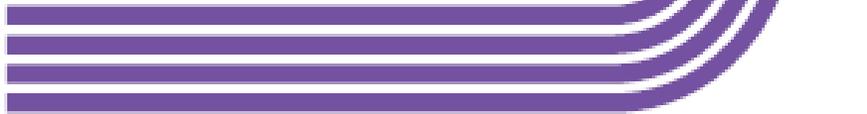


Boston Public Health Commission 2019-2021 Strategic Plan



Monica Valdes Lupi, JD, MPH
Executive Director
Board Meeting
4.24.19



PRIORITY AREA

01



RACIAL JUSTICE AND
HEALTH EQUITY

Goal: Make BPHC a model for racial justice and health equity that advances our vision of achieving optimal health and well-being for all Boston residents.

PRIORITY AREA

02



WORKFORCE
DEVELOPMENT

Goal: Promote and sustain a work environment where staff thrive and achieve personal and professional growth.

PRIORITY AREA

03



INFORMATICS
AND DATA

Goal: Grow capacity to use technology and data to drive programming and partnerships to improve health outcomes.

PRIORITY AREA

04



COLLABORATIVE
PARTNERSHIPS

Goal: Proactively sustain, enhance, and create partnerships to improve the health of Boston.

PRIORITY AREA

01



RACIAL JUSTICE AND
HEALTH EQUITY

Goal: Make BPHC a model for racial justice and health equity that advances our vision of achieving optimal health and well-being for all Boston residents.

1.1 :: By 2020, develop a demographically-representative team of Health Equity Champions reflecting BPHC locations, shifts, and classifications to support equity practices.

1.2 :: By 2021, increase number of City agencies that express an understanding of what creates health, racial justice, and inequities.

1.3 :: By 2021, all Bureaus incorporate the racial justice and health equity principles and practices outlined in the BPHC Community Engagement Plan as standard practice.

1.4 :: Implement strategies to improve culturally sensitive communications and promote equitable conflict resolution.

PRIORITY AREA

02



WORKFORCE
DEVELOPMENT

Goal: Promote and sustain a work environment where staff thrive and achieve personal and professional growth.

1.1 :: Create a formal system to support professional growth and career pathways.

1.2 :: By January 2022, ensure at least 30% of BPHC staff at every level of the organization participate in professional development opportunities on an annual basis.

1.3 :: Increase the diversity of senior managers to more closely reflect the community BPHC serves.

1.4 :: By December 2021, meet or improve on national standards for percent of staff who report they are considering leaving in the next year for reasons other than retirement.

PRIORITY AREA

03



INFORMATICS
AND DATA

Goal: Grow capacity to use technology and data to drive programming and partnerships to improve health outcomes.

3.1 :: By the end of 2021, increase access to technology that meets Program and Public Health Service Center needs.

3.2 :: By the end of 2020, increase by 10% overall staff knowledge and skills to collect and use data.

3.3 :: By the end of 2021, increase data availability, utility, and accessibility for BPHC and community partners to improve community health.

3.4 :: By the end of 2021, embed performance measures focused on health-related outcomes in 50% of Programs and Public Health Service Centers.

PRIORITY AREA

04



COLLABORATIVE
PARTNERSHIPS

Goal: Proactively sustain, enhance, and create partnerships to improve the health of Boston.

4.1 :: Dedicate additional public health resources to advance Mayor Martin J. Walsh’s vision and goal to make Boston a thriving, healthy and innovative city.

4.2 :: By 2021, formalize strategic partnerships with advocacy organizations and community-led groups to address racial justice and social determinants of health.

4.3 :: By the end of 2021, leverage diverse resources to drive equitable health improvement at the neighborhood level.

4.4 :: By the end of 2021, expand partnerships with Accountable Care Organizations (ACOs) to improve health outcomes of marginalized populations.



01

Priority Area: Racial Justice and Health Equity



The Guide
To Advance
Racial Justice and
Health Equity



Year 1 Action Plan Highlights:

- Promote *The Guide*.
- Identify Health Equity Champions.
- Communicate established communication / conflict resolution processes.



02

Priority Area: Workforce Development

Year 1 Action Plan Highlights:

- Launch Professional Development Steering Committee.
- Develop Emerging Leaders Program.
- Identify, prioritize, and address barriers that prevent participation in training opportunities, particularly for front-line staff.
- Update Employee Resource Guide.



03

Priority Area: Data and Informatics

Year 1 Action Plan Highlights:

- Continue to build technology and support training/equipment needs.
- Launch informatics competency self-assessment tool.
- Promote access to data produced by BPHC to decision makers.
- Develop performance measures focused on health outcomes.



04

Priority Area: Collaborative Partnerships

Year 1 Action Plan Highlights:

- Share resources & best practices with other City agencies.
- Identify current strategic partnerships across BPHC.
- Drive multi-sectoral investments for neighborhood-based health improvement.
- Build efforts to partner with ACOs on shared goals of addressing racial health inequities & social determinants of health.

How do we know we're meeting goals & objectives?

PA01: Racial Justice & Health Equity

- # of champions, # of change projects started

PA02: Workforce Development

-Curriculum designed for Emerging Leaders Program;
% of Bureaus represented on Prof Development
Steering Committee

PA03: Informatics

-% increase in new tech equipment deployed; # of
RFPs that use & require use of BPHC data

PA04: Collaborative Partnerships

-% of City depts engaged in HEiAP Task Force; # of
strategic partnerships related to housing & anti-
displacement

Next Steps

- Priority Area leads and implementation activities
- Internal roll out and staff engagement
- Engage Project Manager
- Align with performance management system
- Integrate routine reporting and prioritization of work: Board, SLT, Program Directors, Bureaus



Thank you

Appendix

Data Collection

- **Conducted Key Informant Interviews**
(n=23)
 - Academia
 - Advocacy Organizations
 - City Officials
 - Philanthropy
 - Health Equity Advisory Committee
 - BPHC Staff
- **Facilitated 6 Staff/Community Engagement Sessions**
(n= 100 participants)
- **Implemented staff survey**
- **Conducted environmental scan of documents**



Prioritization Process: Selection Criteria

Alignment	Aligns with BPHC's vision, mission, and values.
Feasibility	Ability to address this issue (e.g., expertise, experience, etc.)
Need	Demonstrated area of internal and external need.
Political & Collective Will	Internal and external will to address this issue exists.
Impact	Impact and results from addressing this issue can be measured and demonstrated.
Resources	Available resources to address issue (e.g., funding, staff, etc.).
Visibility	Focus in this area will allow us to increase the visibility and awareness of BPHC's efforts.
Capacity Building	Enables BPHC to build/strengthen its capacity to carry out its mission.

How did we do it?

