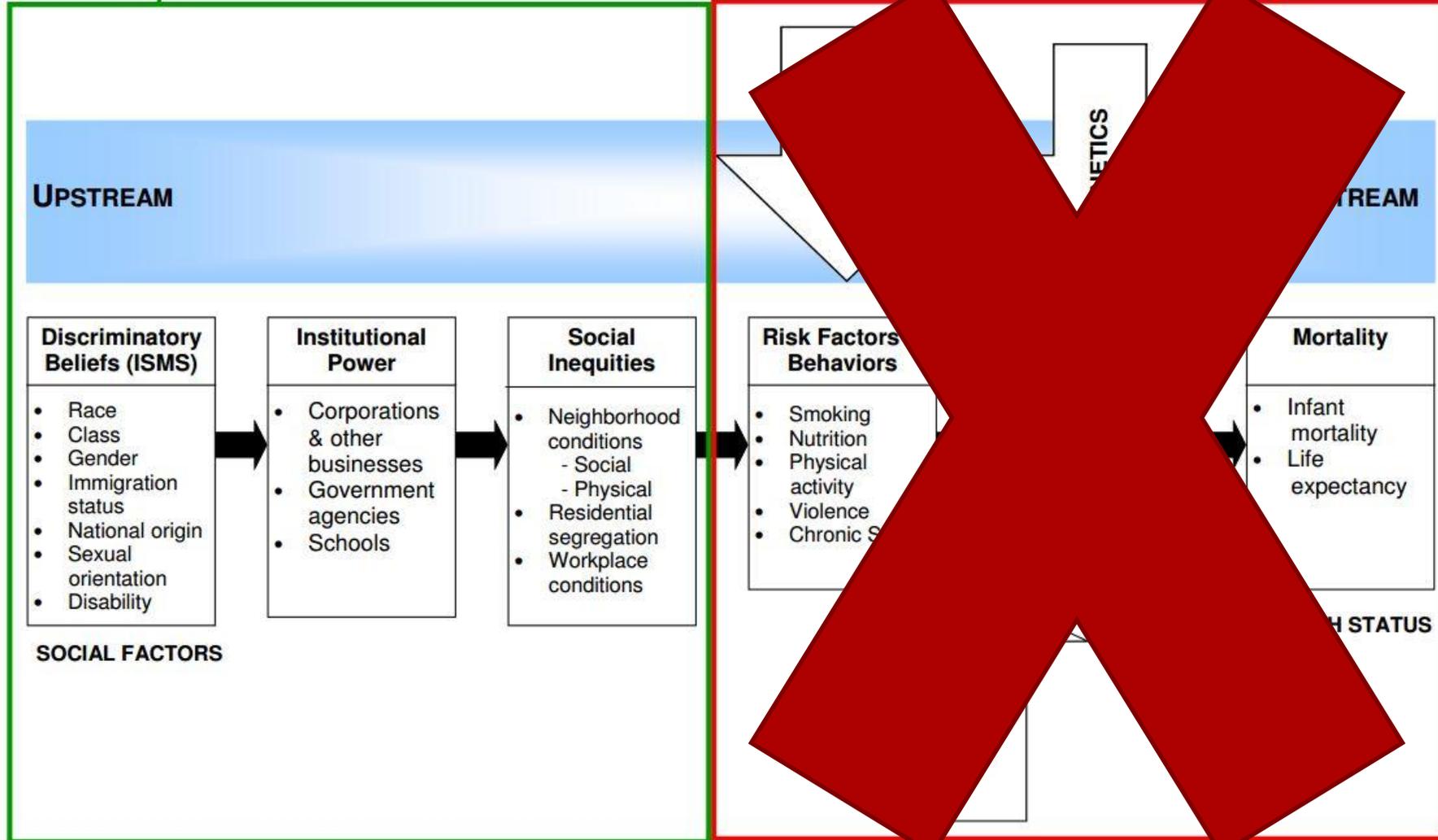
Sometimes our differences and/or history, can create barriers to participation, so we must **FIRST ensure EQUITY** before we can enjoy equality.



