

# Attachment K: Health Equity Implementation Plan

## STATE OF IOWA DEPARTMENT OF Health AND Human SERVICES

### Iowa HHS Health Equity Implementation Plan 2022-2026

Drafted by Olivia Walker 7-15-21 Status Updated 6-29-23

The proposed focus areas for health equity include:

1. Organizational Culture
2. Internal Policies and Procedures
3. Data Equity Framework
4. Planning and Performance Improvement
5. Partnerships and Community Engagement

Goals and activities to support department wide health equity are included in the following tables by focus area.

Organizational Culture					
Goals	Key Activities	Responsibility	Priority Level	Status	Results
1. Develop draft health equity framework	<ul style="list-style-type: none"> <li>• Finalize draft framework</li> <li>• Regional comparisons of state department health equity frameworks</li> <li>• Research of health equity framework efficacy</li> </ul>	Health Equity Coordinator PHP Bureau Chief	High	<b>Completed September 2021</b>	Drafted vetted with key stakeholders and refined based on feedback
2. Formalize commitment from leadership by approving and sharing strategic framework after it is finalized.	<ul style="list-style-type: none"> <li>• Present to E-team for approval</li> <li>• Develop a timeline for leadership review, feedback, and editing</li> </ul>	department director deputy director e-team	High	<b>Completed December 2021</b>	Presented to E-team December 2023, unanimously approved and then distributed to key stakeholders. HHS health equity framework posted to website.

3. Implement a formal internal health equity assessment to evaluate current status of efforts and identify areas to build capacity.	<ul style="list-style-type: none"> <li>● Research</li> <li>● Identify</li> <li>● Implement</li> <li>● evaluate</li> </ul>	HE coordinator PHP Bureau	High	In Process January 2023-present	Working on developing an RFP to work with a consultant on development and implementation of an assessment.
4. Develop comprehensive internal communications strategy to ensure that staff are aware of opportunities to engage in health equity efforts; have a dedicated resource hub to provide initial support before accessing consultation/technical assistance	<ul style="list-style-type: none"> <li>● Meet with Comms to determine priorities and approach</li> <li>● Draft internal plan with regularly occurring activities</li> </ul>	Communications HE coordinator	High	<b>Completed April 2022</b>	Worked with comms staff to develop and implement regular equity focused newsletters to all HHS staff
5. New resource hub for staff with links to resources, presentations, and health equity frameworks.	<ul style="list-style-type: none"> <li>● Identify priorities areas</li> <li>● Identify resources by subject area</li> <li>● Develop branding/design concept</li> <li>● Update external IDPH webpage</li> <li>● Build a Google Drive resource hub</li> </ul>	HE coordinator HEDF Communications	Medium	<b>Completed December 2022</b>	Equity Resources Sharepoint completed and released to HHS staff in January 2023 Health Equity Update Newsletter
6. Formalize Health Equity Consultation Process-identify ways to prioritize technical support requests from internal and external partners. Promote capacity building so staff can address issues related to health equity	<ul style="list-style-type: none"> <li>● Draft strategy</li> <li>● Vet with HEDF</li> <li>● Identify additional consultants</li> <li>● Pilot process</li> <li>● Refine</li> <li>● Release</li> </ul>	HE Coordinator PHP Bureau	Medium	<b>Completed March 2023</b>	Created the HHS health equity consultation tool. Piloted with the HIV/STI/Hepatitis team in a yearlong consultation process completed May 2023.
7. Health Equity Drivers Forum: enhance and strengthen HEDF's role in supporting department-wide and project specific health equity work.	<ul style="list-style-type: none"> <li>● Identify priority areas</li> <li>● Refine workgroup plans</li> <li>● Track progress</li> <li>● Annual report</li> </ul>	HE Coordinator	Medium	<b>Completed January 2023</b>	Re-launched HEDF as the HEAL Collaborative in January 2023, an HHS learning workgroup for all HHS staff.
8. Health Equity Drivers Forum: make intentional connections with other formal workgroups and IDPH advisory boards to support health equity: Data Community of	<ul style="list-style-type: none"> <li>● Regular communication with workgroup leads</li> <li>● Identify areas of overlap and opportunities</li> <li>● Co-sponsor activities</li> </ul>	HE coordinator	Low	Ongoing	Alignment has created additional opportunities to consider partnerships with workgroups beyond the public health division. We are working to ensure appropriate partnership and representation.

