



Health Services
LOS ANGELES COUNTY

STRATEGIC PLAN: ANNUAL TARGETS LA HEALTH SERVICES EDIA LEADS

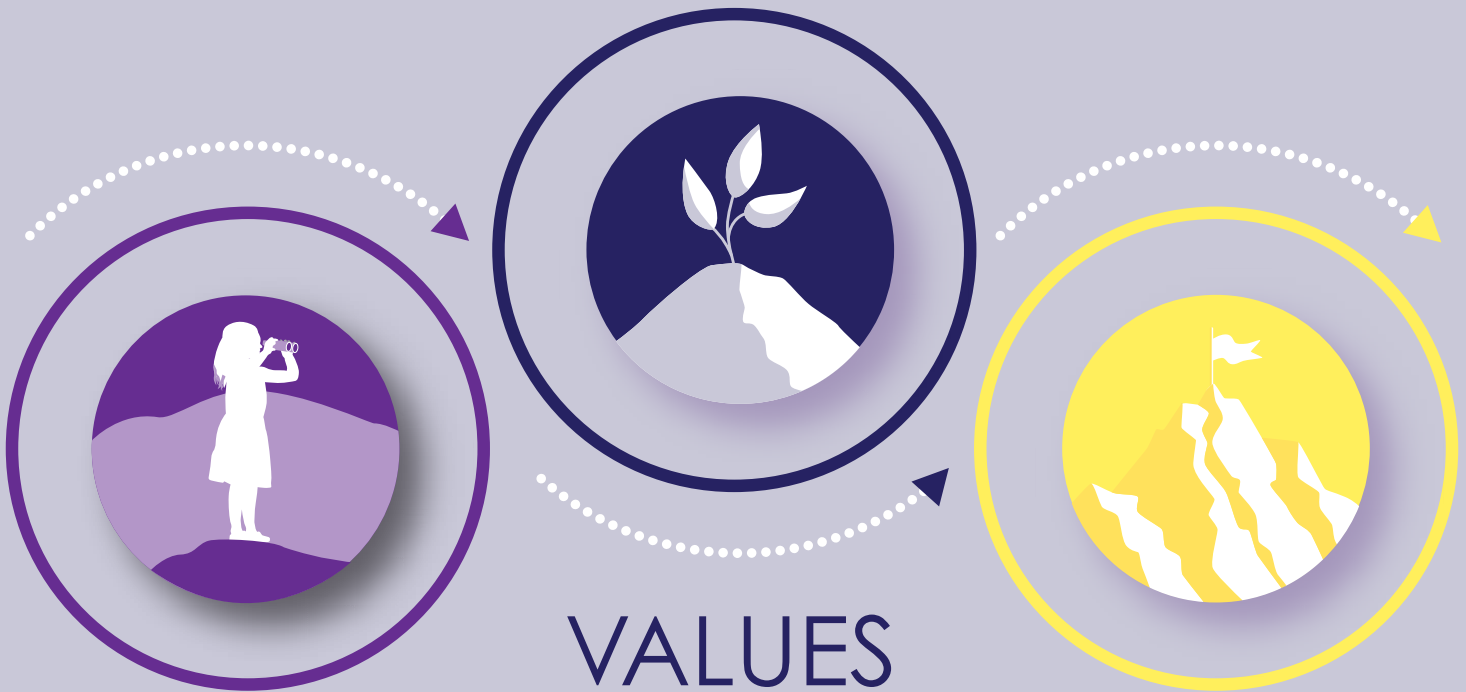
EDIA
INITIATIVE

Equity
Diversity
Inclusion
Antiracism



INSTITUTED 2022

INTRODUCTION



VISION

LA Health Services will be a model of integrated and affirming health system with a diverse, equitable, inclusive, loving, and antiracist culture in which all people—particularly historically marginalized communities—can thrive and have equitable access to justice, trust, and safety through all stages of patient care, employment, and community wellness.

VALUES

1. Accountability
2. Anti-oppression
3. Antiracism
4. Diversity
5. Equity
6. Inclusion
7. Justice
8. Love
9. Transparency
10. Vision

MISSION

To advance equity and justice for all patients, workforce, and communities in which we live, work, and serve by providing quality trauma-informed care, strengthening community-based collaboration, dismantling systemic anti-Black racism, and creating an inclusive, anti-supremacist, and culturally responsive environment.



