Boston Public Health Commission
2019-2021
Strategic Plan

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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.
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.
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<tr>
<th>1.1 ::</th>
<th>Create a formal system to support professional growth and career pathways.</th>
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<td>1.2 ::</td>
<td>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.</td>
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<td>1.3 ::</td>
<td>Increase the diversity of senior managers to more closely reflect the community BPHC serves.</td>
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<td>1.4 ::</td>
<td>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.</td>
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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.
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.
Priority Area: Racial Justice and Health Equity

Year 1 Action Plan Highlights:

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

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

2018

Aug
Kick Off Meetings

Sept
Data Collection
Interviews, Focus Groups, Staff Engagement Sessions, Document Review

Oct
Strategic Plan Development
Draft Report, Review & Feedback, Finalize draft Strategic Plan

Nov
Key Findings & Prioritization

Dec
Strategic Plan Review Meetings

Jan
Action Planning Session

Feb
Strategic Plan

Mar
Finalize design & roll out plan

2019

Feb
Action Plan Development
Finalize Strategic Plan, Develop & finalize Action Plan

Mar
Release Plan
Finalize design/layout & disseminate Strategic Plan