Practice, Trauma-informed workgroup, Wellness Committee, HEAC, MCAH.					
9. Ensure that the Public Health Performance Bureau has developed capabilities to integrate and support core health equity strategies. Ensure all staff have access to data tools, equity assessment tools, and QI/PM support.	<ul style="list-style-type: none"> <li>Develop PHP strategic plan</li> </ul>	PHP Bureau Chief	High	<b>Completed August 2022</b>	Health Equity integrated into PM/QI, additions of health equity goals and actions into Public Health Strategic Plan

Internal Policies and Procedures					
Goals	Key Activities	Responsibility	Priority Level	Status	Results
1. Health Equity Policy Revision-recommend revisions and expansion of the policy.	<ul style="list-style-type: none"> <li>Identify workgroup</li> <li>Draft revisions</li> <li>E-team approval</li> </ul>	HE Coordinator, PHP Bureau, Data Governance Coordinator	Medium	In Progress	Draft policy completed August 2022.
2. Develop and formalize a department-wide approach to providing public communications materials in languages spoken by target populations. Ensure all materials are accessible to people with disabilities and at an appropriate public health literacy level. This could be included in health equity policy or development of stand alone procedures	<ul style="list-style-type: none"> <li>Identify priority areas</li> <li>Develop language strategy</li> <li>Assess resources needed to support department-wide efforts</li> <li>Formalize commitment</li> </ul>	Communications Office of Contract Services HE Coordinator HEDF	High	Ongoing	Review reports and provide technical assistance as needed.
3. Enhance policies and procedures used by IDPH in its role as a leader and advocate for addressing social determinants of health and health equity.	<ul style="list-style-type: none"> <li>Develop workgroup</li> <li>Identify priorities</li> <li>Draft changes to LAFN</li> </ul>	Legislative Liaison PHAB coordinator HE Coordinator	Medium	<b>Completed January 2023</b>	Updated LA/FN to reflect health equity analysis. Provided training to SME January 2023.
4. Assess current health equity integration in contracting. Develop recommendations for additional language to be included in contract	<ul style="list-style-type: none"> <li>Assessment</li> <li>Research and recommendations</li> <li>Draft changes/develop procedures</li> </ul>	Office of Contract Services HEDF	High	Ongoing	Consultation as needed.

guidance and identify gaps in knowledge of contractors. Develop requirements to ensure a percentage of funds go to priority populations by issue or specifically addressing determinants of health (dictate that we take an approach aimed at reducing health disparities among all programs as allowed by federal guidelines)	<ul style="list-style-type: none"> <li>Approval</li> </ul>				
5. Workforce development equity strategy: focus on building capacity of IDPH HR to address: recruitment and retention, diversity and inclusion, promotion, and staff health equity capacity building to support health equity. Analyze hiring data, salary equity, and grievances/claims and make recommendations to processes.	<ul style="list-style-type: none"> <li>Identify key stakeholders</li> <li>Identify priorities and establish responsibility for tasks</li> <li>Evaluate efforts</li> </ul>	HR, Workforce Development Coordinator, HE Coordinator	High	In Progress	Identified projects to co-develop with workforce development. Conversations with HR on future projects to review with an equity lens.
6. Update and track staff performance plans to ensure that 100% of PP have a health equity goal as stated in current health equity policy.	<ul style="list-style-type: none"> <li>Assess</li> <li>Meet with bureau chiefs</li> <li>Establish 12 month goals</li> <li>Change metric? (currently self reported in employee survey)</li> </ul>	HR Bureau Chiefs	Low	Will not complete	Transitions in alignment does not allow time for this goal, increasing staff from 450 to 5,000. Will find another way to measure commitment to Health Equity by staff.
7. Develop internal trainings that focus on practical implementation of health equity and social determinants of health.	<ul style="list-style-type: none"> <li>Assess current offerings</li> <li>Work to develop trainings</li> <li>Implement and evaluate</li> </ul>	HE Coordinator Workforce Coordinator HEDF training group	Medium	<b>Completed/Ongoing</b>	Four new trainings developed and implemented on quarterly basis, additional partnerships have created three other topic areas to complete trainings.

