

OFFICE OF HEALTH DISPARITIES
STRATEGIC PLAN
NOVEMBER 2017 – DECEMBER 2020



UTAH DEPARTMENT OF
HEALTH
Office of Health Disparities

INTRODUCTION

This strategic plan is a blueprint for the Utah Office of Health Disparities (OHD) and reflects our commitment to build upon past successes while moving forward with our mission to advance health equity and reduce health disparities in Utah.

This plan supports state and federal public health priorities and aligns with:

- Utah Department of Health (UDOH) Strategic Plan 2017-2020
- Utah Legislative Mandate for the Office of Health Disparities
- National Partnership for Action to End Health Disparities (NPA)¹
- Office of Minority Health, State Partnership Initiative (SPI)²
- Healthy People 2020³

OHD'S GUIDING PRINCIPLE

Health equity is the principle underlying our commitment to reduce and, ultimately, eliminate health disparities by addressing its determinants. Pursuing health equity means striving for the highest possible standard of health for all people and giving special attention to the needs of those communities at greatest risk for health disparities.

Health disparities are differences in health outcomes that are closely linked to economic, socio-cultural, environmental, and geographic disadvantage.

OHD MISSION

Our mission is to advance health equity and reduce health disparities in Utah.

OHD VISION

Our vision is for all people to have a fair opportunity to reach their highest health potential given that health is crucial for well-being, longevity, economic and social mobility.

¹ The National Partnership for Action to end Health Disparities was developed with the mission of mobilizing and connecting individuals and organizations across the country to create a nation in which all people have the chance to reach their full potential.

² State Partnership Initiative to Address Disparities (SPI) is a project funded by the Federal Office of Minority Health. The purpose is to improve health outcomes in geographic hotspots and address disparities that affect minorities and disadvantaged populations. OHD's target areas for this project include the suburb of Glendale in Salt Lake City and the City of South Salt Lake.

³ Healthy People 2020 is a set of goals and objectives with 10-year targets designed to guide national health promotion and disease prevention efforts to improve the health of all people in United States.

GOALS

The strategic plan outlines five critical goals.

GOAL 1: AWARENESS

Increase awareness of health disparities and health equity, their impact, and necessary actions.

STRATEGY: PUBLICIZE INFORMATION

Objective 1.1: Produce a series of articles (two per year) about health disparities and/or health equity for the Utah Status Update, a monthly health data publication that reaches the Governor's Office, Utah health officials, and health care providers.

Objective 1.2: Produce an annual legislative report to inform Utah lawmakers of OHD's major activities and accomplishments.

Objective 1.3: Produce a post-intervention disparities profile by spring 2020 for each of the geographic areas (Glendale and South Salt Lake) targeted with the SPI project.

STRATEGY: EDUCATE PERSONNEL AND PROMOTE A SUPPORTIVE WORK ENVIRONMENT

Objective 1.4: By February 2018, increase the knowledge of health disparities and health equity through training seminars for OHD staff.

Objective 1.5: By March 2018, develop an OHD presentation about health disparities and health equity in Utah to increase awareness and knowledge among UDOH employees.

STRATEGY: MARKETING AND MESSAGING

Objective 1.6: By February 2018, make the curriculum and logo for the It Takes a Village (ITAV) Program⁴ available for public use by adding it to the OHD website.

Objective 1.7: By March 2018, in collaboration with the Utah Department of Health (UDOH), Office of Public Information and Marketing (OPIM), develop a plan for marketing/messaging health disparities and health equity among UDOH employees, outside organizations, and the community.

⁴ It Takes a Village (ITAV) is a culturally appropriate health education project developed by OHD. Funded by the Maternal and Child Health Block Grant, this project aims to increase awareness and reduce birth outcomes disparities in Pacific Islander/Hawaiian Native communities.

GOAL 2: LEADERSHIP

Strengthen and broaden leadership and collaboration for addressing health disparities and health equity in Utah.

STRATEGY: COLLABORATE WITH UDOH PROGRAMS AND FOSTER A CULTURE OF PERFORMANCE MANAGEMENT

Objective 2.1: By December 2017, develop guidelines for providing technical assistance to UDOH programs that address the needs of communities at greatest risk for health disparities.

Objective 2.2: By December 2017, develop guidelines for OHD to prioritize staff participation in advisory committees and/or working groups created by UDOH.

Objective 2.3: Beginning in 2018, in partnership with UDOH programs, work on at least three specific projects per year aimed at advancing health equity and/or reducing health disparities.

Objective 2.4: Produce annual reports to show the progress and the outcomes of the collaborations and projects between OHD and other UDOH programs.

STRATEGY: COLLABORATE WITH STAKEHOLDERS AND FOSTER A CULTURE OF PERFORMANCE MANAGEMENT

Objective 2.5: By December 2017, develop guidelines for providing technical assistance to stakeholders⁵ that address the needs of communities at greatest risk for health disparities.

Objective 2.6: By December 2017, develop guidelines for OHD to prioritize participation in advisory committees and/or working groups created by stakeholders.