POPULATION HEALTH

Objective 1

Optimize equitable access to LA Health Services and community-based services that enhance long-term health and wellness.

MEASURE 1A

Create a process for evaluating, optimizing, and innovating programs that help patients, their families and caregivers navigate to LA Health Services and community-based services.

TARGET 1A, YEAR 1

Evaluate existing patient navigation programs to identify inequities, systemic barriers to care, and gaps and opportunities for optimizing equitable access to care.

TARGET 1A, YEAR 2

Implement emerging strategies prioritized by our patients, and their families and caregivers.

MEASURE 1B

Conduct campaigns and events that promote preventive health services and wellness that are patient, family, and caregiver-centered, language-inclusive, and culturally congruent.

TARGET 1B, YEAR 1

Evaluate and optimize preventive health and wellness campaigns and events to ensure they are patient-, family-, and caregiver-centered, language-inclusive, and culturally congruent.

TARGET 1B, YEAR 2

Implement campaigns and events.

Objective 2

Mitigate social and structural determinants of equity that contribute to health inequities.

MEASURE 2A

Implement data-driven interventions in the department's social care services to remedy inequities.

TARGET 2A, YEAR 1

Optimize screening and identification of LA Health Services patients' social determinants of health (SDOH). Advocate for engagement of LA Health Services' patients in geographic health inequities assessments performed by the County.

TARGET 2A, YEAR 2

Create a public dashboard for sharing SDOH-related inquiries affecting LA Health Services' patients.

MEASURE 2B

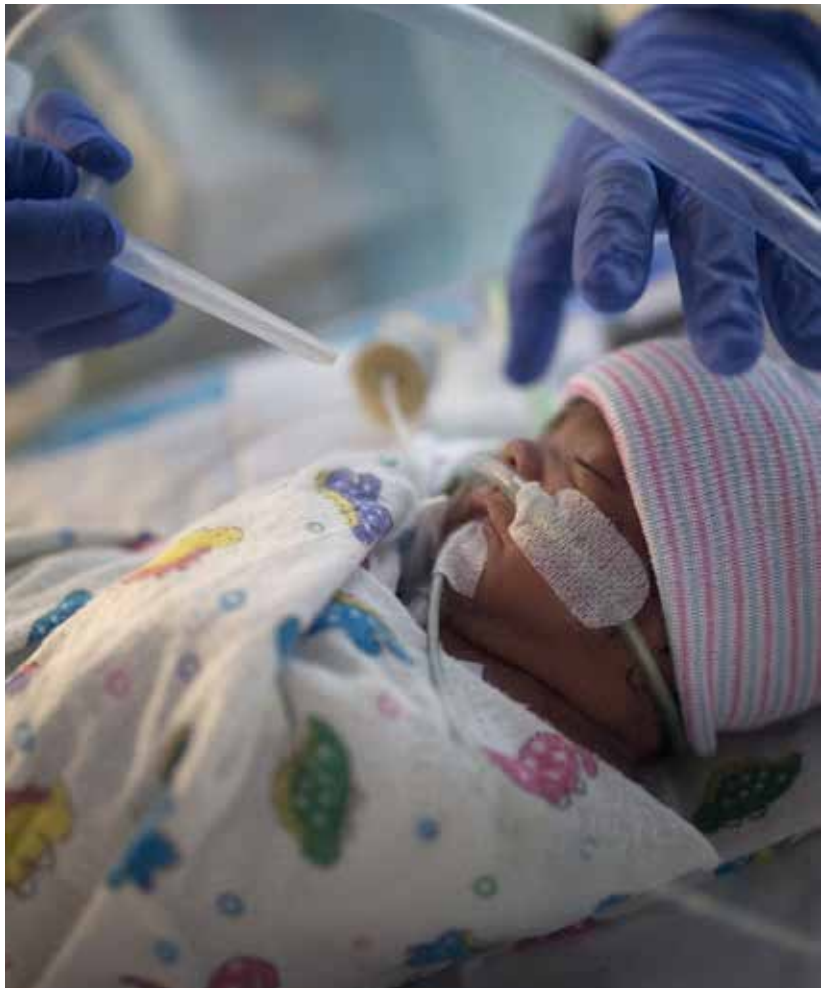
Expand and innovate the social care programs that support the most needed preventive health and wellness services.

