Tacoma-Pierce County
Board of Health

Tacoma-Pierce County Health Department
Healthy People in Healthy Communities

Study Session - Retreat
December 6, 2023
1:30-4:30 p.m.

Tacoma-Pierce County Health Department, Auditorium

3629 South D Street, Tacoma, WA 98418
Board of Health Clerk, (253) 649-1502

Board Members
Robert Baggett
Marty Campbell
Bruce Dammeier
Kiara Daniels
Paul Herrera
Jani Hitchen
Nicholas Rajacich, MD
Catherine Ushka

I. CALL TO ORDER

II. ROLL CALL

III. Welcome & Review Agenda

IV. Mindfulness Moment
[Marcella Taylor, Well-Being Coordinator]

V. Review Vision, Mission, Values

VI. Presentations

1. **Racial Justice**
   [Chris Suh, Racial Equity & Justice Program Manager]
2. **Health Equity**
   [Aherlow Kasjaka, Health Equity Program Manager]

VII. Activity: Strategic Initiatives

VIII. Discussion: Keep initiatives as is or change them

IX. Next Steps in Strategic Planning

X. Final Thoughts from Board Members

XI. Executive Session

XII. Adjournment

Our Vision, Mission and Values

Vision

Healthy People in Healthy Communities.

Mission

We protect and improve the health of all people and places in Pierce County.

Core Values

Equity

We work to eliminate racism and cultivate a multicultural organization. We prioritize communities with the greatest needs to improve health for all. With our partners, we create policies, foster trust, and promote justice to improve social, economic and environmental conditions. We create spaces where everyone belongs. We act.

Integrity

We show honesty, trust and fairness in words and actions. We encourage professional and personal growth. We share knowledge and skills with our colleagues and partners. We rely on one another and know those we serve rely on us. We help.

Respect

We value our customers, partners and co-workers. We celebrate diversity in all forms. We pursue kindness, compassion and acceptance. We listen to and learn from others and encourage people to share ideas. We care.

Leadership

We are all leaders, leading from different roles within the agency.We make sound decisions consistent with our values and policies. We strive for and promote excellence. Our communication is clear, positive and constructive. We serve.

Racial Justice

Strategic Initiative Update

Tacoma-Pierce County Board of Health Retreat

Dec. 6, 2023

Chris Suh,
Racial Equity & Justice Program Manager



Tacoma-Pierce County Health Department
Healthy People in Healthy Communities

Agenda

- Link to Strategic Plan.
- What we did.
- What's next.
- How we measure.
- Questions?

Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

2021–2023 Strategic Plan

Vision

Healthy People in Healthy Communities.

Mission

We protect and improve the health of all people and places in Pierce County.

Values

- Equity.
- Integrity.
- Respect.
- Leadership.

Continuing Priorities

People are healthy and safe here.

People have equitable opportunities for health.

Children, families and communities thrive.

Our organization is high performing, innovative and quality focused.

Strategic Initiatives

- COVID-19 and other communicable diseases.
- Community behavioral health and well-being.
- Healthy resilient children and youth.
- Health equity.
- Racial justice.

Tacoma-Pierce County Health Department

Healthy People in Healthy Communities



What we did

Knowledge

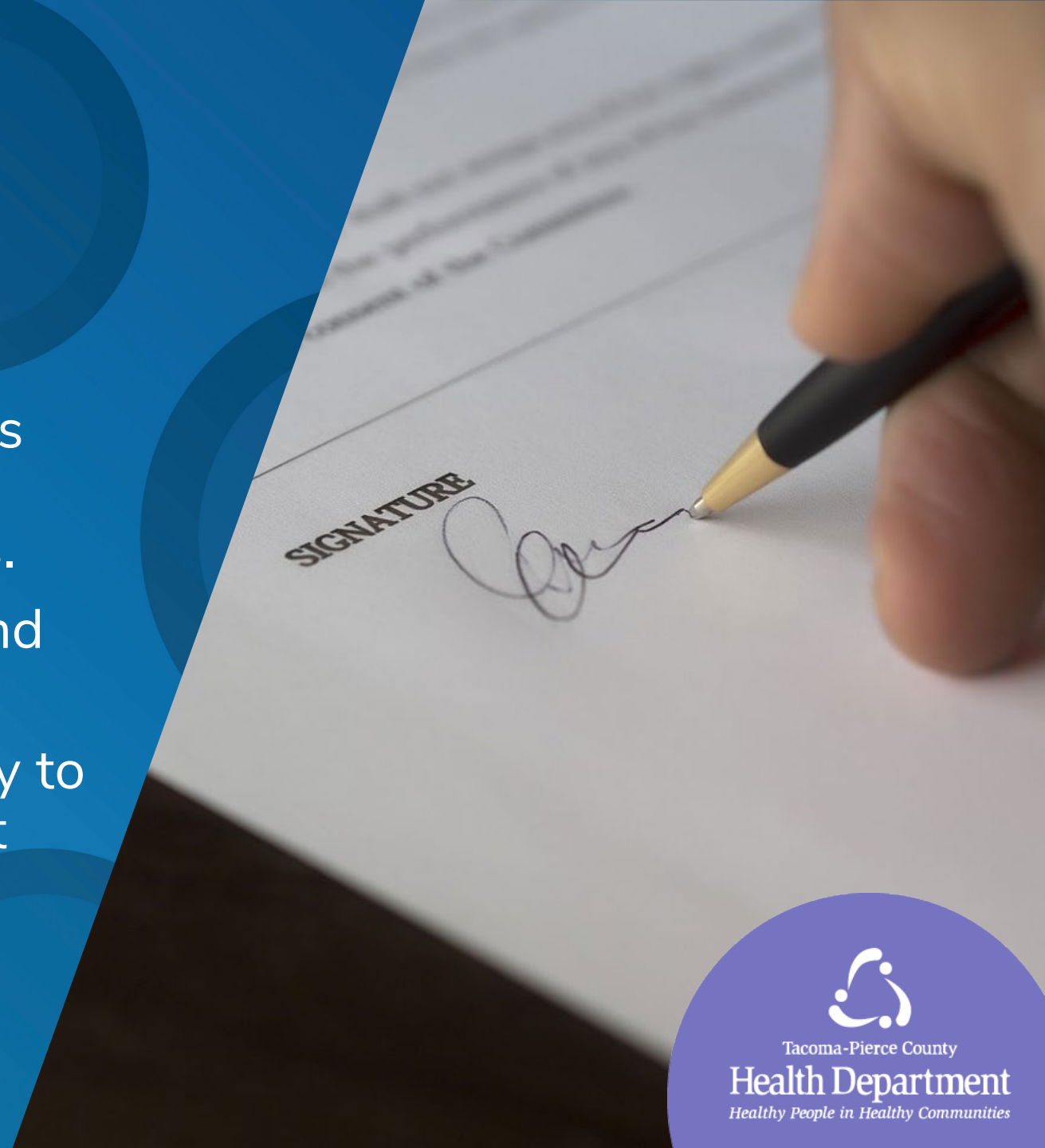
- Training series for all staff, Board of Health, Management Team, supervisors, and Racism, Resilience Action Response Team.
  - Potential Unleased.
  - Race: Power of an Illusion.
  - REJ priorities and retreat.
  - Microaggression and exclusionary behaviors.
  - Transformational, inclusive leadership.

Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

What we did

Policies

- Partnered with Human Resources to create a policy analysis workgroup to analyze 19 policies.
- Helped revise the Recruitment and Selection policy and procedure.
- Collaborated with Staff Resiliency to fund 7 Affinity Groups to support educational opportunities.



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Health Department
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What's next

- Cultivate—Engage teams in the Justice, Equity, Division, and Inclusion (JEDI) work throughout agency.
- Collaborate—Build coalitions to sustain our collective efforts.
- Innovate—Find new ways to solve complex problems.
- Evaluate—Learn and measure our results in ways that allow for more innovation and big community change.



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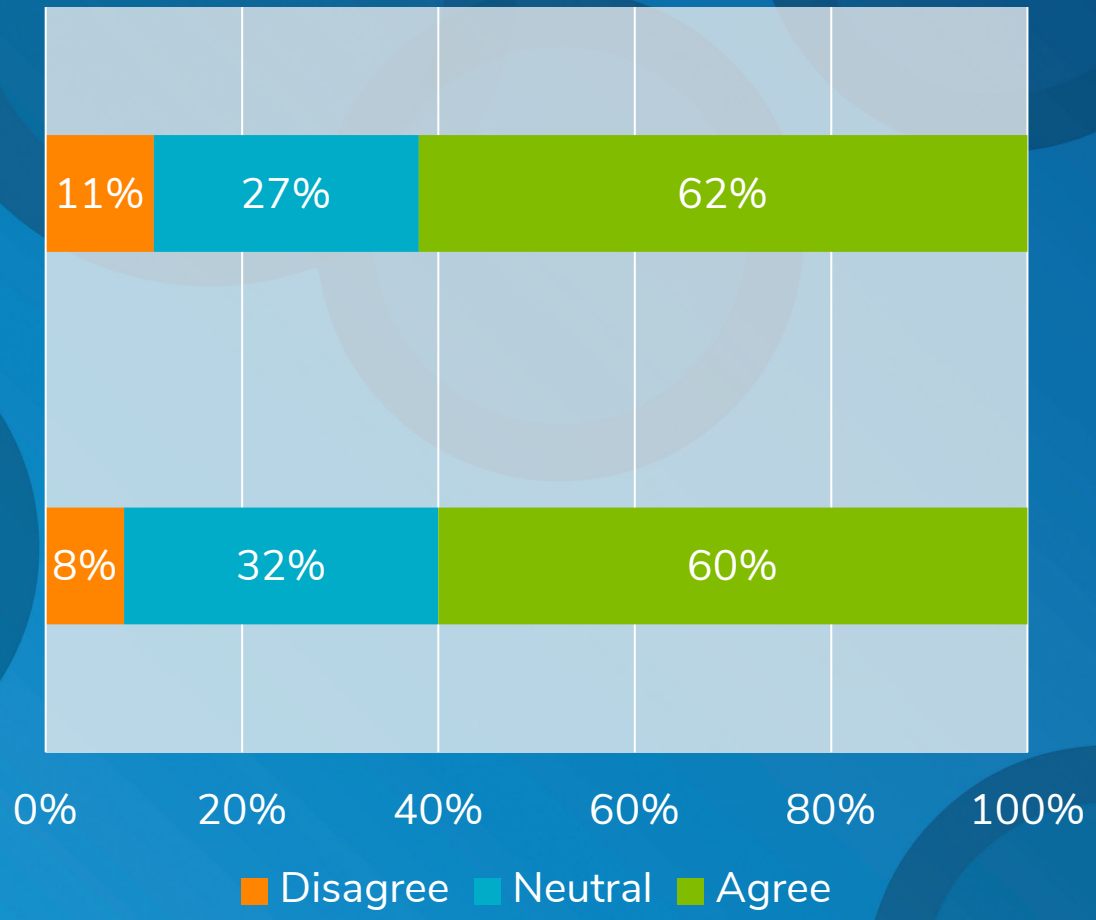


How we measure

- Surveys.
- Formal and informal feedback.
- Continuous improvement.
- Use strategic initiatives as our guiding points to organize and evaluate our work.

