

Centering Equity and Engagement: The Evolution of Community Health Assessment and Planning in Washtenaw County



October 16, 2019

Michigan Premier Public Health
Conference

Pair up with someone you don't know and share...

- Your name
- Where you traveled from to be here today
- One thing you hope to learn or gain from this session

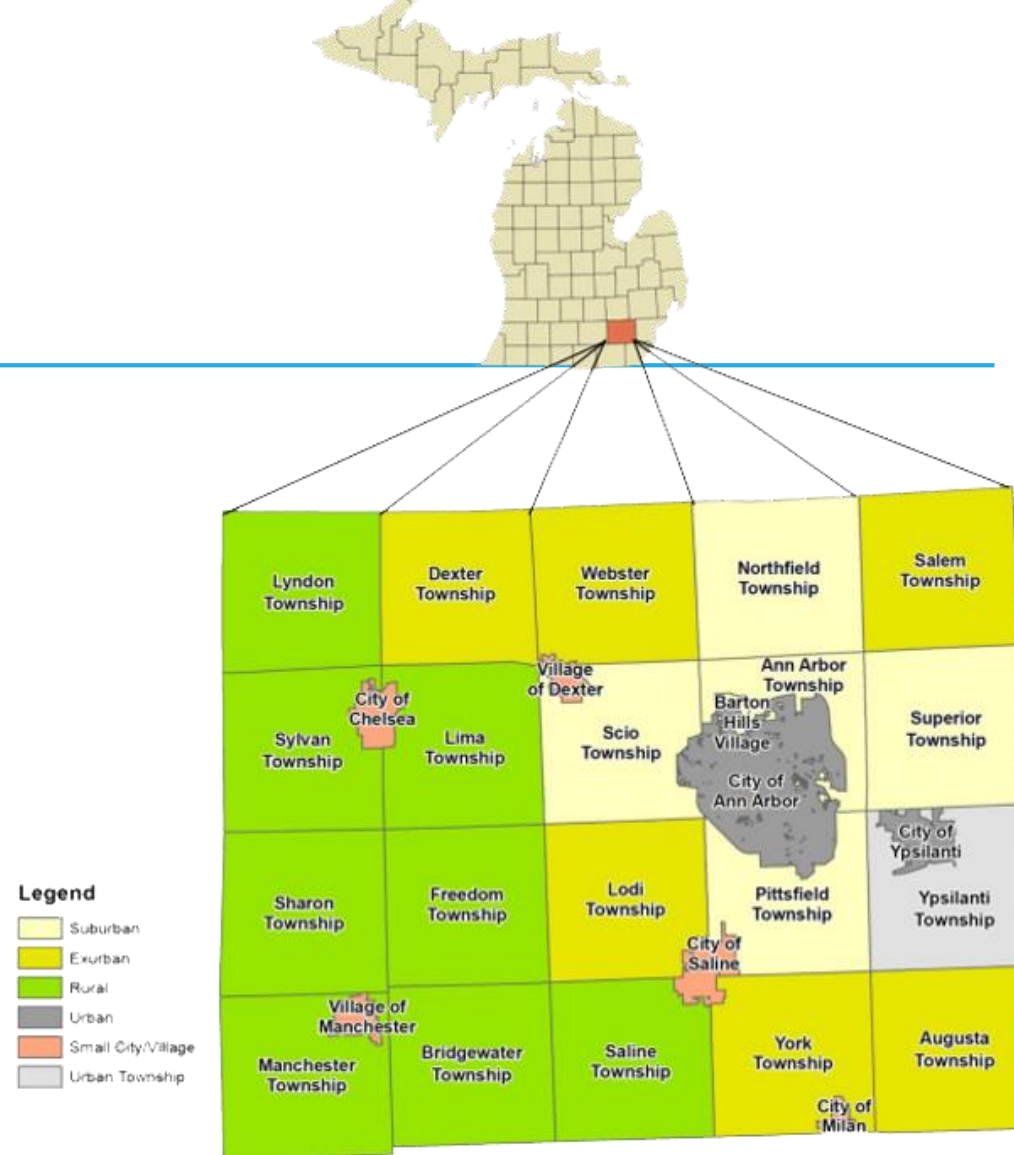


Washtenaw County Health Department



Our Community

- 350,000 residents
- 28 local governments
- 9 school districts
- 6 colleges and universities
- 1,100 restaurants