TARGET 2B, YEAR 1

Develop and/or expand a priority set of social care interventions, programs and services to remedy inequities identified by patients and their families and caregivers.

TARGET 2B, YEAR 2

Further expand and innovate the top programs prioritized by patients and their families and caregivers.



QUALITY/PATIENT EXPERIENCE

Objective 1

Improve the equity, access, and quality of care by employing data-driven strategies and by strengthening communication between LA Health Services and the patients and communities it serves.

MEASURE 1A

Optimize Patient and Family Advisory Councils (PFACs) to assess patient experience, identify top rated LA Health Services programs and resources, and consult on new and existing clinical programs and services.

TARGET 1A, YEAR 1

Optimize PFACs through diverse patient and family/caregiver representation, fair compensation, and expanded language access.

TARGET 1A, YEAR 2

Develop and implement plans to improve patient experience.

MEASURE 1B

Prioritize and address accessibility barriers to LA Health Services clinical programs and services.

TARGET 1B, YEAR 1

Identify the top three barriers to universal accessibility.

TARGET 1B, YEAR 2

Publish findings and develop a plan to eliminate the identified barriers.



Objective 2

Improve the provision and equity of care, especially to patients from historically marginalized communities, by incorporating standardized EDIA demographic data in LA Health Services reporting and survey tools.

MEASURE 2A

Use patient self-identification to capture standardized demographic data.

TARGET 2A, YEAR 1

Identify minimum standardized demographic data elements and barriers to their capture in systems with patient information.

TARGET 2A, YEAR 2

Develop and implement a plan to increase the completeness of self-identified standard EDIA demographic data by 10% over baseline.

MEASURE 2B

Incorporate minimum standardized demographic data in applicable reports and dashboards.

TARGET 2B, YEAR 1

Create filters for standardized demographic data within a prioritized set of reports and dashboards.

TARGET 2B, YEAR 2

Maintain public-facing health equity dashboards and reports.

MEASURE 2C

Prioritize and implement plans to decrease identified health disparities.

TARGET 2C, YEAR 1

Identify health disparities based on standardized patient demographic data.

TARGET 2C, YEAR 2

Develop and begin to implement plans to address a prioritized set of identified disparities.

WORKFORCE

Objective 1

Create an inclusive, equitable workplace culture by improving staff wellbeing and fostering an environment supportive of open dialogue and free from retaliation.

MEASURE 1A

Advocate for improvements to the County Policy of Equity (CPOE) and the LA Health Services grievances processes to promote respect, growth, accountability, and healing.

TARGET 1A, YEAR 1

Conduct an EDIA evaluation of the CPOE complaints within LA Health Services and recommend improvements, including consideration of opportunities for an independent mediation process to resolve conflicts before escalation to CPOE.
Conduct an EDIA evaluation of the current LA Health Services grievance processes and develop recommendations for improvement.

TARGET 1A, YEAR 2

Pending successful advocacy efforts, implement a mediation program and grievance process improvement recommendations.

MEASURE 1B

Improve staff wellbeing through equitable, culturally responsive strategies.

TARGET 1B, YEAR 1

Assess workforce wellbeing with an EDIA and trauma-informed lens.

TARGET 1B, YEAR 2

Make recommendations to ensure LA Health Services wellness initiative includes equitable, culturally responsive strategies to improve staff wellbeing.





WORKFORCE

Objective 2

Build a diverse workforce and inclusive workplace culture through transparent, holistic, and data-driven recruitment, hiring, retention, and promotion processes.

MEASURE 2A

Improve recruitment, hiring, retention, and promotion processes to ensure DHS staff is free of discrimination and more representative of the communities it serves.

TARGET 2A, YEAR 1

Improve demographic data collection of job candidates and LA Health Services workforce.

Review LA Health Services recruitment, hiring, retention, and promotion processes for alignment with EDIA principles.

TARGET 2A, YEAR 2

Develop and implement plans to improve LA Health Services recruitment, hiring, retention, and promotion processes.

MEASURE 2B

Advocate for improvements to the LA County examination processes to increase alignment with EDIA principles.

TARGET 2B, YEAR 1

Evaluate the experiences of staff and job candidates with County hiring and promotional processes and practices.