Data Equity Framework					
Goals	Key Activities	Responsibility	Priority Level	Status	Results
1. Develop a data equity framework that covers health equity and data governance in addition to best practices for data collection, data analysis, qualitative data integration, data dissemination, and data sovereignty	<ul style="list-style-type: none"> <li>Identify key stakeholders</li> <li>Develop workgroup</li> <li>Identify priorities</li> <li>Draft framework</li> <li>Approval</li> </ul>	Data Governance Coordinator Data COP HE Coordinator PHP Bureau	High	Not Started	Other data modernization efforts are currently being prioritized by HHS. Provide consultation and technical assistance as needed.

2. Evaluate data standards/health equity policy implementation based on policy requirements.	<ul style="list-style-type: none"> <li>Identify capacity to evaluate internally</li> <li>Identify priorities based on data</li> </ul>	Data COP Data Governance Coordinator HE Coordinator PHP Bureau Chief	Medium	Not started	
3. Update IDPH data standards.	<ul style="list-style-type: none"> <li>Develop workgroup</li> <li>Identify key activities</li> <li>Implement</li> <li>Approval</li> </ul>	Data Governance Coordinator, Data COP, HE Coordinator, PHP Bureau	Medium	Will not complete	Data sets have been mostly governed and regulated by federal requirements of their respective partnering agencies.
4. Ensure that publicly facing data is accessible through the IDPH tracking portal and disaggregated to provide information on disparities while still protecting individual data. Review information for health literacy and accessibility.	<ul style="list-style-type: none"> <li>Evaluate current data sets</li> <li>Develop recommendations</li> <li>Approval and implementation</li> </ul>	Tracking Portal Coordinator Data Governance Coordinator Data COP HE Coordinator	Medium	In Progress	Technical assistance as needed by programs.

Planning and Performance Improvement					
Goals	Key Activities	Responsibility	Priority Level	Status	Results
1. PHAB Accreditation-ensure that standards are fully met for department wide efforts to enhance health equity, cultural competence, and community engagement.	<ul style="list-style-type: none"> <li>Document key priorities</li> <li>Develop plan</li> <li>Implement</li> </ul>	PHAB Coordinator HE coordinator	High	In Progress	OHE works with the PHAB coordinator to ensure work is being documented for PHAB reaccreditation.
2. Healthy lowans-ensure that data included in the assessment is disaggregated to highlight any potential disparities and define specific strategies to include to address health inequities in the State Health Improvement Plan. Provide opportunities at every point of planning, implementation, and evaluation for key stakeholders to engage in decision-making.	<ul style="list-style-type: none"> <li>Workgroup identified</li> <li>Evaluate data process</li> <li>Develop and implement advisory committee</li> <li>Evaluate efforts (QI)</li> </ul>	Healthy lowans team	High	In Progress	OHE has worked with the Health lowans team on the assessment and development of the five year SHIP.