County Health Rankings

- Fourth healthiest county in Michigan
- Ranked first in factors related to health behaviors and clinical care
- Systemic social, racial and economic disparities
 - YPL for whites – 4800 years
 - YPL for blacks – 9,300 years
 - 81st out of 83 counties in income inequality
 - 17% of households had at least one of four major housing problems



County Health Rankings: Washtenaw County is healthy. But not for all.
Washtenaw County ranks as the fourth healthiest county in Michigan– and first in health behaviors and clinical care. But the 2019 County Health Rankings also show that while there are a lot of opportunities for health in Washtenaw, not everyone benefits. [Read on...](#)

Washtenaw County Health Department

- \$15.1 million budget fiscal year 2019
- 112 permanent, 30 temporary & 10 volunteers/interns
- Nationally accredited
- 3 facilities
- 5 divisions



Mission and Vision

Our mission:

To assure, in partnership with the community, the conditions necessary for people to live healthy lives through prevention and protection programs

Our vision:

A healthy community in which every resident enjoys the best possible state of health and well-being.

Our core values:

- prevention
- interventions in partnership with the community
- promote social justice and reduce inequities
- ethical principles

Promote Social Justice & Reduce Inequities

- Health equity as our organizational compass
- Michigan Power to Thrive
 - The Health Impacts of Youth Arrests: Keeping Kids Safe and Successful in Michigan. Human Impact Partners 2017
- Action in support of immigrants
- Work with Racial Equity Action Team on One Community initiative
- New CHA/CHIP, emphasizing community empowerment



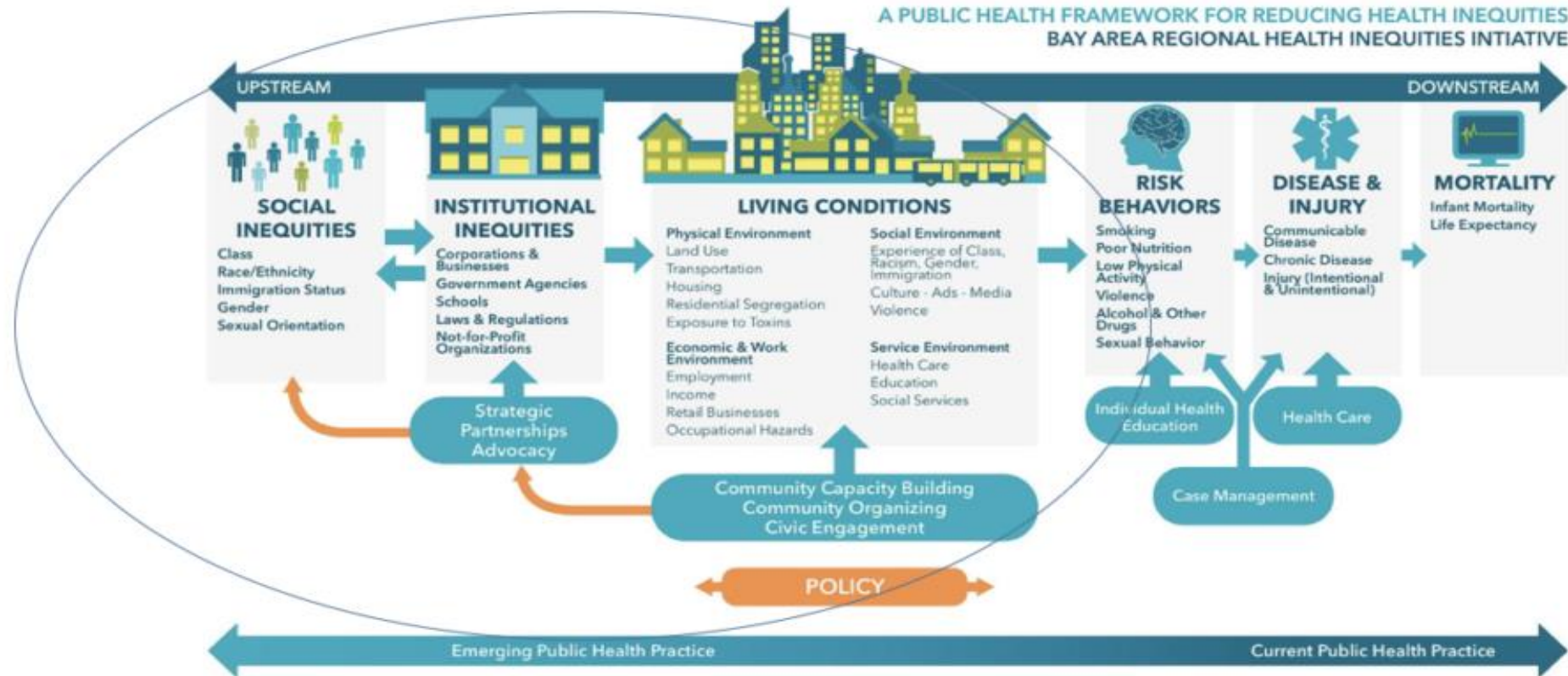
Health Equity

- Means that everyone has a fair and just opportunity to be as healthy as possible.
- Requires action to remove obstacles to health, such as:
 - Poverty
 - Institutional discrimination
- Action → groups who have been historically excluded, marginalized.



