



Metro Public Health Dept
Nashville / Davidson County
Protecting, Improving, and Sustaining Health

Q1 2023 HEALTH EQUITY UPDATE

**METRO PUBLIC HEALTH
DEPARTMENT NASHVILLE &
DAVIDSON COUNTY**

Protect, improve and sustain the health and well-being of all people in Nashville and Davidson County.



HEALTH EQUITY UPDATE

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Bureau Director's Foreword

HEALTH EQUITY AS A PROCESS AND AN OUTCOME

As the Director of the Bureau of Health Equity at the Metro Public Health Department, I have had the privilege of launching the first-ever governmental operation dedicated to advancing health equity for Nashville and Davidson County. Over time, the Bureau of Health Equity has positioned itself to serve MPHD and the greater Nashville community as a connector, facilitator, and enabler of upstream solutions, systems change, and collaborative partnerships to advance health equity.

Since its inception, the Bureau has built many inter-departmental, cross-agency, and community-based partnerships to advance its initiatives. Every success, accomplishment, experiment, and attempt has been driven by a spirit of collaboration and creativity. I am proud of the progress we have made, the lessons we have learned, and the foundation we developed at MPHD to continue meaningful health equity work.

To frame our approach, the Bureau believes "health equity" is a noun and a verb— a process and an outcome. When we consider health equity as a process, deep reflection, accountability, and community-driven action are essential. When we consider health equity as an outcome, it ensures we maintain the



critical goal of eliminating the gaps and barriers that keep communities marginalized and from their full potential for health and well-being.

We are releasing this Q1 2023 report to provide an overall summary of the Bureau of Health Equity's mission, vision, priority areas, key achievements, and a roadmap of what's to come. The Bureau of Health Equity looks forward to another year of supporting MPHD's efforts to foster an authentic commitment to more equitable practices, policies, and procedures that impact our workforce and the communities we serve.

Dr. Stephanie Kang
Bureau Director, Health Equity
Metro Public Health Department

Bureau of Health Equity

MEET THE TEAM



**Micheala
Baptiste**

CDC PUBLIC HEALTH
ASSOCIATE PROGRAM



**Raquel de
la Huerga**

POLICY COORDINATOR



**Elise
Krews**

STRATEGIC MANAGER



**Timothy
McDaniel-
McCluney**

OFFICE COORDINATOR



**Erika
Leslie**

PUBLIC HEALTH
INFRASTRUCTURE
DIRECTOR



**Jody
Patterson**

LEARNING &
DEVELOPMENT
MANAGER



**Zacnité
Vargas**

PARTNERSHIP
COORDINATOR

Bureau of Health Equity

INTRODUCTION

The Metro Public Health Department instituted the Bureau of Health Equity in fall of 2021, ensuring health equity would continue to be a departmental priority. The Bureau of Health Equity aims to promote equitable systems, practices, and policies within the department and across Nashville and Davidson County. The Bureau of Health Equity has implemented several initiatives designed to address social determinants of health, uplift the needs and actions of those most marginalized, and deepen MPHD’s understanding of health and racial equity in Nashville and Davidson County.

MPHD defines "**health equity**" as everyone has a fair and just opportunity to be as healthy as possible.

Achieving healthy equity requires the dismantling of obstacles to health such as discrimination and poverty, along with the consequences of those obstacles like lack of access to good jobs, quality education, housing, safe environments, and health care.

Mission

Advance health equity in Nashville by building MPHD’s authentic commitment to diversity, equity, and inclusion and by cultivating community-centered partnerships to operationalize equity across systems, policies, and practices city-wide.

