

# Best Practices in Developing Health Equity Objectives

Lessons Learned from the States, Islands, and Territories Health Equity - Community of Practice (SITHE-COP)

September 7, 2023

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# Agenda

- Welcome and Overview
- Training Objectives
- Why Strategic Plans?
- Why an Equity Perspective?
- Best Practices in Writing SMART-er Health Equity Objectives
- Operational Application of SMARTIE Objectives

*Please note that the opinions, findings, and conclusions expressed by the speakers and participants during this event are strictly their own and do not necessarily represent the opinions, views, or policies of the Office of Minority Health and the Department of Health and Human Services. We do value the opinions and experiences of our participants and hope you will free to share.*



# Meet the Trainer

**Lilliann M. Paine, MPH**

**Health Equity Subject  
Matter Expert for WCLLC**



# Meet the Trainer

**Bobby Kopp, MPH**

**Senior Researcher for  
WCLLC**



# WCLLC Overview

## ■ Our Purpose:

- Launched in 2013, by Founder and CEO, Antoinette Williams, Williams Consulting LLC, provides healthcare related program management, public health, scientific research, social science research, data management, and staffing professional services support to Federal, state, and local government, and commercial clients. We leverage our deep healthcare domain knowledge, exceptional program management capabilities, technical excellence, and superior understanding of our customer needs and the environment in which they operate to deliver responsive and creative solutions in support of our customers' missions to **improve the quality, access to, and delivery of healthcare to all.**

## ■ Company Size: 41 employees and 200 independent contractors

## ■ Locations:

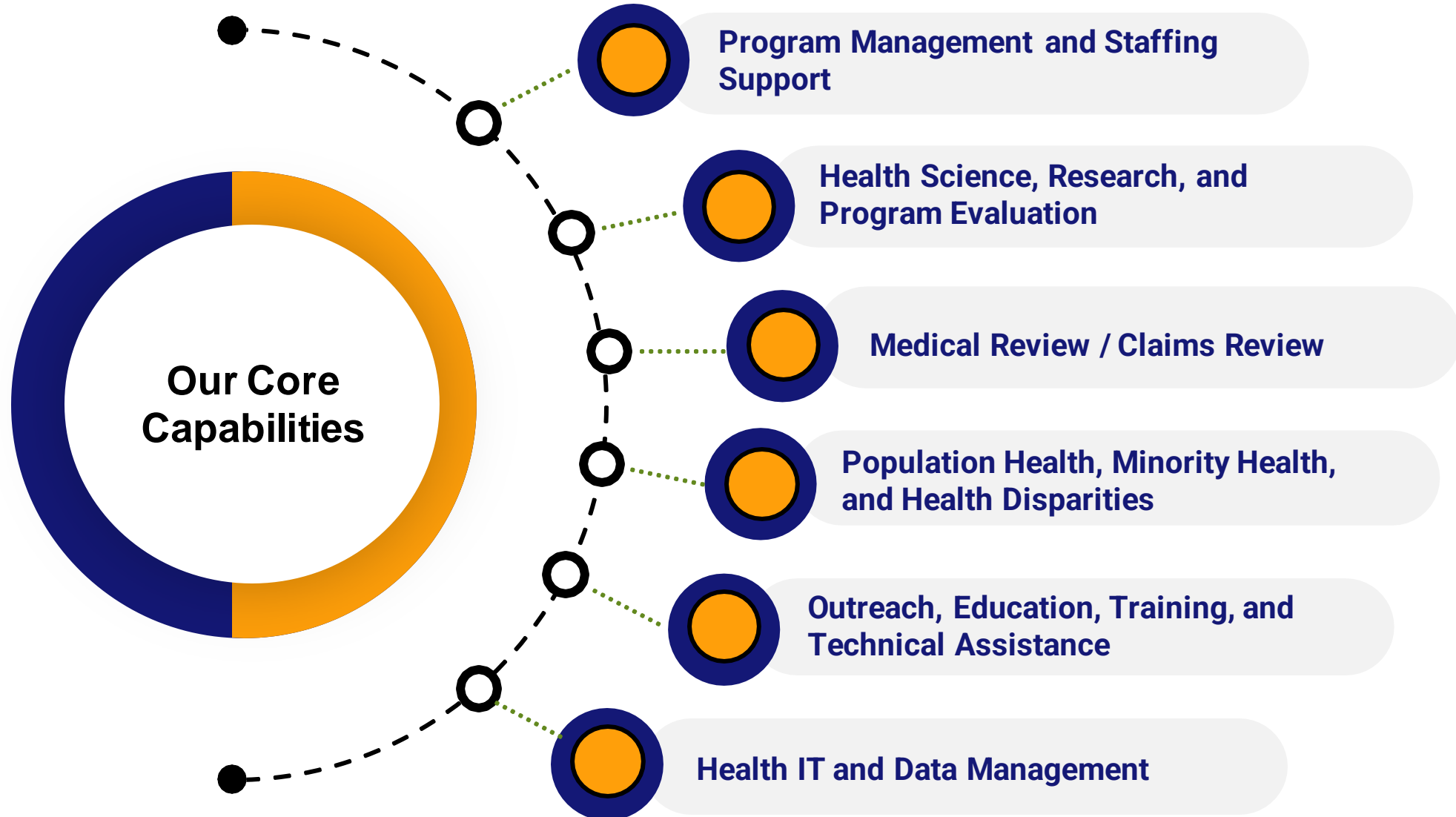
- Corporate Headquarters: 5523 Research Dr., Suite 250, Catonsville, MD 21228
- Satellite Office: 2800 Century Parkway, Suite #225, Atlanta, GA 30345