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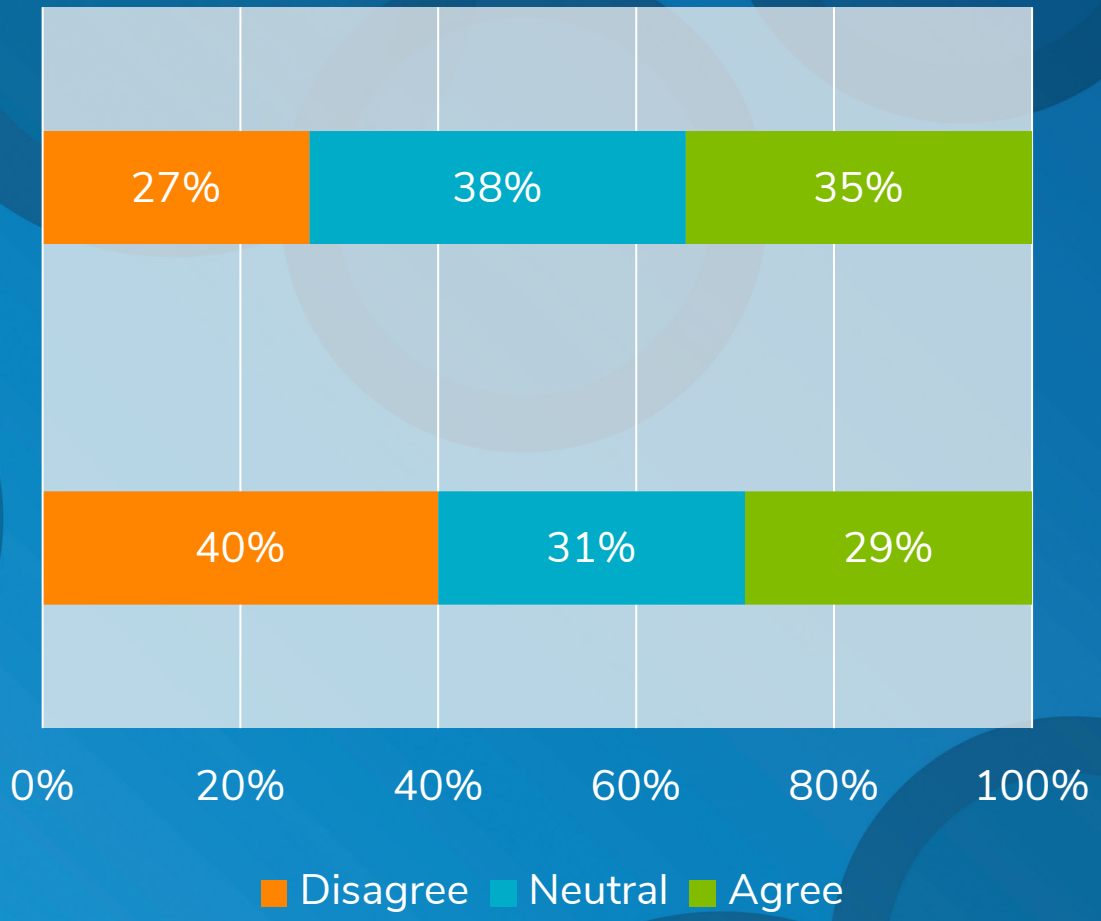
2022 REJ staff survey results



- I am confident in my ability to identify institutional racism.
- I am confident in my ability to articulate the relationship and difference between "Health Equity" and "Racial Equity and Justice".

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2022 REJ staff survey results



- I understand the resources available and how to use them when I need to center racial equity and justice within the duties I am assigned.
- I am comfortable and know my role in advancing racial equity and justice at TPCHD.

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Questions?

Chris Suh
csuh@tpchd.org
(253) 649-1528

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Strategic Initiative: Racial Equity

Vision

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What we did

Knowledge

- All employees attended a 5-part Potential Unleashed training series on Racial Equity & Justice. “Race: The Power of an Illusion” is mandatory training; REJ offered 3 sessions in 2023.
- Board of Health participated in REJ training at its 2022 retreat.
- Management Team had a 4-part training to develop shared language and REJ priorities for each Division and business unit. They track progress and have courageous conversations regularly.
- Supervisors attended microaggression training and a session on exclusionary behaviors.
- Racism, Resilience Action Response Team staff participated in a 7-part series on transformational, inclusive leadership with Traci Harrell in 2021.

Policies

- Partnered with Human Resources to create a policy analysis workgroup to analyze 19 policies Potential Unleashed identified.
  - Created an REJ policy and lexicon.
  - Reviewed Records Retention Policy and Manual, Use of Technology Resources Policy and Procedure, Physical Asset Policy and Procedure, and Developing a Policy and Procedure and Procedures.
- Helped revise the Recruitment and Selection policy and procedure.
- Collaborated with Staff Resiliency to fund 7 Affinity Groups to support educational opportunities for members.