Vision

A transformed public health ecosystem in Nashville that ensures equitable and thriving communities

PRIORITY AREAS

Build & Deepen Shared Knowledge and Understanding of Health Equity

Cultivate MPHD’s Authentic Commitment to Advance Health Equity

Implement Targeted Strategic Initiatives to Reduce Specific Inequities in the Community

Promote the Health in All Policies Approach Across Sectors and Institutions

Develop Platforms for Community-Driven Action at MPHD

Leverage and Establish Equity-Centered Public Health Infrastructure for Systems Change

BUREAU DIVISIONS & PROGRAMS



Learning & Development Hub (L&D)

Implement various learning and development opportunities across MPHD that build and deepen shared understanding of health equity and cultivate authentic commitment and skills to advance health equity



Strategic Initiatives

Collaborate with MPHD programs and external partners to better embed equity frameworks within their practices and provide cross-disciplinary and upstream solutions



Health in All Policies (HiAP)

Promote the centering of health and equity across decision-making and policies internally and in partnership with Metro agencies and non-traditional stakeholders



Community Engagement & Action Unit (CEAU)

Build authentic community engagement across MPHD programs and strengthen existing partnerships to better address social determinants of health and advance community-driven priorities

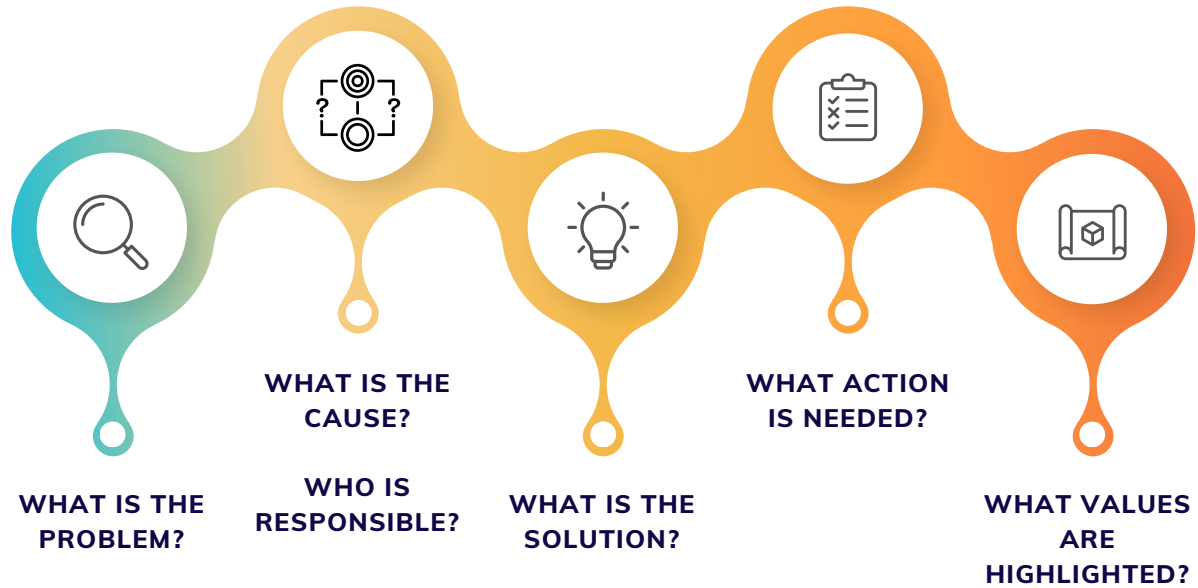


Equity Infrastructure

Assist the implementation of strategic investments in workforce development, foundational capabilities, and data modernization to better equip MPHD to advance health equity

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FRAMEWORK



EQUITY ROADMAP

For the first time, MPHD has integrated a robust equity framework, called the Equity Roadmap, into its strategic planning process. MPHD utilized the Racial Equity Data Road Map (source: Commonwealth of Massachusetts 2020) to analyze health issues and dynamics with an emphasis on reducing structural racism. The Equity Roadmap uses a racial equity analytical approach which allows us to include historical factors, power dynamics, intersectionality, and other upstream factors that impact the character and quality of health that we experience.