## ■ Certifications:

- SBA-Certified 8(a), valid until 2025
- Certified Women-Owned Small Business (WOSB)
- HUBZone
- CMMI-DEV Level 3
- CMMI-SVC Level 3



# WCLLC Overview - What We Do



# Training Objectives

By the conclusion of the training, the participants will be presented:

- An introduction to the SITHE-COP Partnership
- How to enhance their skills for writing strategic planning objectives, in particular incorporating equity and inclusion
- Best practices in developing SMARTIE objectives to embed equity in strategic planning
- Real-life examples of SMARTIE objectives from other health departments



# Overview: SITHE-COP Purpose

The purpose of SITHE-COP is to:

- Serve as a forum for sustained engagement in peer-to-peer knowledge transfer
- Host a series of meetings designed to share emerging and evidence-based practices for advancing health equity
- Examine challenges and opportunities to enhance States', Islands', and Territories' (SITs) strategic health improvement plans and health equity funding efforts
- Assess current public health policies that may perpetuate systemic barriers in delivering resources and benefits equitably to all populations





# Overview: SITHE-COP Partnership

## Sponsor



Responsible for acting as the community's champion and providing direction and support to Community Partners.

## Coordinator



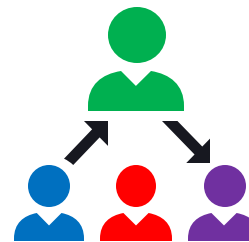
Responsible for providing administrative and logistical support for SITHE-COP's meetings, trainings, and technical assistance. Acting as a liaison between the Community Sponsor, Partners, and Members.

## Partners



Responsible for communicating and promoting the SITHE-COP to its members, providing input to the community-driven agenda and meeting schedule, and participating in and supporting the facilitation of meetings and trainings where appropriate based on topic.

## Members



SITHE-COP Members are assumed to:

- Have an interest in refining their health plans to incorporate health equity metrics to measure the impact of health equity efforts.
- Invest resources, staff, and time to participate in the SITHE-COP to advance health equity efforts.
- Take responsibility for stewarding the success of the SITHE-COP.