Braveman, P., et al (2017) Robert Wood Johnson "What is Health Equity? And What Difference Does a Definition ,Make?"

Health Equity Framework



Community Engagement

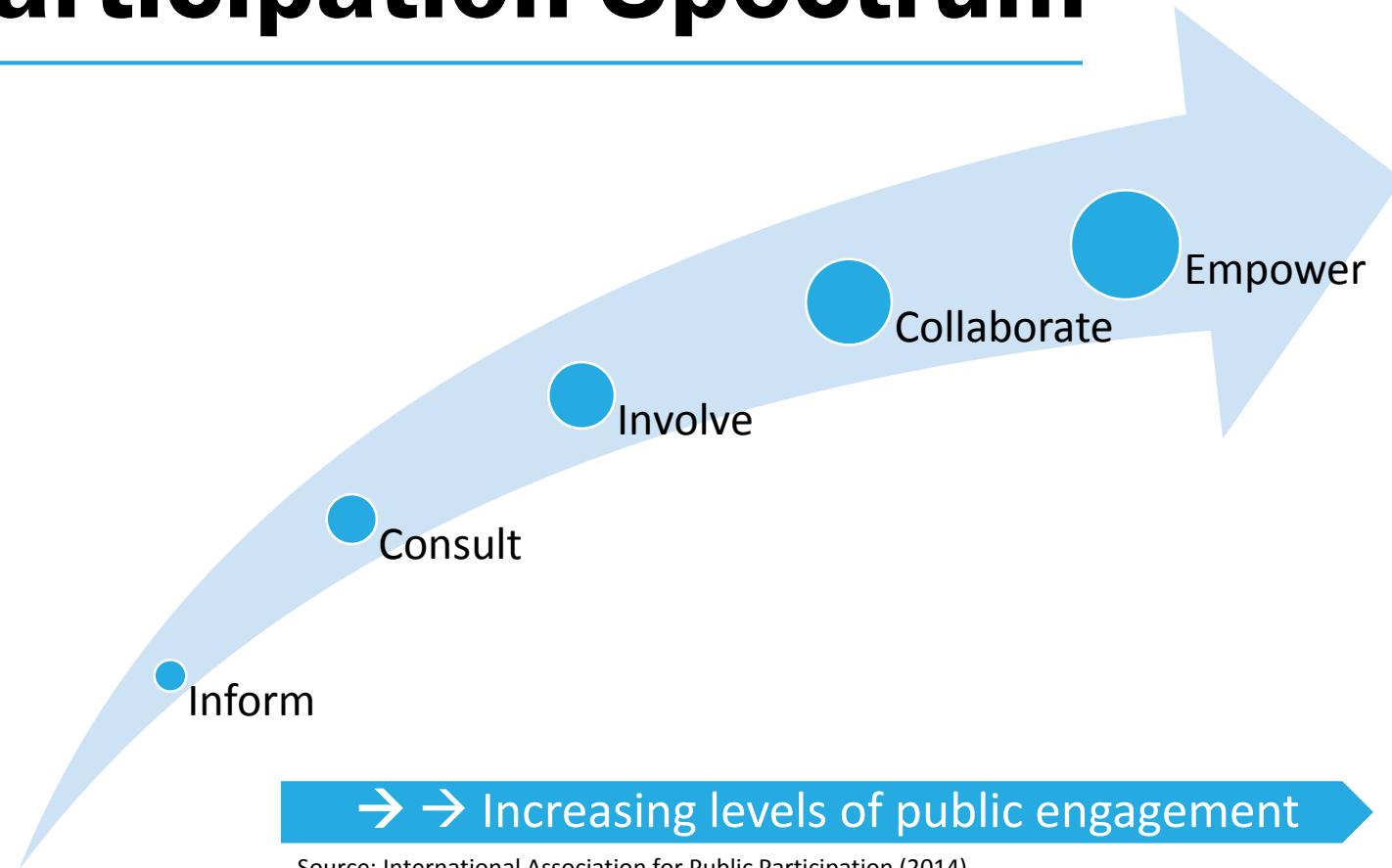
- A process of working collaboratively with people who share common concerns, interests, identities and seek to address issues affecting the well-being of those involved.
- Can be a strategy for removing power imbalances among communities most impacted.