The Bureau uses the Equity Roadmap to delineate how to operationalize solutions to advance equity within each goal area. The question "What Action is Needed?" inquires how to move from thinking to doing. Learning "how to do how" is a great opportunity to highlight the collaboration and teamwork that is needed to solve complex societal problems. No one person or entity is going to solve our issues. We need concrete strategies and action steps.

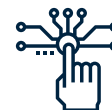
Note: The Equity Roadmap was adopted in late 2021 by the Healthy Nashville Leadership Council (HNLC) to ensure a focus on equity in working with health disparities. The use of the Roadmap by both MPHD and HNLC will allow for improved alignment with the city's Community Health Improvement Plan (CHIP) and Community Health Assessment (CHA) process.

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2022 HIGHLIGHTS

ESTABLISHED COMMUNITY PARTNERSHIPS & PROJECTS

Initiated the Health Equity Coalition, held community listening sessions, distributed and translated resources, partnered with the Barnes Fund to embed equity and community voice into their selection process, and helped launch Population Health's Community Health Worker Program



DEVELOPED MULTIPLE CROSS-SECTOR INITIATIVES



Developed collaborations with the Homeless Impact Division to improve assessment of medical vulnerability, supported the Complete Streets Initiative to improve pedestrian safety, and participated in the Affordable Housing Data and Research Roundtable

PROMOTED DIVERSITY EQUITY & INCLUSION INTERNALLY

Established a quiet room for MPHD employees who need religious accommodations, initiated the Civil Service Review Working Group, issued 12 editions of a department newsletter, and collaborated with programs to improve practices and policies, such as FIMR & Ryan White Part A



CENTERED CONTINUOUS LEARNING & DEVELOPMENT



Enrolled staff in multiple trainings and learning networks to improve skills in organizing, leadership, and equity frameworks at Harvard University, Institute for Healthcare Improvement, Tennessee Public Health Association, NACCHO, and more

Collaborated with **ELT** to embed the **Equity Roadmap into MPHD's Strategic Plan** and with **HNLC** for the **CHIP/CHA process** to improve alignment and centering equity across efforts



Launched the HiAP **"Health Lens"** pilot with the Juvenile Justice Center \$92 million campus re-design project to center health and equity in their decision-making



Held first-ever MPHD **Culture Fest** representing 20+ cultures through food, dance, and celebration!



Created and disseminated several public health flyers, social media messages, and infographics in **4 languages** to over **20 community partners**

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Q1 2023 HIGHLIGHTS

11 languages translated
for COVID-19 relevant information including:
Spanish, Arabic, Farsi, Burmese, Karen,
Kurdish, Nepali, Zomi, Pashto, Somali, and
Swahili

health equity training **101**
on basic terminology, concepts, and the
significance of health equity for the department as
part of new staff orientation for all incoming
MPHD staff delivered in-person

HEALTH EQUITY COALITION

- 14 Multi-sectoral agencies and community partners represented
- 6 Monthly meetings convened
- 100% Responsible for developing the CHIP's Equity section

L&D HUB KICK-OFF INFORMED BY

- 12 ELT interviews
- 14 Supervisor interviews
- 2 All-staff listening sessions
- 3 Satellite clinic Feedback

HOMELESS HEALTH SERVICES EVENT

- 30 Individuals served
- 7 MPHD Divisions collaborated
- 4 External Partners
- 235 Services provided such as vaccinations, tennecare enrollment, and hygiene kits

>20k

**COVID-19 TEST KITS
DISTRIBUTED TO 29 CBO'S
AND INTERNAL PARTNERS**

10k

**FLU VACCINES WILL BE
DISTRIBUTED THROUGH
THE CROSS-
DEPARTMENTAL EQUITY
DISTRIBUTION PLAN**

21

**COMMUNITY-DRIVEN
RECOMMENDATIONS FOR
MPHD IDENTIFIED BASED
ON (6) LISTENING
SESSIONS**

28

METRO AGENCIES

Active in the Health in All Policies
Coordinator Working Group with **38
active members and 24 new
members** recruited since January
2023