3. Strategic Plan--identify and include core goals, indicators, and strategies to address health equity.	<ul style="list-style-type: none"> <li>Identify potential HE measure for year 6 integration and implementation</li> <li>Approval</li> </ul>	PHP Bureau	High	<b>Completed June 2022</b>	Health equity goals and activities reflected in PH strategic plan.
4. QI--ensure that health equity is integrated into QI assessments and QI adventures.	<ul style="list-style-type: none"> <li>QI health equity assessment</li> <li>Develop recommendations</li> <li>Implement</li> <li>Evaluate</li> </ul>	QI Coordinator	Medium	<b>Completed June 2022</b>	Assisted with language on QI adventure to reflect health equity considerations.
5. Performance Management--work with PM coordinator on technical assistance to provide HE recommendations for results based accountability measures being implemented for all divisions/bureaus.	<ul style="list-style-type: none"> <li>PM health equity assessment</li> <li>Develop recommendations</li> <li>Implement</li> <li>Evaluate</li> </ul>	PM Coordinator	Medium	<b>Completed June 2022</b>	Ongoing support at PM meetings provided by OHE.
6. Division/Bureau--planning and program fully engage in health equity considerations in planning for their planning efforts, program implementation, and contracting elements.	<ul style="list-style-type: none"> <li>Develop strategy/template for health equity considerations in decision-making (program, policy, hiring decisions, etc.)</li> <li>Implement</li> <li>Evaluate</li> </ul>	Division Directors and Bureau Chiefs	High	<b>Completed/In Progress</b>	Ongoing consultation and technical assistance with PH bureaus.

Partnerships and Community Engagement					
Goals	Key Activities	Responsibility	Priority Level	Status	Results
1. Research and identify best practices for public health community engagement.	<ul style="list-style-type: none"> <li>Research</li> <li>Draft or adopt</li> <li>Disseminate</li> </ul>	PHP Bureau PHAB coordinator HE coordinator Program staff with engagement expertise	Low	Not Started	Review MAPP 2.0 and other engagement models, recommend engagement models for programs. Developing September 2023 training on community engagement in public health.
2. Develop an IDPH community and partner engagement framework.	<ul style="list-style-type: none"> <li>Identify workgroup</li> <li>Research</li> <li>Draft</li> <li>Approval</li> <li>Implementation</li> </ul>	PHP Bureau	Medium	Not Started	Review and provide recommendations for community engagement activities for HHS programs and services as needed.

<p>3. Identify resources to compensate individuals and organizations who are providing oversight and expertise</p>	<ul style="list-style-type: none"> <li>• Identify workgroup</li> <li>• Research models</li> <li>• Identify resources required</li> <li>• Move recommendations for approval</li> </ul>	<p>Office of Contract Services</p>	<p>Medium</p>	<p>Not Started</p>	
<p>4. Strengthen intergovernmental partnerships and strategies to support health equity. Work with decision makers to enhance their understanding of strategies that support health for all lowans while addressing health inequities. Develop framing language for these conversations.</p>	<ul style="list-style-type: none"> <li>• Regular communication to support HIAP strategy</li> </ul>	<p>Director Deputy Director E-team Legislative/Policy lead</p>	<p>Medium</p>	<p>In Progress</p>	<p>Meet regularly with external partners, contractors, and communities.</p>
<p>5. Develop and strengthen relationships with Department of Human Rights and their partners. Identify new and emerging partners from target populations.</p>	<ul style="list-style-type: none"> <li>• Develop relationships</li> <li>• Identify opportunities for engagement</li> <li>• Implement</li> </ul>	<p>HE Coordinator</p>	<p>Medium</p>	<p>In Progress</p>	<p>Working on integration of Health Equity and Human Rights for alignment.</p>
<p>6. Utilize IDPH's role as Chief Health Strategist to leverage power and authority for health equity.</p>	<ul style="list-style-type: none"> <li>• Assess current communications strategy</li> <li>• Provide recommendations</li> <li>• Implement</li> </ul>	<p>Director Deputy Director E-team</p>	<p>High</p>	<p>In Progress</p>	<p>Provide strategic advisement to HHS leadership on strategies and recommendations as needed.</p>
<p>7. Develop fact sheets and asset maps that will assist community and partner organizations in telling their stories and accessing resources.</p>	<ul style="list-style-type: none"> <li>• Assess current offerings</li> <li>• Implement key informant/focus groups with priority partners to assess needs</li> <li>• Develop and disseminate products</li> </ul>	<p>Epi staff/supports</p>	<p>Medium</p>	<p>Not Started</p>	<p>OHE sits on advisory committees for BRFSS and IYS/YRBS surveys.</p>