“...it is not just about having people at the table, it is about having them have a true say in what is happening...”

Quote from Project Advisor for Human Impact Partners Report. Advancing Health Equity in Health Departments' Public Health Practice (2018)

Adapted from Centers for Disease Control and Prevention (1997); Shore (2006); Wallerstein (2002).

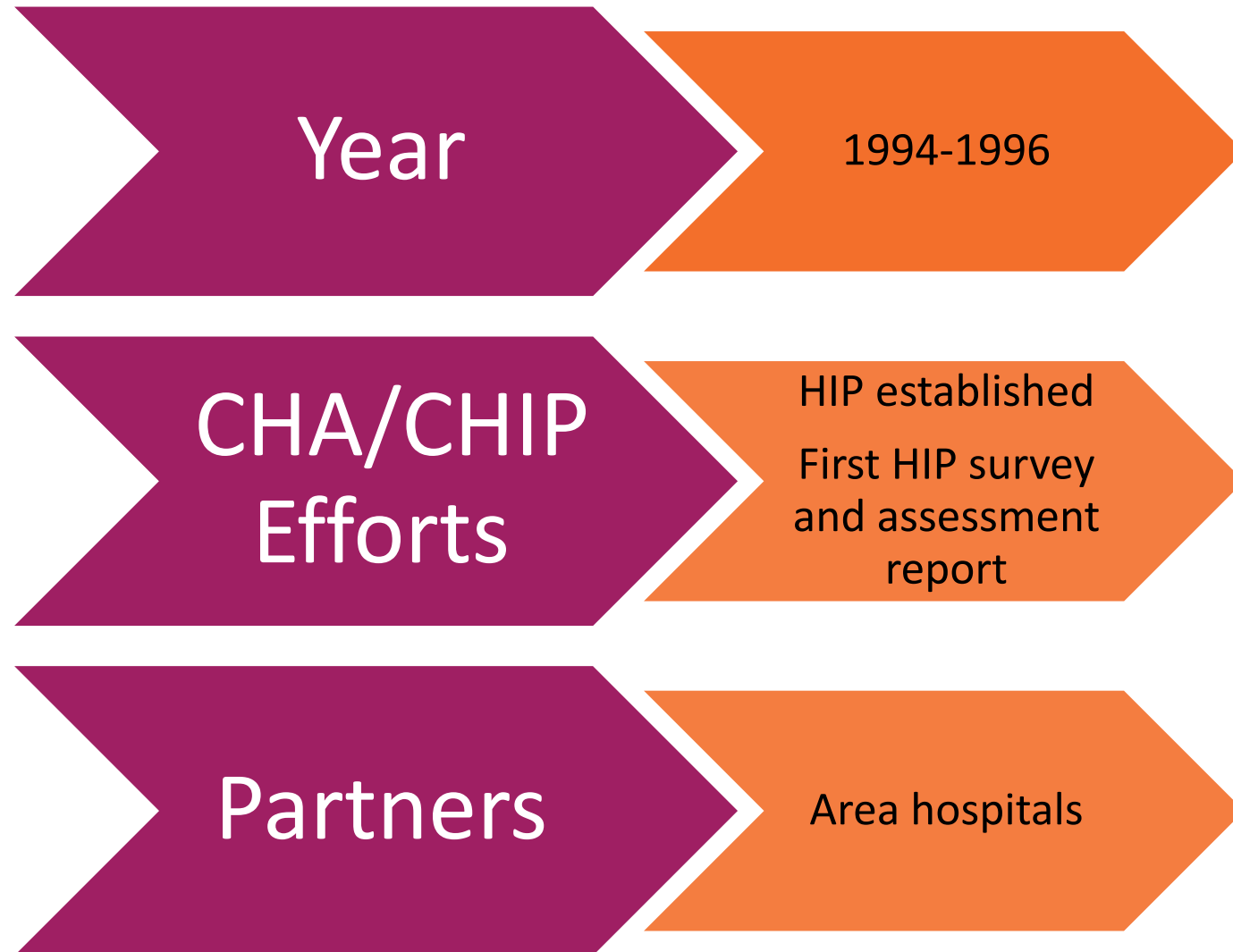
Public Participation Spectrum



Source: International Association for Public Participation (2014).