# Why Strategic Plans?

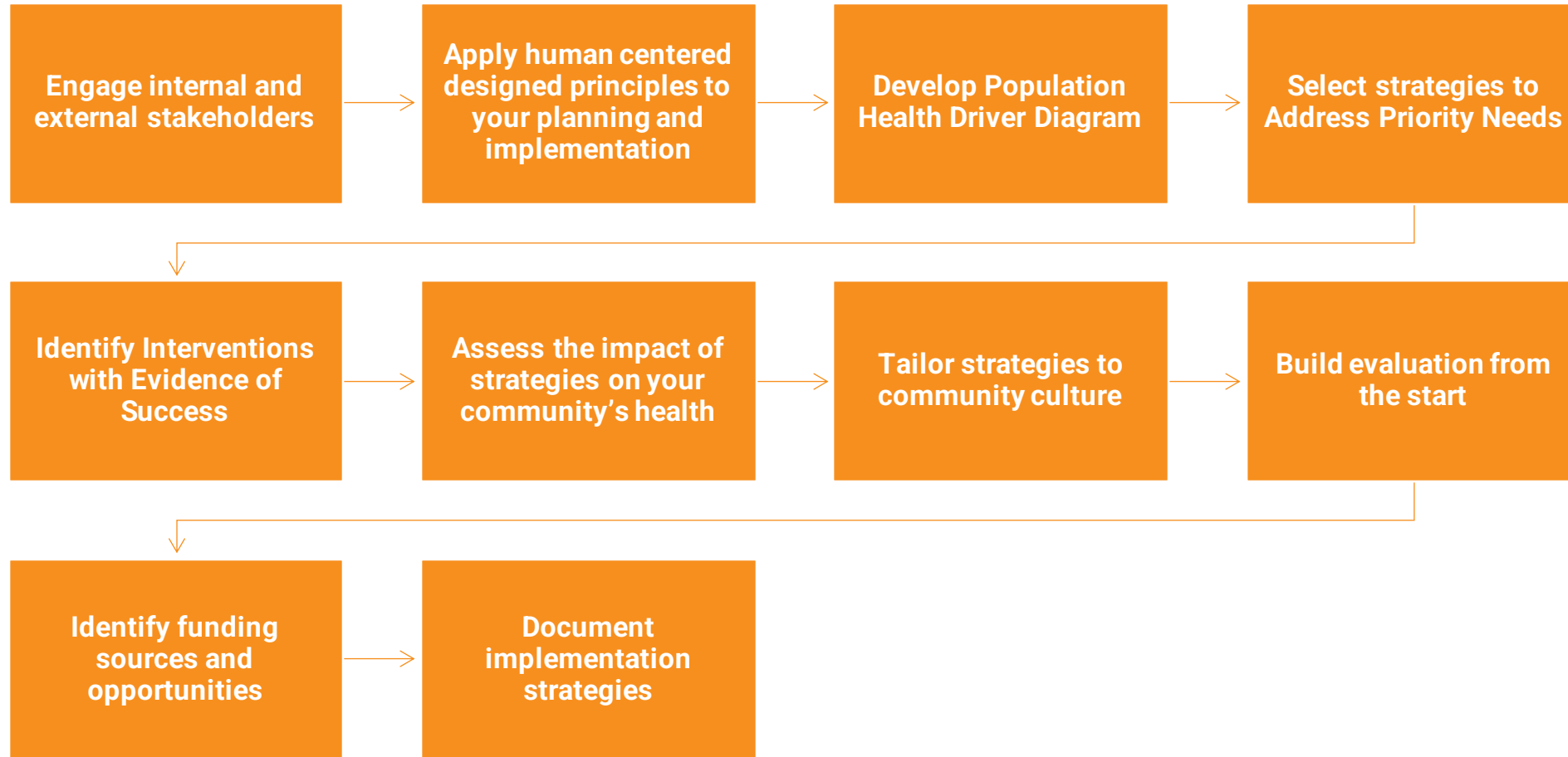
- What gets measured gets managed.
- Strategic planning is a management process that helps identify priorities, develops data-driven goals, measurable outcomes, actionable strategies and metrics.
- Community Health Assessments (CHA) provide an undeniable opportunity to accelerate health equity efforts by working with the community to address policies and practices that create access, resources.



# Health Equity Objectives in the Broader Health Plan



# Plan for Equity Strategy



# Creating Objectives

## What are objectives?

- Specific, measurable results of an initiative
- They explain how much of what will be accomplished when

## 3 Types of objectives

- Process, behavior and community-level outcomes

## 6 Steps to create objectives

- Reaffirm your vision and mission statements
- Determine the necessary changes
- Collect baseline data
- Set Objectives
- Review objectives
- Use the objectives to guide your strategies

Source: Community Tool Box <https://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/create-objectives/main>.

# SMART to SMARTIE

## SMART

Strategic

Measurable

Ambitious

Relevant

Time-Bound



## SMARTIE

Strategic

Measurable

Ambitious

Relevant

Time-Bound

Inclusive

Equitable

# Why Do SMARTIE Objectives Matter?

1

Setting SMARTIE objectives can help health departments **ensure that objectives are equitable and inclusive.**

2

Incorporating inclusion into SMARTIE objectives highlights **an opportunity to bring traditionally excluded individuals and groups into processes, activities, decisions, and policy-making** in a way that shares power.

