

Advancing Racial Equity from the Inside Out: Recommendations for Building Internal Infrastructure for DCoDPH and the Partnership for a Healthy Durham

In efforts to advance racial equity within the Partnership, it is important to first address DCoDPH. Not only because the Partnership is housed within the DCoDPH and consists of many DCoDPH employees, but because the Partnership has a grounded foundation in Durham as a hub, connecting cross-sector collaboration, to the community for improved health for all Durham citizens. With the Partnership's coordinator guiding the Durham County Health Assessment process, there is an opportunity to engage marginalized communities and start a journey towards more equitable outcomes and reduced racialized health disparities.

Action	Description	Suggestions
<p>1. Hire 2 full-time positions to focus on advancing racial equity at DCoDPH</p> <p>*Racial Equity Specialists</p> <p>Long term goal 1 year or beyond</p>	<p>These positions would:</p> <ul style="list-style-type: none"> • Organize and coordinate REI workshop efforts • Be trained to present Groundwater and Power Analysis across divisions • Liaisons between DCoDPH and local community social justice groups/movements such as OAR, Village of Wisdom, Black August in the Park and Black Genius • Utilize toolkit and resources to implement internal trainings across departments and agency-wide • Work with epidemiologist to collect data • Work with evaluator and grant specialist to evaluate with a racial equity lens and secure funding for racial equity initiatives 	<p>This is everyone's work. It's critical that positions include at least one White person and one Person of Color</p> <p>Racial equity Tools has a section dedicated to evaluation https://www.racialequitytools.org/evaluate</p>

<p>2. Leverage and maximize existing staff</p> <p>Short term/ intermediate goal 3-12 months</p>	<ul style="list-style-type: none"> • Work with the Partnership for a Healthy Durham housed in the DCoDPH to ensure its embedding racial equity into its procedures and projects • Create a 90/10 or 80/20 policy: if staff finish their work tasks in 80–90% of time, the other 10–20% can be used on equity projects • Build health equity requirements/ expectations into staff job descriptions • Identify organizational inefficiencies and re-appropriate staff time and positions for health equity • Introduce racial equity in the co-chair training process for the Partnership • Mandatory that all Partnership co-chairs attend REI Groundwater and 2-day workshop (entire steering committee) • Keep ongoing trainings/conversations a part of Partnership steering committee meetings 	<p>Percentage of work plan would be dedicated to working with the Partnership since it is a collaborative connecting all stakeholders involved for improved health in Durham</p> <p>Engage staff in identifying opportunities for efficiency, effectiveness and equity</p> <p>To be effective, embedding racial equity into practice, cannot be opt-in or opt-out. It's important that at least leadership have a common analysis of historical content, structural racism and power inequities</p>
<p>3. Leverage/ maximize existing funds</p> <p>Long term goal 1 year or beyond</p>	<ul style="list-style-type: none"> • Leverage existing prevention efforts and population health funding to advance equity via environmental and systems change policies • Support DCoDPH staff development efforts around racial equity 	<p>Provide funds to the community groups like OAR to support scholarships that they offer to community members who cannot afford expensive trainings</p> <p>Be intentional about supporting Black and People of Color-owned businesses for food, supplies, as vendors, etc.</p>

4. Survey DCoDPH employees and Partnership members

**Short term/
intermediate goal
3-12 months**

- Support local groups to do equity–focused policy work to advance community priorities
- Provide funds to support community participation (e.g. provide food, childcare, transportation, translation)
- Hire student interns who are passionate about health equity to support outreach, communications and research activities
- Seek out Black-owned catering for meetings where food is provided, such as the Quarterly meeting
- Partnership mini-grants for racial equity related initiatives. Especially for Partnership community members
- Ask staff about their opinions, experiences, and ideas on how the department can advance racial equity and ways they might like to engage moving forward
- Use tools in toolkit to tailor a survey to Partnership members asking similar questions

Creating a youth arm to the Partnership is a future consideration. Many Culture of Health communities are tapping into local youth to promote improved health

The toolkit will provide resources to create a readiness survey

DR works and Racial Equity Tools have great examples/ templates

Racial Equity Specialist (or coordinator) could work with Evaluator to finalize survey