60

CIVIL SERVICE RULES

Analyzed and **27 policy recommendations**
created by the Civil Service Review
Working Group, a diverse representation of
13 MPHD Representatives across
divisions, positionality, and demographics

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ON THE HORIZON

INFRASTRUCTURE GRANT

*\$10.5
Million*

Laying the groundwork for cross-divisional projects supporting 15+ programs, health equity initiatives, data modernization efforts, and workforce development

Launching the

SDOH FUND

\$350,000 to build a bi-annual learning cohort of 5-7 small to medium-sized community organizations to address social determinants of health

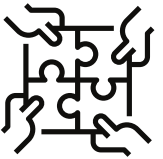
HEALTH EQUITY SUMMIT 2023



RACISM AS A PUBLIC HEALTH CRISIS DECLARATION



Partnership Survey



The HE Bureau is creating a Partnership Survey according to MPHD's Strategic Plan to build awareness and coordination of community partnerships and resources across MPHD.



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L&D HUB UPDATES



LEARNING AND DEVELOPMENT HUB

WHAT IS THE LEARNING AND DEVELOPMENT HUB?

The Learning and Development (L&D) Hub is a Health Equity Bureau Division that aims to create opportunities across MPH D to build and deepen a shared understanding of health equity by cultivating collaboration and translating learning into action.

WHAT ARE THE GOALS OF THE L&D HUB

- Increase collaboration through cross-departmental workshops & training
- Identify and guide learning to practice opportunities to build capacity and skills
- Build community partnership through learning exchange opportunities and partnership mapping



TRAININGS & WORKSHOPS

- Health Equity 101
- Social Determinants of Health
- Cultural Humility



RESOURCE LIBRARY

- Curated Equity Resources
- Guides on "Promising" Practices
- Toolkit for Person-First Language



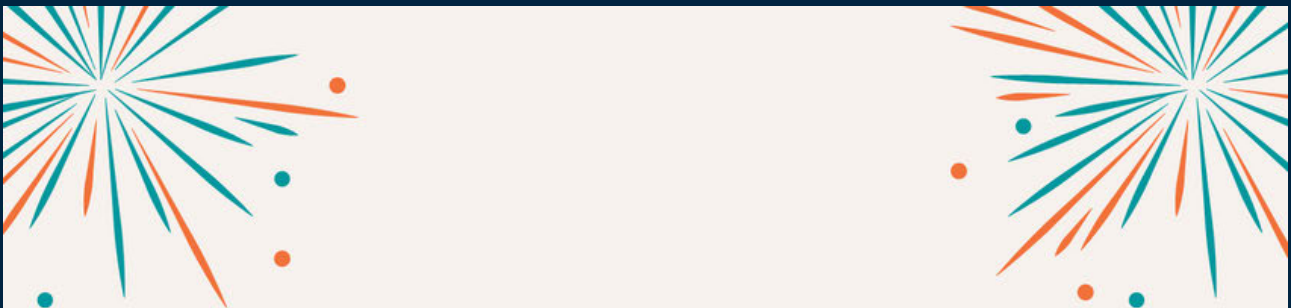
EQUITY ACTION LAB

- Implement Frameworks
- Technical Assistance
- Opportunity Mapping

DO YOU HAVE AN IDEA FOR THE LEARNING AND DEVELOPMENT HUB?

The L&D Hub strives to better understand the learning and development needs of employees and programs across MPH D. We welcome all input to help design and/or collaborate on context-specific and relevant curricula, resources, and opportunities that improve MPH D's capacity to advance health equity and serve our communities.





*On May 10th,
MPHD is launching...*

The Learning & Development Hub

We are pleased to announce the kick-off of the Health Equity Bureau's Learning and Development Hub. We will be sharing our Health Equity 101 training as well as other ways to connect with the Hub.

