Strategic Plan
to Advance Health and Wellness Equity

February 12, 2019

Photo Credit: Jeff Wong
**Equity:** Just and fair inclusion in the County where all can participate, prosper, and reach their full potential. Equity efforts seek to rectify historic patterns of exclusion.

- Marin County Board of Supervisors, 2017
DATA SOURCES
Conducted comprehensive countywide 300 data sources

STAFF MEETINGS
Gathered input from HHS staff across the Department

STAKEHOLDERS:
Gathered input from representatives of 26 organizations

FOCUS GROUPS:
With 130 clients and eligible non-clients

STRATEGY DEVELOPMENT
3 department-wide teams consisting of diverse staff across all levels
Plan Aligns With Other County Efforts

ALIGNMENT
❖ HHS Operational Plan
❖ Marin County Five –Year Business Plan
❖ Racial Equity Action Plan
❖ Government Alliance on Racial Equity

Vision
All in Marin Flourish

WHY FOCUS ON RACE AND RACISM?
• Marin is the most inequitable county in the State
• Race/racism is the common factor driving health and wellness inequities
• Progress towards racial equity will catalyze progress in addressing other inequities
Key Goals and Outcomes

All Marin County's residents are healthy, safe, and resilient

- People receive the right services when and where they need them
- HHS is more responsive to communities
- Policies, systems, and environments are more just
- Programs and services are more effective
Key Goals and Outcomes

2023 Target
At least 85% of HHS clients report that their interactions with staff were positive

2023 Target
At least 75% of HHS programs elicit meaningful input on program development and evaluation

2023 Target
At least 75% of collaborative community partners report that HHS contributes meaningfully to efforts to change conditions

2023 Target
At least 85% of programs review data once (or more) each year and use it to improve

<table>
<thead>
<tr>
<th>CLIENT</th>
<th>COMMUNITY</th>
<th>CONDITIONS</th>
<th>QUALITY</th>
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<tbody>
<tr>
<td>Embrace a culture where client perspectives and needs throughout the life span come first</td>
<td>Ensure change is co-created and driven by community members</td>
<td>Transform unjust conditions</td>
<td>Strengthen effectiveness of our work with data and innovation</td>
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## Focus Area 1: Client

**How HHS Will Implement Focus Area 1: Client**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Indicator of Success</th>
<th>Metric</th>
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<tbody>
<tr>
<td>Strengthen accessibility and cultural responsiveness of services</td>
<td>Improved access to services</td>
<td>Increase in HHS clients whose primary language is not English who receive services in their primary language</td>
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<tr>
<td>Integrate service delivery to support clients</td>
<td>Improved cross-program data sharing</td>
<td>Increase in client satisfaction and culturally responsive services (also in Focus Area 4: Quality)</td>
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<td>Increase in HHS programs that use a common screening tool</td>
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<td>Increase in HHS programs that share client data</td>
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# Focus Area 1: Client

How HHS Will Implement Focus Area 1: Client

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Actions</th>
<th>5-Year Outcomes</th>
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</thead>
</table>
| Strengthen accessibility and cultural responsiveness of services | ■ Incorporate client needs and perspectives into program development and evaluation  
■ Support community members to make informed choices about benefits and services  
■ Require implicit bias and cultural humility trainings for HHS and contracted providers  
■ Ensure managers, supervisors, and executives engage directly with clients on a regular basis to better understand challenges | More people receive the right services when and where they need them |
| Integrate service delivery to support clients     | ■ Implement systems that reinforce coordinated service delivery and information sharing  
■ Adopt policies and procedures that support integrated service delivery services | |

Health and Human Services  
HHS Equity Plan Presentation  
2-12-2019  
marinhhs.org
Equity in Action

STRATEGIC PLAN IMPLEMENTATION HAS ALREADY STARTED

- Trauma-Informed Care at Bayside MLK School
- Salmonella Outbreak in Preschool
- Increase Bilingual Eligibility Staff at the Kerner Campus
- Utilized Lean Process to Reduce Overall Hiring Time
- Developed 40 SMART Goals Across Programs
Implementation and Transition Plans

FIVE-YEAR PLAN IMPLEMENTATION

1. Disseminate plan across Community and HHS
2. Establish implementation priorities
3. Identify internal leads and champions
4. Engage community in dialogue for prioritizing HHS efforts
5. Develop a community feedback loop and accountability mechanism
6. Create systems to measure progress and continuous improvement
Thank You

HEALTH AND HUMAN SERVICES STRATEGIC PLAN
TO ACHIEVE HEALTH AND WELLNESS EQUITY

February 12, 2019