5. Create a racial equity committee

**Short term/
intermediate goal
3-12 months**

- Identify employees across departments who are passionate and/or interested in racial equity to form a team
- Organize a cross-departmental equity team to develop, operationalize and normalize racial equity and social justice work plans
- Representation should be both across departments/sections and across different levels of management, and should include both white employees and employees of color
- Committee would be co-chaired by hired racial equity positions
- Create a Racial Equity workgroup for each committee within the Partnership

For movement to progress, top leadership has to support efforts. It is also important that there is no disconnect from upper to middle management. Leadership meetings could be a place to address this for everyone to be on the same page

Advancing racial equity is part of PERFECT SERVICE

This should preferably consist of staff/community members whom share the REI common analysis of racism

6. Action Planning

**Long term goal
1 year and beyond**

- This plan would identify who is accountable for moving the work forward
- Incorporate racial and health equity language in department-wide strategic plans, mission/vision statements, goals and objectives
- Examples:
<https://www.racialequitytools.org/plan/action-plan/action-plan-examples>

Engaging staff and leadership helps to build momentum in developing a plan. Who is going to do by when and how?

Emphasizes the importance of this work, not just to the clients served, but to the DCoDPH employees who serve them. Make it important because it is!

Partnership Action Plan Process:

- Engaging residents of color along with employees of color as subject matter experts in the process

These individuals have an accurate analysis of institutional barriers and can help identify more effective strategies and greater community buy-in during implementation

Results: Moving away from behavior focused interventions and addressing environment/ policy Community level conditions we are aiming to achieve

Community Indicator: The means by which you can measure community conditions, disaggregated by race

Outcome: A future state of being resulting from a change at various levels. Strong outcomes reveal a clear improvement OR define how much improvement will take place. Beginning outcomes with “increase” or “decrease”

Action: Specific things we will do to achieve the outcomes

Performance Measure: A quantifiable measure of how well an action is working

- ✓ Quantity- How much did we do?
- ✓ Quality- How well did we do it?
- ✓ Impact- Is anyone better off?

Timeline: The month, quarter, and/or year an action will be accomplished

Accountability: Partnership sub-committees and racial equity workgroups within sub-committees

Communities of color have been burdened by inequitable policies, practices, and investments, and they hold deep expertise on those impacts. Their expertise and ownership of this plan is critical to success

Create a racial equity guiding statement: “To develop planning and sustainability solutions that eliminate racial disparities, thus creating prosperous, resilient, healthy, and affordable communities for everyone in Durham.”

Each subcommittee should have at least one environment/ policy objective

Questions to consider when developing actions:

- Were any actionable solutions identified during the information gathering phase of this process? Are there actions prioritized by communities of color?
- What is a specific change in policy, practice, or procedure that could help produce more equitable outcomes?
- How will an action decrease racial disparities?
- Are there any unintended consequences? Can they be mitigated?
- What capacity is needed to successfully implement the action?
- How will an actions be implemented and by whom?
- Is the action achievable within the lifetime of the plan?
- Is the action measurable and how will it be measured?

GARE Racial Equity Action Plans: A How-To Manual

<http://www.racialequityalliance.org/resources/racial-equity-action-plans-manual/>

7. Organize trainings and discussions

**Intermediate/ long term goal
6-12 months and beyond**

- Organize mandatory trainings department-wide and leadership to build knowledge and normalize conversations about equity
- Screen equity films and use their guides to facilitate dialogue about the root causes of health inequities and action opportunities
- Allow time outside of lunch (1.5 hours) for the current monthly “Conversation Circles”
- Drafted organization policy stating employees can attend Groundwater 1 time, 2-day workshop for a first time (mandatory) and then one time as an alumni on work time. Staff must request the second time and have a plan for making up time

- Conduct at least one quarterly Partnership meeting dedicated to racial equity with speaker and/or activity
- Host a racial equity event in the evening or on Saturday quarterly to invite all Partnership and other community members
- Provide articles, events, clips in the Partnership Post

8. Document Inequities

**Intermediate/ long term goal
6 months to a year or beyond**

- Document existing inequities to start making a case for more widespread action. Write reports that show disparities in life expectancy and other health outcomes by neighborhood, race/ethnicity, gender, sexual orientation, etc.