TARGET 2B, YEAR 2

Make recommendations to the County for improvement of hiring and promotion processes and practices to improve alignment with EDIA principles.

Objective 3

Implement a system-wide EDIA capacity-building program for all DHS workforce members.

MEASURE 3A

Create a comprehensive EDIA capacity-building program for all new hires and current workforce members, in addition to supplemental leadership and role-specific trainings.

TARGET 3A, YEAR 1

Identify, develop and implement a capacity-building program or programs best suited for various aspects of the DHS workforce.

TARGET 3A, YEAR 2

Pilot capacity-building program(s).

MEASURE 3B

Develop and implement a process to evaluate and continuously improve the EDIA capacity building program.

TARGET 3B, YEAR 1

Develop a process through which the EDIA capacity building program(s) can be continuously evaluated, including consideration of changes in participant attitudes, increase in knowledge, and overall course satisfaction.

TARGET 3B, YEAR 2

Launch ongoing evaluation of EDIA capacity building program(s) and revise curriculum based on evaluation findings.

MEASURE 3C

Support ongoing EDIA culture change through development and implementation of an EDIA educational resource and supportive service programs.

TARGET 3C, YEAR 1

Develop and make broadly available supplemental EDIA resources to all DHS workforce.

Design an EDIA mentorship and technical assistance program.

TARGET 3C, YEAR 2

Implement pilot an EDIA mentorship and technical assistance program.

FISCAL SUSTAINABILITY

Objective 1

Optimize purchasing and contracting with diverse vendors who demonstrate positive environmental impact, equitable business practices, and fiscal responsibility.

MEASURE 1A

Develop a publicly accessible purchasing data monitoring system to ensure alignment with EDIA principles and compliance with State and County statutory requirements.

TARGET 1A, YEAR 1

Develop EDIA performance score and data monitoring system.

TARGET 1A, YEAR 2

Perform baseline assessment and report in dashboard. Develop an improvement plan to 1) achieve 25% of feasible spend or an additional increase of 5-10% above current spend baseline, whichever value is greater, in CBE-certified diverse business participation; 2) increase the percentage of contracts with living wage salary floor requirements; and 3) increase direct outreach and relationship building with diverse businesses.

MEASURE 1B

Advocate for LA County Departments and Initiatives to revise the contracting process to have a focus on diversity vendor outreach, and prioritize positive environmental impacts, which will result in economic empowerment of marginalized communities.

TARGET 1B, YEAR 1

Conduct regular advocacy meetings with DCBA and ISD.

TARGET 1B, YEAR 2

Conduct regular advocacy meetings with DCBA and ISD.



ACKNOWLEDGEMENTS

In 2020, the Los Angeles County Board of Supervisors declared racism a public health crisis. As leaders in providing health services for the Greater Los Angeles community, we saw it as our responsibility to do our part in addressing this crisis head on. Our journey to work together towards building a world of health care that is more equitable and just for our patients and staff alike could not be possible without the participation and commitment from the diverse voices that make up LA Health Services. This includes our patients, community partners, LA County residents and our workforce.

Our Strategic EDIA Plan was made possible through our commitment to inclusivity every step of the way. Our planning process encompassed over a year of listening sessions, presentations, meetings, conversations, planning sessions, feedback gatherings, coaching sessions, capacity building sessions, and surveys in a genuine effort to include and engage as many voices as possible. Patients, workforce members, LA County residents and community partners engaged in over 76 listening sessions. Workforce members – from various levels of the organization – received a total of 215 hours of individual coaching which consisted of one-on-one support on how to address and incorporate our EDIA values in their role within LA Health Services. Additionally, our dedicated Affinity Groups, Subcommittees and EDIA Council group engaged in 408 meeting hours of strategic planning sessions that ultimately provided invaluable leadership and insight into our EDIA planning process.

Together we explored ideas on how to best address and end race and identity-based disparities in healthcare, how to best approach difficult but necessary conversations about historical and structural racism, and ultimately how to center ourselves in love and respect in order to create a more welcoming environment across our LA County Department of Health Services. We recognize that real change cannot happen overnight, and that the success of our EDIA strategic plan requires us to move forward with a strong commitment to one another in our journey of mutual growth and hope.

To everyone who did participate and to those who will participate – *Thank You.*





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