3

Incorporating equity into SMARTIE objectives requires **an element of fairness or justice to address systematic injustice, inequality, and/or oppression.**

# Best Practices for Developing SMARTIE Objectives

- Engage stakeholders and members of the community
- Collect data and conduct analyses
- Prioritize public health needs
- Identify evidence-based practices
- Develop the strategic implementation plan with benchmarks and targets
- Develop a communication and evaluation plan
- Conduct continuous monitoring and improvement practices toward achieving strategic objectives



# Testing How SMARTIE Your Goals Are: Ask Yourself...

- Will achieving this goal represent significant progress towards our mission?
- Does this goal or its tactics mitigate potential inequities in the outcomes and/or process? Does it advance equity and inclusion in the outcomes and/or process?
- Did I get input from people who will be impacted by the process or the outcomes? If not, who do I still need to consult with?
- Are the measures of success for this goal clear?
- Is there a deadline for this goal?
- Do we currently (or plan to) have the capacity, systems, and processes needed to achieve this goal?
- (For individual goals) Can I connect each of my goals to an organizational or team goal?

Source: *The Management Center, 7 Tips for Getting Started With Goal Setting: Tip #6 Use litmus test questions*



# Food Insecurity Example

## SMART OBJECTIVE

By 2025, the number of children experiencing food insecurity will decrease by 5%.

## SMARTIE OBJECTIVE

By 2025, reduce food insecurity from 25% of households with children under 18 years in XYZ zip code to 20% by partnering with neighborhood businesses, as measured by the Behavioral Risk Factor Surveillance System (BRFSS).

# National Standards for Culturally and Linguistically Appropriate Services Example

## SMART OBJECTIVE

By 2025, increase the adoption of the **National Standards for Culturally and Linguistically Appropriate Services** by 20% across all hospitals.

## SMARTIE OBJECTIVE

By 2025, increase the formal adoption of Standards 1 – 15 of the National Standards for Culturally and Linguistically Appropriate Services from 2 hospitals to 5 hospitals on the island as measured by the annual hospital survey report.

**Partners:** Island Hospitals, Hospital Association, Department of Health's Office of Health Equity.

# Healthy Homes—SHARE

Goal #	S	M	A	R	T	I	E	Final
3	Create formal agreements with cross-sector partners. Could include partners who will refer into the program, Habitat, or contractors.	Three LOAs per county, in all three counties, for a total of nine.	LOAs signed; minimum partnership needed to close loops in each county.	Can be achieved in each county; is a necessary milestone in ability to complete projects in each county.	End of month 9 of funding.	Should ideally include at least one organization that partners with CPCCO and CAT in the RHIP priorities. Can use stories or COVID emergency funds to identify.	At least one of the organizations should explicitly serve: Latinx/o/a community, survivors of intimate partner violence, those with intellectual or physical functional difficulties, and/or OHP members.	By the end of month 9, sign at least 9 LOAs (3/county), including organizations that partner in meeting RHIP priorities and those who serve Latinx/o/a community, survivors of intimate partner violence, those with intellectual or physical functional difficulties, and/or OHP members
4	Adoption and use of Connect Oregon to refer members into Healthy Homes.	Receive a minimum of 5 referrals per county on Connect Oregon, closing the loop (responding to sender) on 3 of 5 referrals. Would total 15 received referral, with 9 receiving a response.	Milestones could include receiving the first referral in each county, closing the loop on the first referral in each county, other measures that CO was used effectively. Could also include a marketing effort ...	Is free and includes technical assistance both from Unite Us and from CPCCO as needed.	End of month six of funding.	Referrals should come from partner organizations who serve OHP members.	All referrals should be for OHP members, should focus on referrals for focus populations listed above.	By the end of month 6, receive at least 15 referrals through Connect Oregon, responding to at least 9, and with at least 3 coming on behalf of members who identify as part of the focus populations.