May 10th, Wednesday
11:30 am-12:30 pm
Charlotte Room



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STRATEGIC INITIATIVES UPDATES

Flu Vaccine Equity Distribution Plan

THIS CROSS-DEPARTMENTAL INITIATIVE FOCUSES ON WORKING WITH ORGANIZATIONS ACROSS NASHVILLE THAT SERVE COMMUNITIES THAT HAVE BEEN IDENTIFIED AS FACING BARRIERS TO EQUITABLE VACCINE UPTAKE.

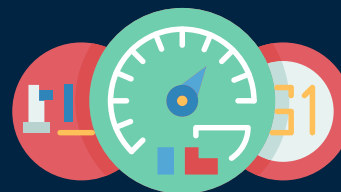
THE HEALTH EQUITY BUREAU HAS SUBMITTED AN ORDER FOR APPROXIMATELY 10,000 DOSES OF FLU VACCINES AND IS WORKING WITH DIVISIONS TO CREATE AN OUTREACH PLAN, COMMUNICATIONS MATERIALS, AND TRACKING SYSTEM. THIS WILL BE THE FIRST TIME MPH D HAS DISTRIBUTED FREE FLU VACCINES BEYOND SEASONAL FLU ADMINISTRATION.



SDOH Fund

CURRENTLY IN PROGRESS OF POSTING A REQUEST FOR PROPOSAL FOR THE "SDOH FUND". THE FUND AIMS TO PRESENT A LOW-BARRIER GRANT APPLICATION PROCESS TO SUPPORT SMALL TO MEDIUM SIZE ORGANIZATIONS IN ADDRESSING SDOH'S IN PARTNERSHIP WITH THE CDC DISPARITIES GRANTS PRIORITY COMMUNITIES

Data Dashboard



A TEAM THAT INCLUDES REPRESENTATIVES FROM EPIDEMIOLOGY, ELT, THE BUREAU OF HEALTH EQUITY, AND COMMUNICATIONS HAS MET REGULARLY SINCE JANUARY 2023 TO DISCUSS THE CREATION OF AN INTERACTIVE DASHBOARD. RECENTLY, MEMBERS FROM METRO INFORMATION TECHNOLOGY SERVICES PRESENTED NEW SOFTWARE AND PLATFORMS THAT ARE AVAILABLE METRO WIDE AND CAN STORE AND SHARE DATA. THIS WOULD ALLOW THE PUBLIC TO INTERACT WITH MPH D DATA, AS WELL AS PROVIDE CENTRAL STORAGE FOR DATA TO BE SHARED INTERNALLY. THERE ARE ALSO OPTIONS TO CREATE INTERNAL-ONLY DASHBOARDS, WHICH IS PROMISING FOR QUALITY IMPROVEMENT AND ASSURANCE EFFORTS.

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HIAP UPDATES

What is Health in All Policies?

HiAP recognizes that health outcomes are created by a **multitude of factors** beyond healthcare

HiAP recognizes that our most significant challenges are linked to how unhealthy conditions within our community are **created and maintained**

HiAP encourages **cross-sector collaboration**, **authentic community engagement**, and **accountability in decision-making**



We aim to promote health, equity, and process change across sectors and institutions by incorporating health considerations across decision-making

What are the 2023 HiAP objectives for MPHD?



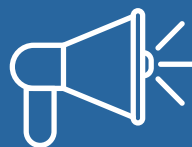
- Increase participation in the HiAP Coordinators initiative
- Continue to expand and adapt the pilot of the Health Lens Tool, implementing the Health Lens Tool within MPHD
- Create plans to re-establish the HiAP Leadership Roundtable and create a HiAP Advisory Council

OVERARCHING GOALS

PROMOTE HEALTH, EQUITY & SUSTAINABILITY IN DECISION-MAKING



EVALUATE POTENTIAL IMPACTS ON THE **SOCIAL DETERMINANTS OF HEALTH**



ENCOURAGE **CROSS-SECTOR COLLABORATION AND AUTHENTIC COMMUNITY ENGAGEMENT**



DEVELOP SYSTEMS THAT PROMOTE **ACCOUNTABILITY, TRANSPARENCY, AND REVIEW**

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HIAP: HEALTH LENS TOOL

CREATING A TOOL

MPHD has developed a tool to help decision-makers look at policy development and project planning through a **HEALTH LENS**