What’s next

With continued support of the Board of Health, the REJ program will build capacity around JEDI, organizational learning, and organizational change. We plan to:

- **Cultivate**—Engage teams in the amazing JEDI work happening throughout the agency.
- **Collaborate**—Build coalitions to sustain our collective efforts.
- **Innovate**—Find new ways to solve complex problems through innovative research and practice for our internal and external communities.
- **Evaluate**—Learn and measure our results in ways that allow for more innovation and big community change. Management Team to engage in organizational improvement.

How we measure

We measure with surveys, formal, and informal ways of feedback, and continuous improvement. We use our strategic initiatives as our guiding points to organize and evaluate our work.

- **One example:** We contracted a third-party group to conduct an REJ survey in 2022. The results showed many staff felt confident in identifying institutional racism. But most did not know their role to advance REJ or available resources.

Tacoma-Pierce County Health Department
Healthy People in Healthy Communities

Nov. 15, 2023

Health Equity

Strategic Initiative Update

Tacoma-Pierce County Board of Health Retreat

Dec. 6, 2023

Aherlow Kasjaka,
Health Equity Program Manager



Tacoma-Pierce County Health Department
Healthy People in Healthy Communities

Agenda

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Tacoma-Pierce County
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Healthy People in Healthy Communities

2021–2023 Strategic Plan

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Strategic Initiatives

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- Community behavioral health and well-being.
- Healthy resilient children and youth.
- Health equity.
- Racial justice.

Tacoma-Pierce County Health Department

Healthy People in Healthy Communities



What we did

Partnership

- Collaborate with partners and invest in Pierce County communities to improve health.
- Led regional and statewide collaboratives.
- Equity Action Collaborative (EAC) trained 116 employees on Language Access.
- Communities of Focus hosted 3 Racial Equity trainings.

Tacoma-Pierce County
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What we did

Policy

- Participatory policymaking.
- Developed community land trust policy.
- BOH Adopted Surplus Real Property Disposition Policy that prioritizes health equity and housing affordability.



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Health Department
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What we did

Civic engagement

- Supported community power to improve health outcomes in Communities of Focus.
- Participatory Budgeting:
  - Led outreach alongside community to collect votes.
  - City of Tacoma funded 3 community-led cultural events.

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Health Department
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What's next

Partnership

- EAC: Possibly add Port of Tacoma and Tacoma Public Schools.
- Support a new statewide language access collaborative.
  - 7 health departments.
  - 5 government agencies.



Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

What's next

Policy

- Develop and support policies aligned with Health Equity priorities.
- EAC: Develop language access policies in each health department and partner agency.
- Support community-wide efforts:
  - Blue Zones in Parkland/ Spanaway.
  - Guaranteed income pilot in City of Tacoma.



Tacoma-Pierce County
Health Department
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What's Next

Civic engagement

- Continue working with communities on:
  - Safe and affordable housing.
  - Access to transportation.
  - Racial justice and equity.
- Encourage new projects in participatory planning, budgeting, and policymaking.



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How we measure

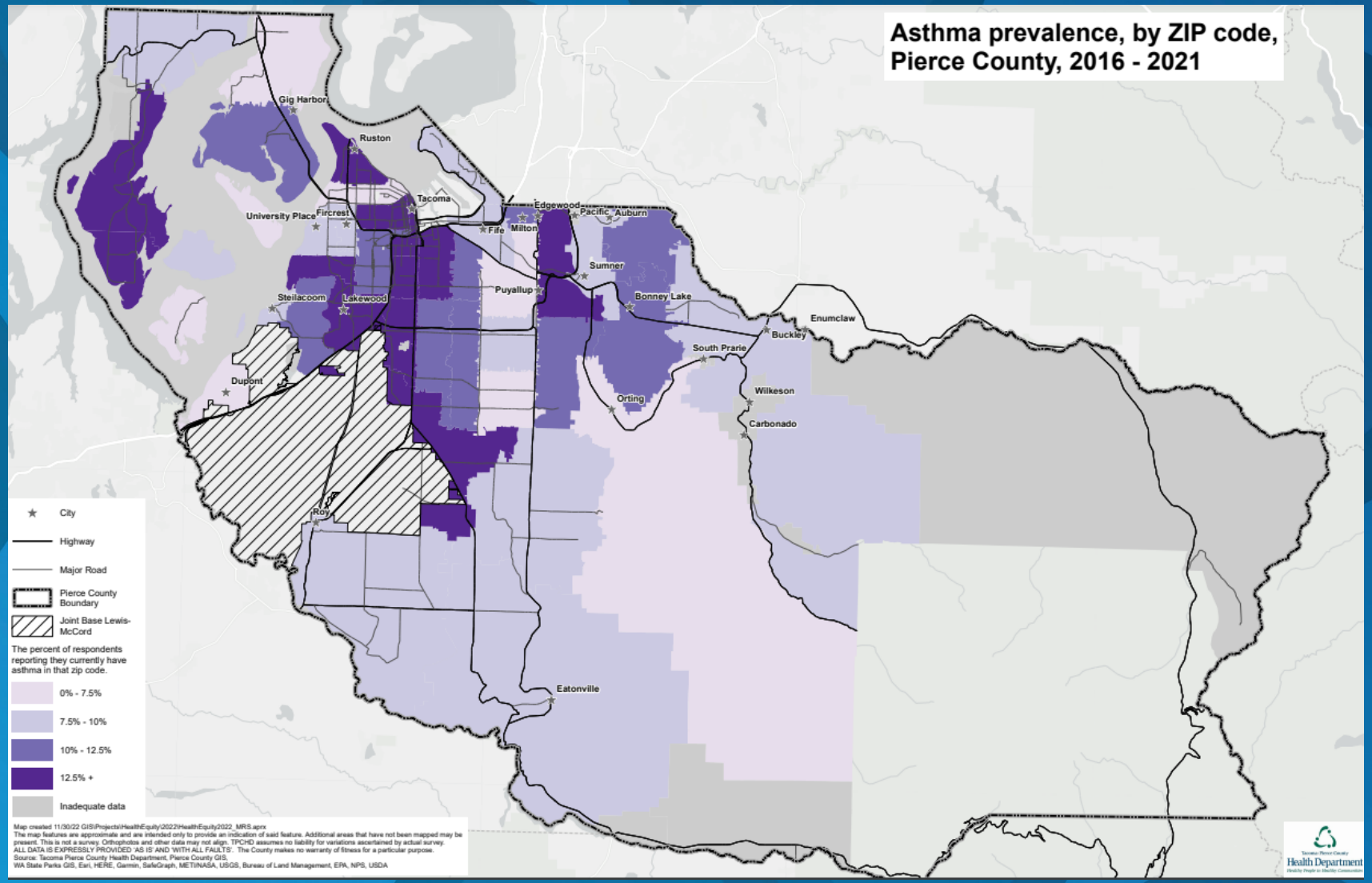
- Asthma prevalence.
- Low birthweight births.
- Food insecurity.