Oregon



# Questions and Discussion

# Resources for Health Equity Objectives

Resource	Link
HHS OMH: Resource Center	<a href="https://minorityhealth.hhs.gov/omh/browse.aspx?lvl=1&amp;lvlid=3">https://minorityhealth.hhs.gov/omh/browse.aspx?lvl=1&amp;lvlid=3</a>
HHS OMH: Culturally and Linguistically Appropriate Services	<a href="https://minorityhealth.hhs.gov/omh/browse.aspx?lvl=1&amp;lvlid=6">https://minorityhealth.hhs.gov/omh/browse.aspx?lvl=1&amp;lvlid=6</a>
Healthy People 2030: SDOH-related goals	<a href="https://health.gov/healthypeople/priority-areas/social-determinants-health">https://health.gov/healthypeople/priority-areas/social-determinants-health</a>
Healthy People 2030: Health Equity	<a href="https://health.gov/healthypeople/priority-areas/health-equity-healthy-people-2030">https://health.gov/healthypeople/priority-areas/health-equity-healthy-people-2030</a>
COVID-19 Health Equity Task Force Recommendations (OMH)	<a href="https://www.minorityhealth.hhs.gov/omh/browse.aspx?lvl=2&amp;lvlid=100">https://www.minorityhealth.hhs.gov/omh/browse.aspx?lvl=2&amp;lvlid=100</a>
The Community Guide	<a href="https://www.thecommunityguide.org/pages/advancing-health-equity.html">https://www.thecommunityguide.org/pages/advancing-health-equity.html</a>
Culture of Health Action Framework (RWJ)	<a href="https://www.rwjf.org/en/how-we-work/building-a-culture-of-health.html">https://www.rwjf.org/en/how-we-work/building-a-culture-of-health.html</a>
Social Determinants of Health: Know What Affects Health (CDC)	<a href="https://www.cdc.gov/socialdeterminants/index.htm">https://www.cdc.gov/socialdeterminants/index.htm</a>
CDC – Writing Effective Objectives	<a href="https://www.cdc.gov/cancer/nbccedp/pdf/smartie-objectives-508.pdf">https://www.cdc.gov/cancer/nbccedp/pdf/smartie-objectives-508.pdf</a>
Societal Factors that Influence Health Framework	<a href="#">American Hospital Association. (2023). Community Health Assessment Toolkit</a>



# Resources for Health Equity Objectives

Resource	Link
<b>SMARTIE Goals Worksheet</b>	<a href="https://www.managementcenter.org/resources/smartie-goals-worksheet/#:~:text=SMARTIE%20stands%20for%20Strategic%2C%20Measurable,by%20tangible%20and%20actionable%20steps">https://www.managementcenter.org/resources/smartie-goals-worksheet/#:~:text=SMARTIE%20stands%20for%20Strategic%2C%20Measurable,by%20tangible%20and%20actionable%20steps</a>
<b>From SMART to SMARTIE: How to Embed Inclusion and Equity in Your Goals</b>	<a href="https://www.managementcenter.org/resources/smart-to-smartie-embed-inclusion-equity-goals/">https://www.managementcenter.org/resources/smart-to-smartie-embed-inclusion-equity-goals/</a>
<b>7 Tips For Getting Started With Goal-Setting</b>	<a href="https://www.managementcenter.org/resources/7-tips-getting-started-goal-setting/">https://www.managementcenter.org/resources/7-tips-getting-started-goal-setting/</a>
<b>Be a SMARTIE! An equity-forward approach to goal-setting</b>	<a href="https://www.alford.com/wp-content/uploads/2021/01/Be-a-SMARTIE-The-Alford-Group_FINAL.pdf">https://www.alford.com/wp-content/uploads/2021/01/Be-a-SMARTIE-The-Alford-Group_FINAL.pdf</a>
<b>Minority Health SVI Dashboard</b>	<a href="https://www.minorityhealth.hhs.gov/minority-health-svi/">https://www.minorityhealth.hhs.gov/minority-health-svi/</a>
<b>National Equity Atlas</b>	<a href="https://nationalequityatlas.org">https://nationalequityatlas.org</a>
<b>Community Resilience Estimates (Interactive Tool, Datasets, Equity Supplement)</b>	<a href="#">Community Resilience Estimates (census.gov)</a>
<b>The Behavioral Risk Factor Surveillance System (BRFSS)</b>	<a href="https://www.cdc.gov/brfss/">https://www.cdc.gov/brfss/</a>
<b>National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care</b>	<a href="https://thinkculturalhealth.hhs.gov/clas">https://thinkculturalhealth.hhs.gov/clas</a> <a href="https://thinkculturalhealth.hhs.gov/assets/pdfs/EnhancedNationalCLASstandards.pdf">https://thinkculturalhealth.hhs.gov/assets/pdfs/EnhancedNationalCLASstandards.pdf</a>

COLLABORATION

EXPERIENCE

PROCESS

INNOVATION



Best practices lead to superior results