A Framework for Health Equity

Socio-Ecological

Medical Model

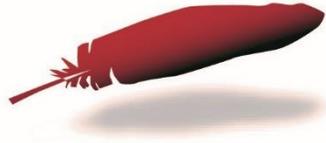


Strategic Plan for Health vs for Health Equity

- 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



National Indian Health Board



Planning, Conducting, Outcome

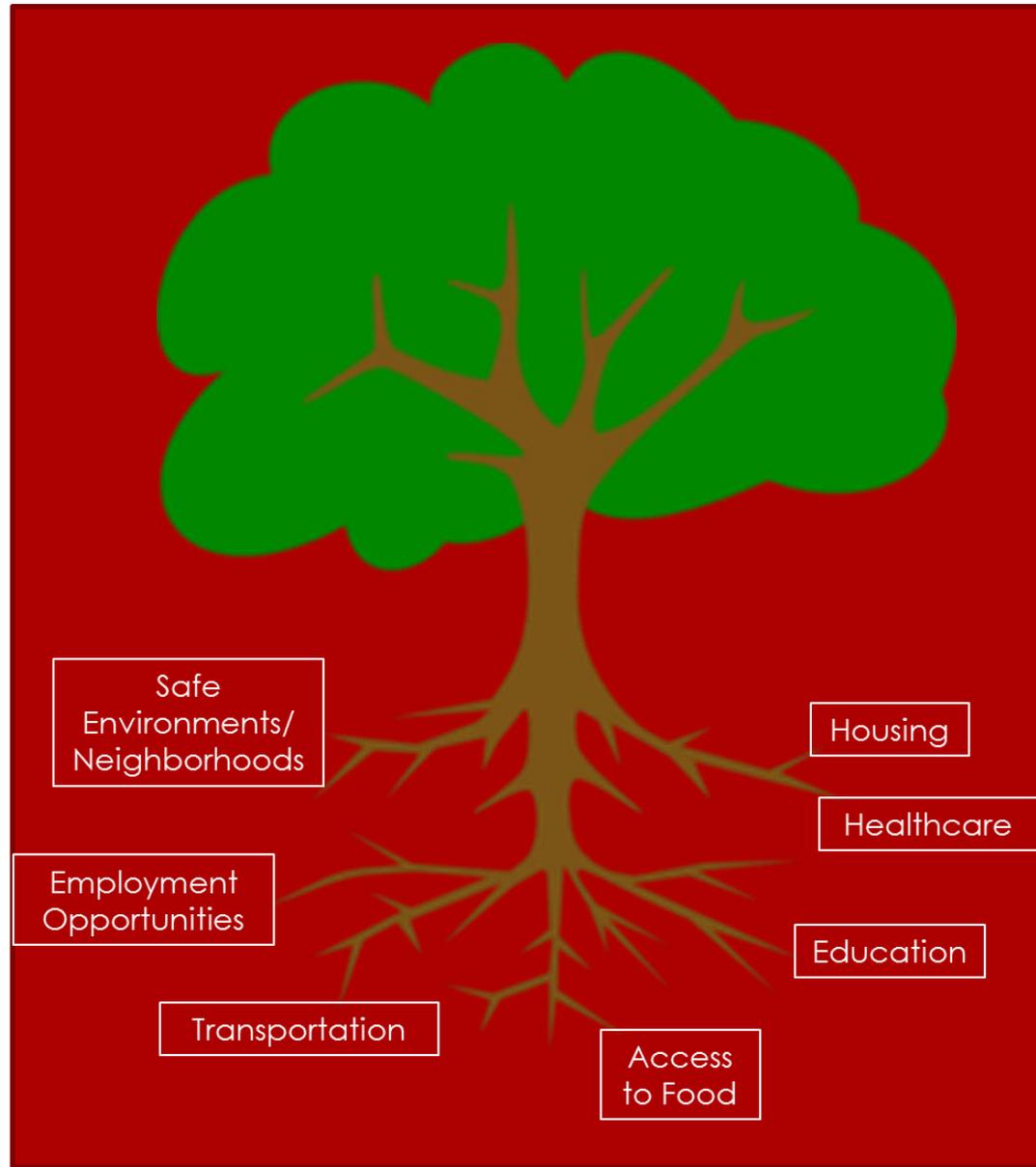
DEVELOPING A STRATEGIC PLAN

Planning Process

- **Assess readiness**
 - Past Experiences and Current Reality
- **Form a Strategic Planning Committee**
- **Stakeholder Engagement**
 - Community Wide
- **Environmental Scan**
 - Community health assessment, health department finances, health department capacity, legislation, SWOT
- **Determine Approach**
 - Internal
 - External party



Stakeholder Engagement



Conducting

- Mission, vision and guiding principles
- Strategic priorities
- Develop goals and SMART*E* 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

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.



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

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

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



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

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

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.

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?