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Asthma Prevalence by Zip Code

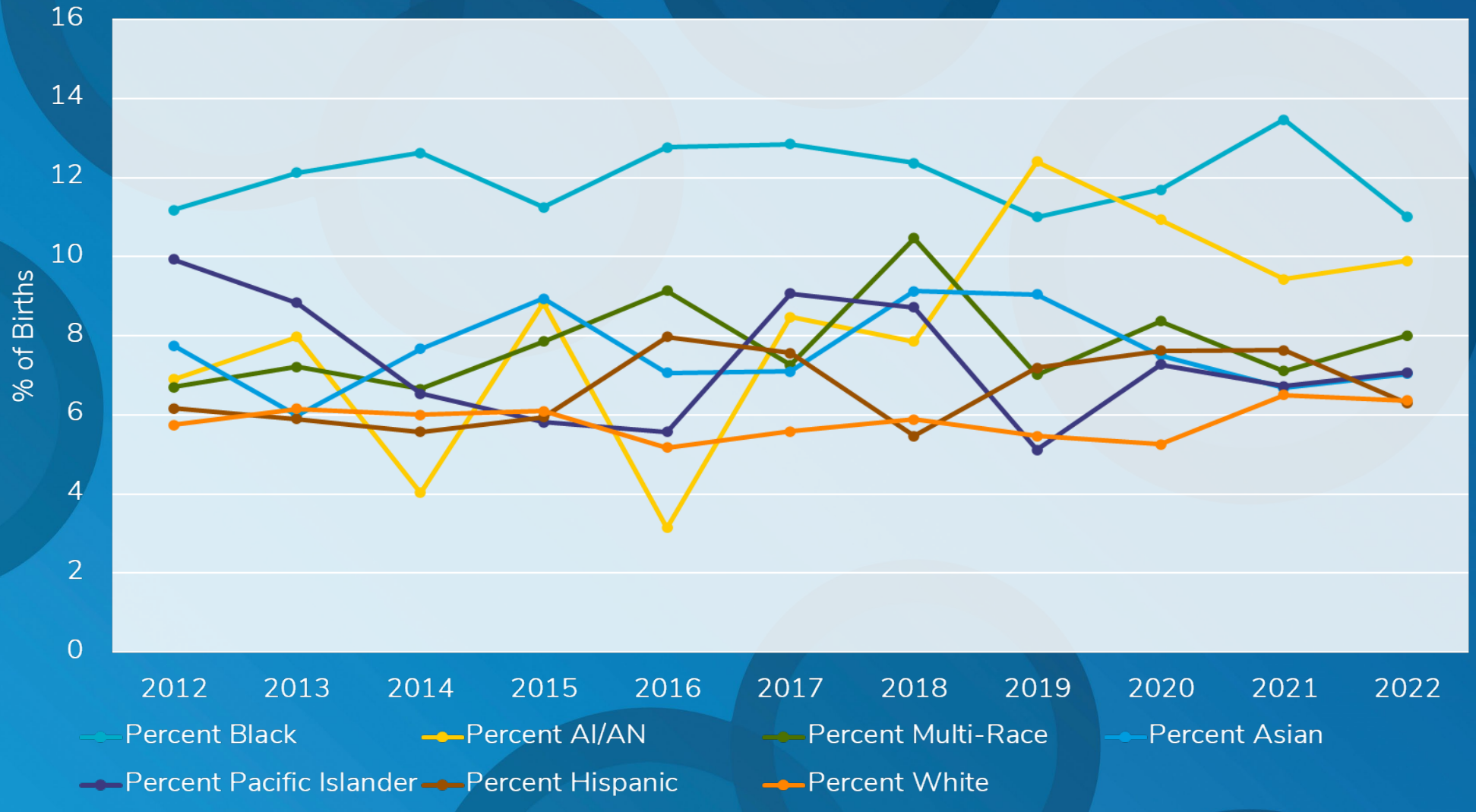
Pierce County, 2016-2021



Tacoma-Pierce County Health Department