Training Initiatives/ Tools

- Groundwater
- REI 2-day workshops
- Power Analysis (with why are people poor?)
- Unnatural Causes
- The Raising of America
- PBS 3-part docuseries, RACE the Power of an Illusion
- TED talks
- DR workbook
- Health Equity and Social Justice 101 Online Training Series (NACCHO)

Racial equity workgroups (in a dream world, committee) would :

- organize quarterly racial equity meeting. Collaborate with community groups
- provide racial equity information to disseminate via the Partnership Post

Make sure to describe and discuss not just that inequities exist, but *why* they exist- referring to historical factors driving inequities and making the connection across systems

Utilize County Health Rankings, Community Health Assessment data and the

<p>9. Change documentation</p> <p>Intermediate goal 6-12 month</p>	<ul style="list-style-type: none"> Describe inequities in the built, social, economic, and political environments The Partnership could use the report process to strengthen community collaboration and recommend equitable policies to address the inequities identified Both qualitative and quantitative data is important to this process Be more intent about mapping inequities using tools that have been presented <p>The bigger picture of people’s lives can help us think about upstream change opportunities</p> <ul style="list-style-type: none"> Include question(s) on: <ul style="list-style-type: none"> -Clinical intake forms -Performance monitoring -Program evaluations on “non-health” issues/concerns Evaluate CHA questions to ensure they are intentional and specific questions centered on similar variables Action Planning for committees utilizing a racial equity lens 	<p>Equity Atlas for local and county Data</p> <p>Opportunity to analyze Community Health Assessment process</p> <p>Include community voices in this process. They are experts on their own communities. Their stories and insight matter</p> <p>“Non-health issues/concerns”:</p> <ul style="list-style-type: none"> *Housing status/security *Employment conditions *Income inequality *Discrimination *Food insecurity *Stress <i>*Any issues that drive inequities</i>
---	---	--

10. Engage community and build improved community leadership

Intermediate/ long term goal
9-12 months, beyond

*Starts with building and bridging relationships

The Partnership is positioned to connect health and cross-sector efforts to (*and with*) the community.

The goal should be community members emerging as leaders driving Partnership initiatives.

- Health and well-being are culturally created, *not professionally provided*. Incorporating arts and culture in public health work throughout Durham County can help build community and improve communication among residents.
- Collaborate with community groups (OAR, Village of Wisdom, Black Genius, Black August in the Park) to host evening and weekend events surrounding racial equity using TED talks, documentaries, etc. (Similar to what Duke does)
- Invite community cultural groups/movements to Partnership meetings and promote their events. Work together to promote health
- Do not underestimate the power of breaking bread together (culture). Food and incentives are important for groups of people who are already marginalized, to build relationships
- Research other communities creating leadership institutes and initiatives for community members. What could this look like for Durham

Support Black and People of Color-owned venues

Racialized health disparities continue to worsen because the best science alone is ineffective if it's not accessible and actionable for targeted populations

Arts and culture help provide a common language necessary to foster mutual understanding. This is what's happening in Louisville, Kentucky, an RWJF "Culture of Health" prize winner: The Center for Art + Health Innovation (CAHI) is operationalizing ideas and strategies at the intersection of the art + health. CAHI is a strategic partnership between the Commonwealth Institute of Kentucky (CIK), housed within the University of Louisville School of Public Health and Information Sciences, and artist-innovation group and creative place making pioneer, IDEAS xLab in Louisville, Kentucky

***EXAMPLE:** Durham Knows HIV event- Collaboration with Beats N Bars, Beyu Caffe (black owned business), local Hip-Hop artists, DJ and local expert panel- tailored flyers, promotion and messaging

Arts and Culture:

<https://www.racialequitytools.org/act/strategies/arts-and-culture>

Art, Creative Practice, Action, and Leadership

<https://wagner.nyu.edu/files/leadership/NGL%20Arts%20CI.pdf>