Economic Stability <input type="checkbox"/> Access to Affordable Housing <input type="checkbox"/> Job Loss Training <input type="checkbox"/> Living Wage & Benefits <input type="checkbox"/> Other <input type="checkbox"/> Other	Neighborhood & Physical Environment <input type="checkbox"/> Food Access <input type="checkbox"/> Green Spaces <input type="checkbox"/> Noise <input type="checkbox"/> Parks & Recreation <input type="checkbox"/> Transportation <input type="checkbox"/> Other <input type="checkbox"/> Other	Education <input type="checkbox"/> Early Childhood Programs <input type="checkbox"/> Early Childhood Education <input type="checkbox"/> High School Graduation <input type="checkbox"/> Higher Education <input type="checkbox"/> Literacy/English <input type="checkbox"/> Other <input type="checkbox"/> Other
Community & Social Context <input type="checkbox"/> Community Organizations <input type="checkbox"/> Crime & Homelessness <input type="checkbox"/> Social Isolation <input type="checkbox"/> Teen Pregnancy <input type="checkbox"/> Violence & Safety <input type="checkbox"/> Other <input type="checkbox"/> Other	Health Systems <input type="checkbox"/> Health Coverage <input type="checkbox"/> Health Care <input type="checkbox"/> Health Equity <input type="checkbox"/> Mental Health Services <input type="checkbox"/> Substance Use Services <input type="checkbox"/> Emergency Services <input type="checkbox"/> Other <input type="checkbox"/> Other	Institutional & Systemic Inequity <input type="checkbox"/> Discrimination <input type="checkbox"/> Segregation <input type="checkbox"/> Health Inequities <input type="checkbox"/> Disparities <input type="checkbox"/> Resource Distribution <input type="checkbox"/> Other <input type="checkbox"/> Other

CHECKLIST

An initial survey to establish a baseline understanding of community conditions and approach to decision-making



ASSESSMENT

Facilitated recurring assessments to track improvement in centering a health lens in decision-making

SCORING OF ASSESSMENT 1 RESPONSES

ASSESSMENT SECTION	UNDERSTAND 1	APPLY 2	ANALYZE 3	EVALUATE 4	STRATEGIZE 5
Economic Stability			●		
Neighborhood & Physical Environment			●		
Education				●	
Community & Social Context				●	
Health System		●			
Institutional & Systemic Inequity		●			



Health Care	
What are the intended impacts?	What are possible unintended impacts?
We plan to have Community Health Workers (CHWs) on site at local community centers. The CHWs will provide health screenings and connect community members to health resources around Nashville. The CHWs will be hired from the communities they are intended to serve and will be trained to provide culturally competent and trauma-informed care.	Patrons of the community center may not understand the role of our CHWs and could be hesitant to approach them for help. We may face challenges in providing adequate training to CHWs to cover the range of health needs we want them to address. It may be difficult for our CHWs to feel connected to other health care workers and resources available in the community.

DEBRIEF

Reflective discussions to identify project strengths and opportunities for growth, training, and support

Describe an impact your project will have on Employment Opportunities.	How will the community be impacted?	Who is impacted?
	Intended impact	
	Expand	
	Unintended impact	Other
	Expand	Expand
Strategies Brainstorming Is there anything needed to sustain, reinforce, or improve positive impacts? Is there anything needed to mitigate or prevent negative impacts?		
	Expand	Expand

How has your approach shifted?

What support is needed?

What areas would you like to explore deeper?

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HIAP UPDATES



HIAP COORDINATORS

A Health in All Policies Initiative

WHAT IS HEALTH IN ALL POLICIES?

The Metro Public Health Department's (MPHD) Health in All Policies (HiAP) initiative intends to bring together decision-makers across Nashville government to create positive changes in programs and policies that impact health.