Healthy People in Healthy Communities

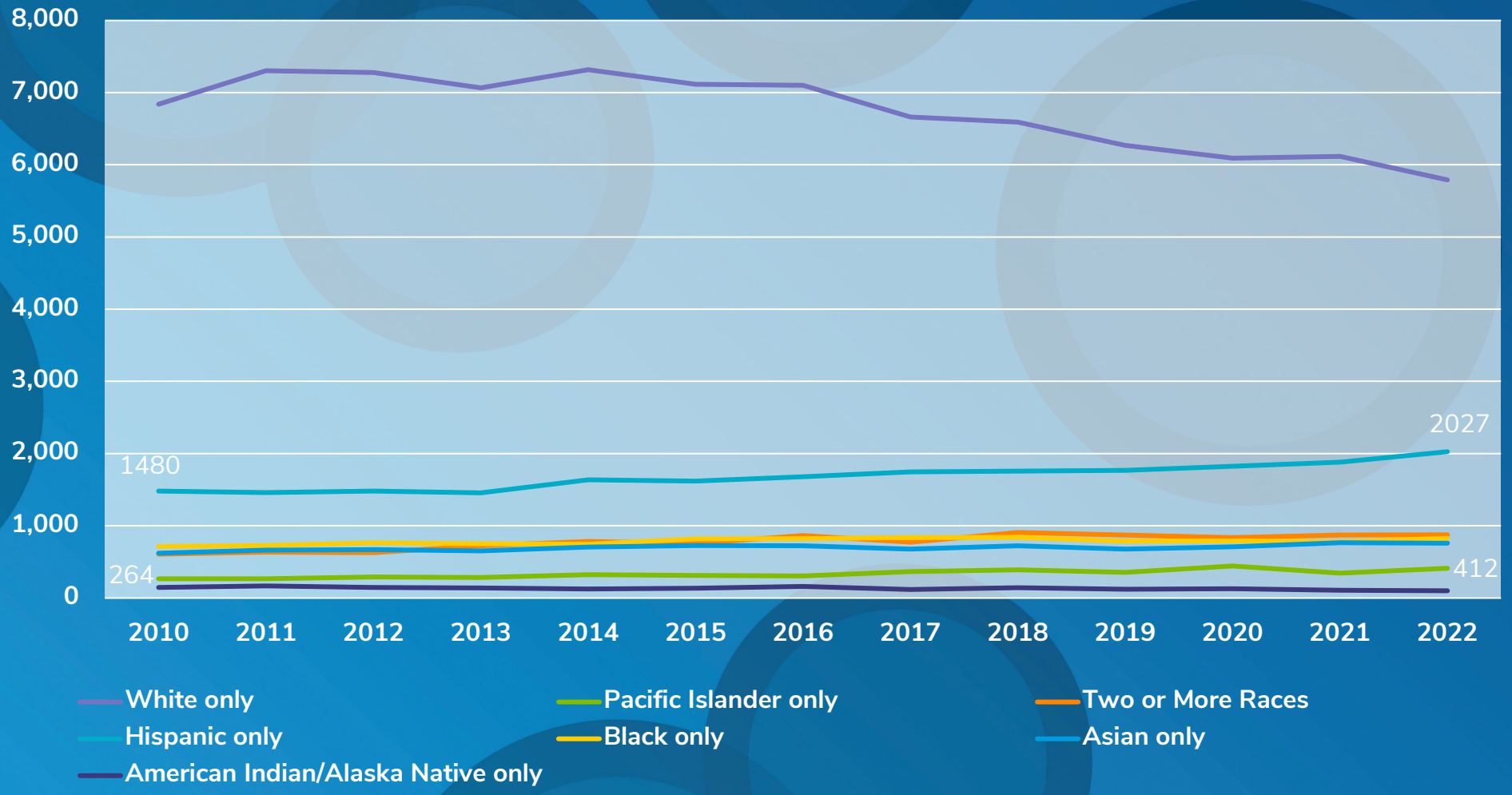
Low Birthweight (<2500 g) Births, by Race and Ethnicity *Pierce County, 2012–2022*



Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

Annual Births by Race and Ethnicity

Pierce County, June 2010–2022

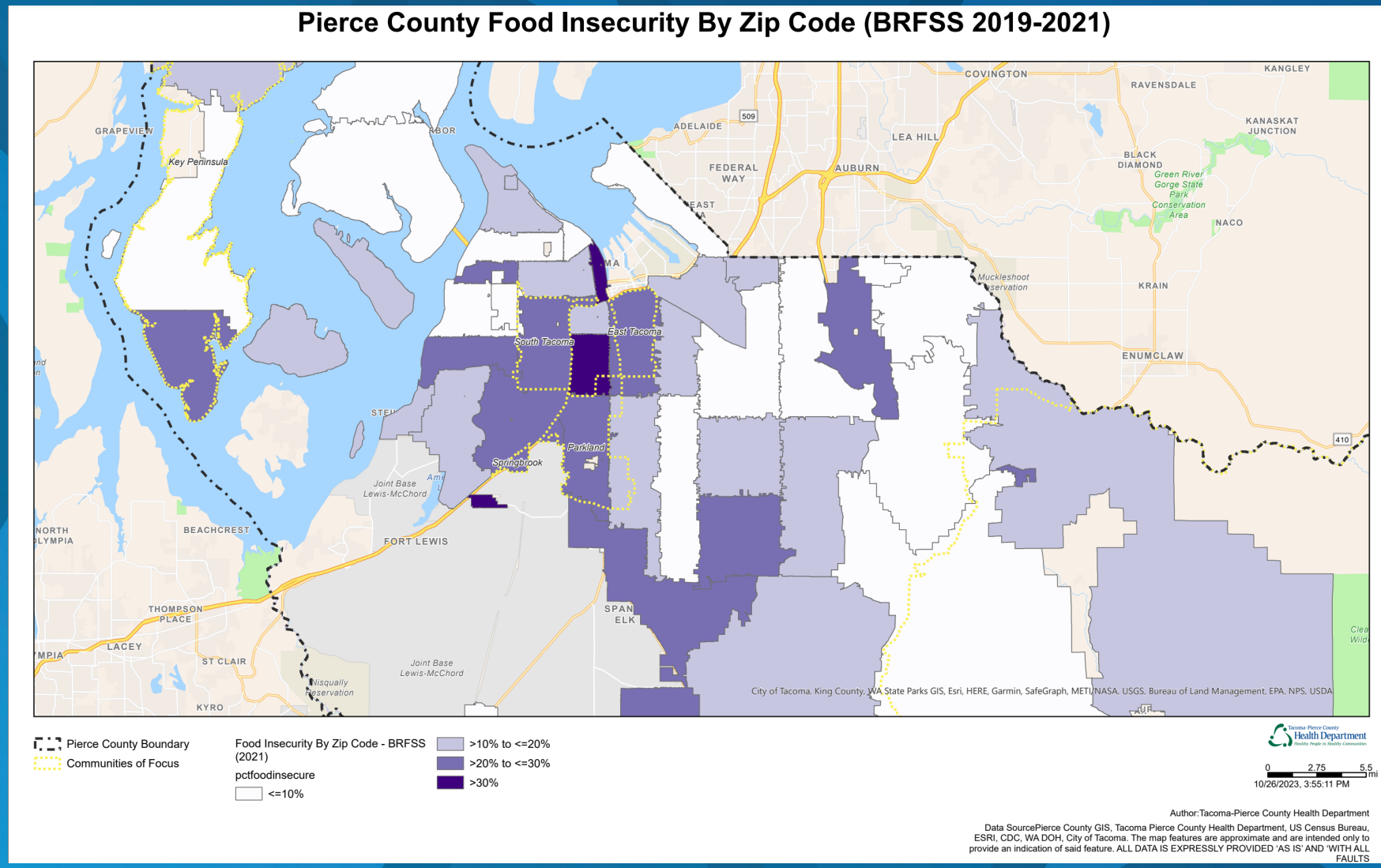


Tacoma-Pierce County Health Department

Healthy People in Healthy Communities

Food Insecurity by Zip Code

Pierce County, June 2019–2021



Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

Questions?

Aherlow Kasjaka
akasjaka@tpchd.org
(253) 281-7905

Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

Strategic Initiative Health Equity

Vision

Healthy People in Healthy Communities.

Mission

We protect and improve the health of all people and places in Pierce County.

Values

- Equity.
- Integrity.
- Respect.
- Leadership.

What we did

Partnership

- Collaborate with partners and invest in communities to improve health. Led regional and statewide collaboratives: Pierce County Oral Health Local Impact Network, Pierce County Opioid Task Force, Pierce County Community Health Workers, Equity Action Collaborative (EAC), and Health Department Language Access Collaborative.
- EAC trained 116 staff from 4 agencies on Language Access. Communities of Focus and REJ hosted 3 trainings for 70 participants.

Policy

- Through participatory policymaking, identified housing affordability, physical and behavioral healthcare access, and economic equity as priorities. Developed community land trust policy.
- In May 2023, the Board of Health approved the Surplus Real Property Disposition Policy that prioritizes health equity and housing affordability, starting with the return of land to Tribal Governments. EAC created the policy.

Civic engagement

- Communities of Focus: Built community power to improve health outcomes in East Tacoma, Key Peninsula, Parkland, South Tacoma, Springbrook, and White River communities.
- Participatory Budgeting: Led outreach alongside community to collect votes. Process led to City of Tacoma funding 3 community-led cultural events. Published our work in national journals.

What's next

Partnership

- Equity Action Collaborative: Possibly adding Port of Tacoma and Tacoma Public Schools.
- Language Access Collaborative: Support a new statewide language access collaborative of 7 health departments and a regional collaborative of 5 government agencies.

Policy

- Help develop and support policies aligned with Health Equity priorities.
- Equity Action Collaborative: Develop language access policies in each health department and partner agency.
- Support community-wide efforts such as Blue Zones in Parkland/Spanaway and guaranteed income pilot in City of Tacoma.

Civic engagement

- Communities of Focus: Continue working with communities on safe and affordable housing in Springbrook, access to transportation in White River, and racial justice and equity in Eastside Tacoma.
- Participatory processes: Encourage new projects in participatory planning, budgeting, and policymaking.

How we measure

- **Asthma prevalence**—Percent of people diagnosed with asthma by zip code, household income, proximity to major highways, and home ownership.
- **Low birthweight births**—Percent of low birthweight (under 2,500 grams) births by race and ethnicity, inadequate prenatal care.
- **Food insecurity**—People or households with unreliable access to affordable foods by zip code, race and ethnicity, and household income.

Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

Nov. 15, 2023

Strategic Initiative

COVID-19 & other communicable diseases

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Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

What we will do and how we will measure it.

Result (goal)

All Pierce County residents have access to a communicable disease-free life.