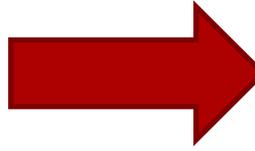
Strategic Priorities, Goals and Objectives

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

Strategic Priorities	Goal	Long-term Objective
Objectives should be SMART <i>E</i>		
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		By March 1, 2017, have a complete final draft of the Workforce Development Plan for review and approval by tribal health board and council.
A Achievable – objectives that are feasible for this agency within the time frame		By February 1, 2017, implement a biannual collection of staff and patient surveys relating to the implementation and staff knowledge.
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?		



Strategic Priorities	Goal	Long-term Objective
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 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.

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 E**
 - 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?

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?



Outcome

Table of Contents

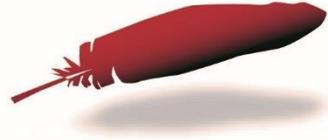
Letter from the Health Officer / Director	3
Section 1: Mission, Vision, Core Values	4
Section 2: Purpose	4
Section 3: Background	4
Section 4: Strategic Planning Process	5
Section 5: Organizing to Support Strategic Plan.....	6
Section 6: Plan of Work Framework.....	8
Section 7: Rationale	9
Section 8: Agency Goals, Strategies, and Objectives Plan of Work.....	11
Section 9: Acknowledgments.....	21

polkcountyhealthdept.org

National Indian
Health Board



National Indian Health Board



UTILIZING EXTERNAL PARTIES FOR STRATEGIC PLANNING

Potential Pros of External Parties

- Experienced facilitators
- Skilled expertise
- Neutral convener
- Quick turnaround
 - Typically 2-3 day “retreat”
- Fresh perspectives



Potential Cons of External Parties

- Cost
- Time to familiarize with the organization, community served, etc.
- Cultural competence
- Added barrier to coordinator with another's schedule and availability
- Quick turnaround
 - Typically 2-3 day “retreat” – away from daily duties

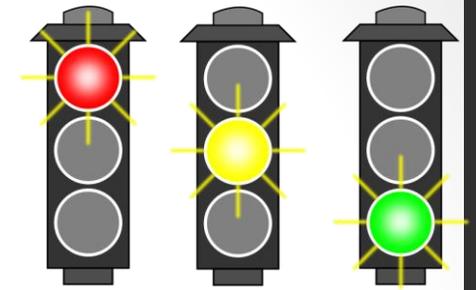


Key Questions – Ask Yourself

- Do you have the internal capacity?
 - Staff Expertise
 - Time
 - Resources
- Do you have the flexibility to hire an external party?
 - Funding – Grant vs Tribally Funded



Checklist for Utilizing an External Party



Internal Capacity		Red	Yellow	Green
	Do I have staff that are knowledgeable on the planning, process and outcomes of a strategic plan?			
	Are these staff experienced facilitators?			
	Do these staff have the time available to conduct the department wide strategic plan?			
	Will my staff be receptive to having a co-worker facilitate this?			
External Party		Red	Yellow	Green
	Do I have the funds to bring in an external party?			
	Can we take 2-3 days away from the day-to-day for a strategic planning retreat?			
	Will my staff be receptive to having an outsider facilitate this?			



Key Questions – Ask External Party

- How much experience do you have facilitating health department strategic planning?
 - How much experience do you have facilitating Tribal health department strategic plans?
- Do you have a list of references or past clients?
- How much does your service cost?
- What services will be provided?
 - What outcomes should I expect?
- Timeframe
 - How much time in person vs remotely?
 - How accessible will you be throughout the contract?
- What documentation must I provide prior to the session(s)?
 - Community health assessment, community health improvement plan, previous strategic plan



Learning Objectives

By the end of the webinar, participants will be able to:

1. Explain the process for developing a strategic plan for health and health equity.
2. Describe two pros and two cons of using an external party to assist with the construction of a Tribe's strategic plan for health and health equity.
3. Develop a plan for engaging external parties to assist with strategic planning.

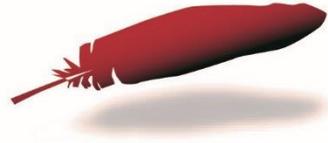


Evaluation

- Please take a moment to complete a short evaluation at the conclusion of this webinar.

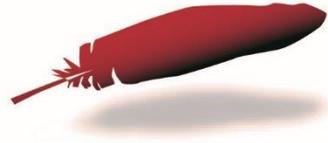


National Indian Health Board



Type into the chat box

QUESTIONS?



Yakoke (Thank you)!

Jamie Ishcomer

202-507-4074

jishcomer@nihb.org