WHAT IS THE COORDINATORS MEETING?

A monthly meeting that strives to bring together **ALL** Metro Departments to collaborate, share and learn about innovative strategies to promote health equity across Nashville.

2023 OBJECTIVES



Increase participation to have every Metro Department consistently represented



Provide more opportunities for departments to **support** one another and **share** information



Incorporate **workshops, training, and guest speakers** into the Coordinators Meetings



Establish Health in All Policies as a **city-wide priority** and **support initiatives** across Metro

WHAT'S INVOLVED?



Represent

Serve as your department's HiAP representative in a 75-minute virtual monthly meeting



Collaborate

Serve as a liaison to coordinate interdepartmental collaboration and share information about Health in All Policies initiatives with your department



Update

Provide updates on initiatives within your department that are cross-sectoral or promote health

ARE YOU READY?

Become a HiAP Departmental Coordinator today and make your voice heard!

CONTACT INFO



(615)340-8661



raquel.delahuerga@nashville.gov

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HIAP: CIVIL SERVICE RULES

In April 2022, Dr. Melva Black (Deputy Director) and Dr. Stephanie Kang started the Civil Service Review Working Group to bring together 13 employees from across the department to discuss issues with the current MPHD Civil Service Rules. The goal of this group is to give a comprehensive report to the Board of Health that provides recommendations for how certain civil service rules could be amended through a trauma-informed lens. So far, the group has prioritized the Civil Service Rules, analyzed the highest priority rules to outline issues with the rules, proposed changes, and provide justification for the policy recommendations to better support employees and align with our shared values. After 15 large-group meetings, the group has almost completed the creation of draft language for each prioritized rule. By June 2023, HR, policy, and the legal department will receive the group's recommendations.

Milestones

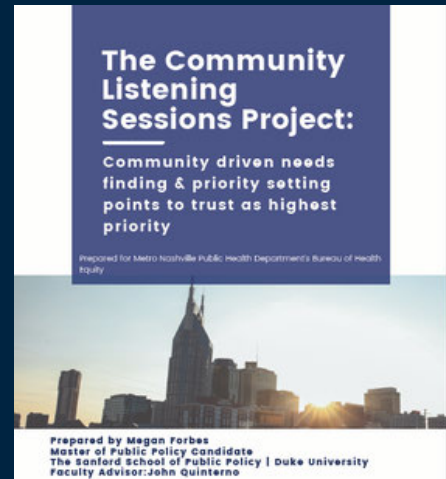
RECRUITMENT	GROUNDING	PRIORITIZATION	POLICY ANALYSIS	DRAFT LANGUAGE	FEEDBACK & VOTING
MARCH - APRIL 2022	MAY 2022	MAY - JULY 2022	JULY - OCT 2022	OCT - PRESENT	NOV - PRESENT
<p>Recruit 13 Members</p> <p>Introduction to CSR & Amendment Process</p>	<p>Establishing Group Values and Norms</p> <p>Trauma Informed Approach</p> <p>Practice Rule Analysis</p>	<p>Small Teams Identify Low, Medium, High Priority Rules</p> <p>Large Group Approval of Priorities</p>	<p>Small Team Analyze High Priority Rules</p> <p>Identify Issues, Propose Changes, Justify Changes & Highlight Values</p> <p>Large Group Approves Analysis</p>	<p>Incorporates Proposed Changes Into Draft Language</p> <p>Large Group Review Draft</p>	<p>Large Group Provides Feedback on Language</p> <p>Group Must Vote and Reach Consensus</p>

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COMMUNITY ENGAGEMENT & ACTION UNIT UPDATES

Community Listening Sessions

THE FINAL REPORT PRODUCED BY A DUKE MASTERS STUDENT BASED ON QUALITATIVE ANALYSIS OF (6) LISTENING SESSIONS WITH INDIVIDUALS AND (9) ORGANIZATIONS REPRESENTING HISPANIC/LATINX, IMMIGRANT & REFUGEE, AND BLACK/AFRICAN AMERICAN COMMUNITIES IN NASHVILLE