Indicators

- Increase availability and accessibility of COVID-19 prevention and treatment resources for residents of Pierce County.
- Reduce number of syphilis carrying infants born to expectant mothers in Pierce County.
- Increase number of children vaccinated on time.
- Reduce number of residents developing TB disease when having Latent TB Infection (LTBI).

Explanation

COVID-19 deeply affected health in Pierce County. We encouraged people to keep 6 feet of physical distance from others, wear masks, get tested, and stay up to date on COVID-19 vaccines and boosters. We focus on equity, responding to the unique needs of the communities most affected. Our hope for Pierce County is to recover from COVID-19 and become stronger and more resilient—together.

Strategies

1. Improve use of COVID-19 risk-reduction behaviors.
2. Increase number of women in Pierce County who get into care before (ideal), or in early pregnancy.
3. Increase kindergarten immunization rates (back to pre-pandemic levels).

Strategic Initiative: Community behavioral health & well-being

Vision

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Tacoma-Pierce County Health Department
Healthy People in Healthy Communities

What we will do and how we will measure it.

Result (goal)

All adults and families in Pierce County have safe emotionally, physically and socially balanced lives.

Indicators

- Develop, prioritize, and promote a screening strategy with community partners.
- Reduce substance misuse in our communities of focus.
- Improve mental health and well-being of residents in our communities of focus.
- Ensure families feel safe and secure in their communities.

Explanation

Behavioral health includes how people think, feel and act. People with good behavioral health can navigate life, have positive relationships, and adapt to change. Poor mental health can lead to substance use disorder and other problems. A person's well-being includes quality of life, happiness, meaning and purpose. A community's well-being includes resilience—supporting one another through a crisis or change. We help people and communities have the best opportunity for good mental health and well-being.

Strategies

1. Prevent initiation and reduce harm caused by use of opioids, stimulants and other unsafe substances.
2. Improve policies, systems and environmental conditions that affect mental health.
3. Reduce unsafe behaviors that increase risk of injury and harm to families.

Strategic Initiative: Healthy resilient children & youth

Vision

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Tacoma-Pierce County Health Department
Healthy People in Healthy Communities

What we will do and how we will measure it.

Result (goal)

All children and youth in Pierce County thrive in safe, stable and nurturing relationships and environments.

Indicators

- Increased social norms that support positive parenting and child health.
- Improve the physical health of Pierce County families.
- Improve the social, economic and environmental conditions for health for Pierce County families.
- Improve adolescent behavioral and emotional health.

Explanation

Pierce County faces significant health challenges like infant mortality, child dependency filings, and mental health challenges. Our Healthy Resilient Children & Youth program aligns and streamlines programs to coordinate results for children and youth from prenatal to 19 years old. Social, economic and environmental conditions directly address the root causes of poor outcomes—factors like education, income and housing. Physical health programs focus on youth from perinatal to age 11. Behavioral and emotional health programs promote wellness and build resilience, especially for children and youth ages 5-19. Healthy, resilient children and youth grow up to be healthy adults who contribute to our community.

Strategies

1. Provide opportunities that improve social connectedness.
2. Develop culturally relevant programs and partnerships to eliminate chronic disease inequities.
3. Improve social connectedness and social vulnerability for children, youth and families.

Strategic Initiative Health equity

Vision

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Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

What we will do and how we will measure it.

Result (goal)

Everyone in Pierce County has equitable and racially just opportunities to reach their full health potential.

Indicators

- Increased health opportunities in the places and communities with the greatest needs.
- Promote government decision-making that increases equitable and racially just health opportunities.
- Increase organizational and public policies that promote health equity and racial justice.

Explanation

Health equity means everyone has the opportunity to reach their full health potential. Zip code, income, race or any other factor should not determine health. We work to build trust with communities through culturally grounded communications and community engagement. We created the Equity Action Network to share best practices and center work around communities with opportunities for improvement. While we serve all of Pierce County, we especially focus work and resources in 6 Communities of Focus: East Tacoma, Key Peninsula, Parkland, South Tacoma, Springbrook and White River. Our Health in All Policies approach encourages our partners to consider health in their decision-making processes.

Strategies

1. Strengthen and coordinate partnerships across systems to implement community-level action.
2. Gain support for our policy agenda from community leaders, policy makers, and other key stakeholders.
3. Promote civic engagement.

Strategic Initiative | Racial justice

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Health Department
Healthy People in Healthy Communities

What we will do and how we will measure it.

Result (goal)

By eliminating racism and ethnocentrism (cultural single-mindedness), all Pierce County residents can thrive in a more multi-cultural, just community.

Indicators

- Increase staff knowledge about racial justice.
- Increase use of reliable data to inform racial justice policies, programs, processes and decisions.
- Revise, amend, rescind or re-create policies that don't support delivering our targeted population result.
- Promote community-based partnerships to inform decision-making and foster full and equitable civic participation while leveraging community expertise.

Explanation

Racism is a public health crisis. Black, Indigenous and People of Color (BIPOC) communities in Pierce County have a lower life expectancy, poorer birth outcomes and higher rates of diabetes and other diseases compared to white communities. Good health won't be a reality for all residents unless we address racism as a root cause of poor physical and mental health for BIPOC residents. Action begins with a commitment to the uncomfortable but necessary work to dismantle racism, both within our own organization and throughout the County.

Strategies

1. Design effective racial justice community training and education.
2. Develop effective racial justice analysis and measurement tools.
3. Increase culturally and linguistically appropriate services.