Objective 2.7: Beginning in 2018, in partnership with stakeholders, work on at least three specific projects per year aimed at advancing health equity and/or reducing health disparities.

Objective 2.8: Produce annual reports to show the progress and the outcomes of the collaborations and projects between OHD and stakeholders.

⁵ Stakeholders: any organization, group, or agency outside of the Utah Department of Health.

Objective 2.9: Conduct triannual meetings with the Health Disparities Advisory Council (HDAC)⁶.

STRATEGY: PROMOTE HEALTHY BEHAVIORS AND PREVENT INJURY AND DISEASE

Objective 2.10*: Beginning in November 2017 , in partnership with Promise South Salt Lake/Health Sub-Committee, develop and implement at least two policies per year aimed at improving the health outcomes of South Salt Lake residents.

GOAL 3: HEALTH SYSTEM AND LIFE EXPERIENCE

Improve health systems and life experience for communities at greatest risk for health disparities.

STRATEGY: CONNECT AT-RISK PEOPLE WITH APPROPRIATE SERVICES

Objective 3.1*: By December 2019, screen and refer to primary care at least 500 individuals living in the neighborhood of Glendale (Salt Lake City) and the city of South Salt Lake.

Objective 3.2*: By December 2019, screen and provide oral health services to at least 1,000 individuals living in the neighborhood of Glendale (Salt Lake City) and the city of South Salt Lake.

⁶ The Health Disparities Advisory Council (HDAC) provides a formal mechanism for lawmakers, community advocates, and health professionals to give input and make recommendations to OHD and other UDOH divisions, bureaus and programs; and advocates for initiatives, projects, and policies aimed at reducing health disparities and advancing health equity in Utah.

* Objectives linked to SPI activities.

GOAL 4: CULTURAL AND LINGUISTIC COMPETENCY AND HEALTH LITERACY

Promote cultural and linguistic competency and health literacy among agencies and organizations that provide services to communities at greatest risk for health disparities.

STRATEGY: PROVIDE EXCELLENT CUSTOMER SERVICE

Objective 4.1: Continue providing free interpretation equipment and technical assistance to non-profit organizations for health-related events.

Objective 4.2: Continue collaborating with the UDOH/Bureau of Health Promotion to provide annual training for medical interpreters.

Objective 4.3: By April 2018, compile a list of resources and best practices for health literacy. Share the information on OHD's website.

Objective 4.4: By April 2018, assess the cultural competency training received by dental and dental hygienist students attending Utah colleges and universities. Produce a report with results and recommendations.

Objective 4.5: By November 2018, conduct a qualitative study among OHD's Outreach Team Interns to assess the overall impact of their experience working with communities at greatest risk for health disparities

Objective 4.6: By May 2020, update the UDOH diversity training.

STRATEGY: FOSTER A CULTURE OF PERFORMANCE MANAGEMENT

Objective 4.7: By June 2018, in collaboration with other state agencies and translation companies, review and update the content of contracts to include performance measures that will ensure the delivery of qualified and timely culturally appropriate translation services.

STRATEGY: STRIVE TO ACHIEVE ORGANIZATIONAL EXCELLENCE

Objective 4.8: By December 2017, develop a diversity training policy for UDOH employees.

Objective 4.9: By December 2018, in collaboration with the Office of American Indian/Alaska Native Affairs, develop a health equity policy for UDOH.

GOAL 5: DATA, RESEARCH AND EVALUATION

Improve data availability, utilization, and diffusion of research and evaluation outcomes related to health disparities and/or health equity.

STRATEGY: MAKE DATA DRIVEN DECISIONS

Objective 5.1: By December 2017, produce and publish on the OHD website two white papers to inform Glendale and South Salt Lake stakeholders about the progress made by the Bridging Communities & Clinics (BCC) Project⁷.

Objective 5.2: By December 2017, produce a process evaluation for the BCC Project.

Objective 5.3: By February 2018, produce a report summarizing the It Takes a Village (ITAV) Project

Objective 5.4: By March 2018, complete and submit for publication at least one article related to the ITAV Project.

Objective 5.5: By December 2018, produce an impact evaluation for the BCC Project.

Objective 5.6: By March 2020, produce an outcome evaluation for the BCC Project.

Objective 5.7: By July 2020, complete and submit for publication at least one article related to the BCC Project.

Objective 5.8: By September 2020, produce the 2020 Health Status by Race and Ethnicity Report.

Objective 5.9: By December 2020, produce a series of “Health Equity in Utah” reports. The series will contain a minimum of six reports.

STRATEGY: UTILIZE TECHNOLOGY TO ENHANCE PROGRAM PERFORMANCE

Objective 5.10: Provide technical assistance to at least three different projects, on the use and/or development of RedCap⁸ features to DOH programs and/or outside agencies.

⁷ Bridging Communities & Clinics (BCC) is a project focused on improving access to primary care and oral health services in two urban areas with a high percentage of underserved communities (neighborhood of Glendale in Salt Lake City and the City of South Salt Lake).

⁸ RedCap is a secure web application for building and managing online surveys and databases.