Community Newsletter

LAUNCHING A COMMUNITY NEWSLETTER TO BRIDGE COMMUNICATIONS OF OUR PROGRAMS, PUBLIC HEALTH ANNOUNCEMENTS, AND HEALTH EVENTS TO COMMUNITY PARTNERS

Health Equity Coalition



FOR THE PAST (6) MONTHS, THE HEALTH EQUITY COALITION (HEC) HAS BEEN IN THE FORMATION STAGE, INITIATING COLLABORATION, CULTIVATING NORMS, DEVELOPING THE STRUCTURE BETWEEN THE HEC & HNLC, CONTINUING TO IDENTIFY POTENTIAL MEMBER ORGANIZATIONS, DEVELOPING GOALS AND OBJECTIVES BASED ON COMMUNITY ISSUES/NEEDS, AND ESTABLISHING MEMBERSHIP AGREEMENTS AND LEADERSHIP TEAMS. AS OF APRIL, THE HEC BEGAN TO USE THE HEALTH EQUITY ROADMAP TO DEVELOP THE COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP) THAT FOCUSES ON HEALTH INEQUITIES AMONG UNDERSERVED POPULATIONS IN DAVIDSON COUNTY. THE HEC'S INVOLVEMENT IN DEVELOPING THE CHIP "EQUITY" SECTION IS A SIGNIFICANT AND CRITICAL PIECE TO SUPPORT COMMUNITY ACTION TOWARDS IMPROVING HEALTH BY BRINGING TOGETHER COMMUNITY GROUPS TO PLAN, DEVELOP AND IMPLEMENT SYSTEM CHANGE INITIATIVES.

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EQUITY INFRASTRUCTURE UPDATE

Grant Name: Metro Nashville Strengthening Public Health Infrastructure, Workforce and Data Systems

Award Amount: ~\$10.57 million over (5) years **Duration:** December 1, 2022 – November 30, 2027


Overview: The Infrastructure Grant, housed in the Health Equity Bureau, is a groundbreaking investment that supports critical public health infrastructure needs of jurisdictions across the United States. This multi-component grant will help ensure that U.S. public health systems are ready to respond to public health emergencies like COVID-19 and to meet the evolving and complex needs of the communities and populations they serve. The grant has two strategy components: A1 Workforce and A2 Foundational Capabilities. Each activity is directly aligned with executing MPHD’s recently completed 2022-2025 Strategic Plan and provides support across 15+ divisions and programs.

<p>A1: WORKFORCE \$8.96 million awarded lump-sum year (1) of the grant</p>	<p>Reinforce and expand the public health workforce by hiring, retaining, supporting, and training the workforce and by strengthening relevant workforce planning, systems, processes, and policies</p>
<p>A2: FOUNDATIONAL CAPABILITIES \$481,943 annually</p>	<p>Strengthen MPHD’s overall systems, processes, and policies to ensure a strong core infrastructure needed to protect health and provide fair opportunities for all</p>




5 of 6 positions for Year 1 in process of interviewing/hired

Workforce Director and Grant Director Hired



Grant Kick-off Meeting Across 15 Divisions in May 2023

Grant activities process underway for licensing and professional development



Developing performance measures and metrics with HR and Finance for evaluation plan

On the Horizon

- Launch a “Continuing Education Pilot Program” for all MPHD clinicians
- Initiate “The Workforce Development Fund” for employees
- Launch and implement Data Modernization work plans
- Hire a dedicated recruitment officer to improve recruitment and hiring processes
- Expand and improve communications capabilities to be more responsive, culturally sensitive, and increase staff and community engagement; improve finance, IT, and other technologies
- Support, sustain, and formalize the department’s community-based activities (i.e. community health worker hub, Health Equity Coalition, partnerships clearinghouse)