Early Health Assessment Efforts



Early Health Assessment Efforts

- Health Improvement Partnership existed since 1995.
- 3 pillar framework – APEXPH
- Funded countywide “HIP survey” every five years
- African American HIP 1998

Partners

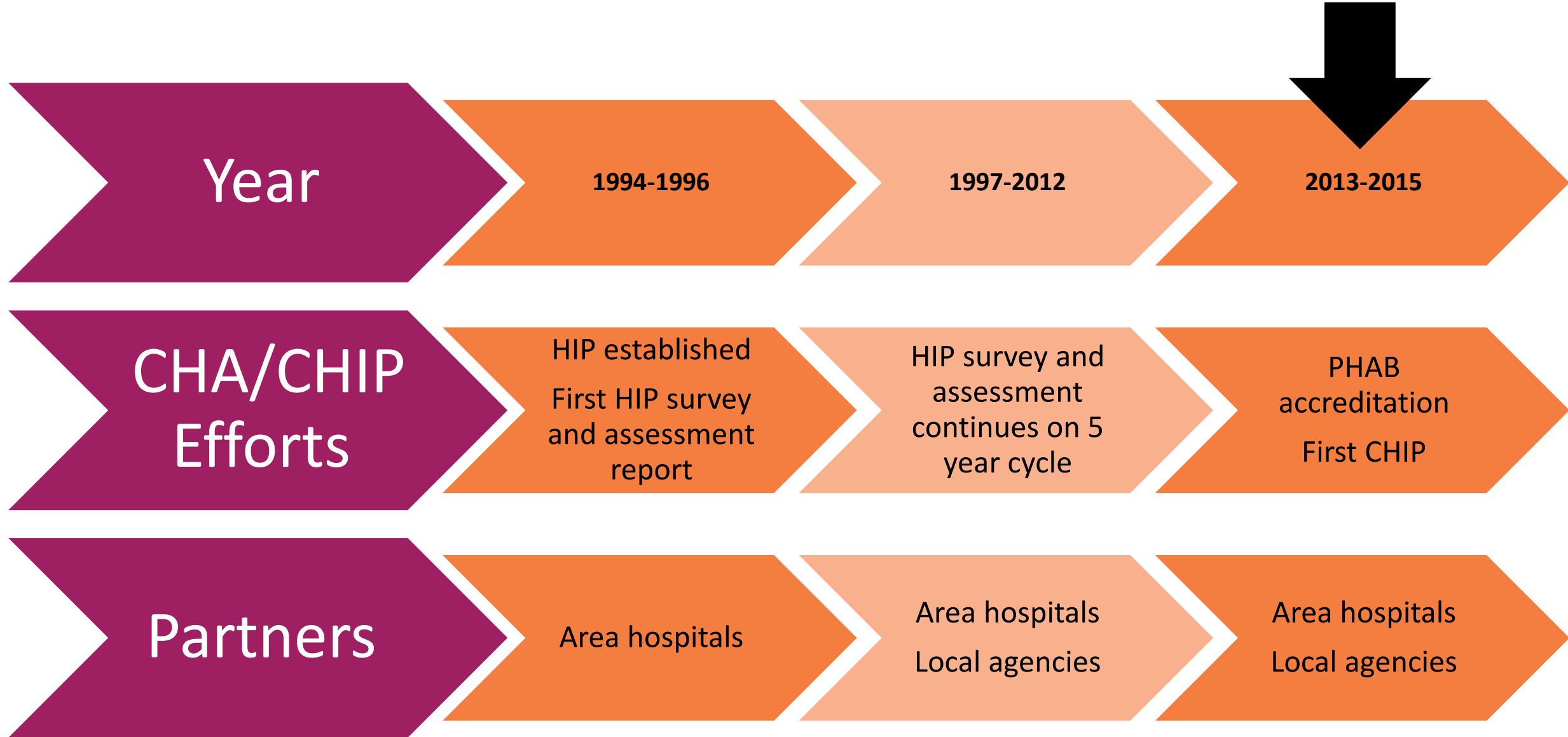
- Internal
 - Coordinator, Epidemiologist
- External partners
 - Area hospitals

What gaps have you noticed in traditional assessments?



PHAB Accreditation





National Accreditation

- Developed first PHAB compliant CHA
- Developed first CHIP
- Encuesta Buenos Vecinos Survey
- Dedicated new position



Partners

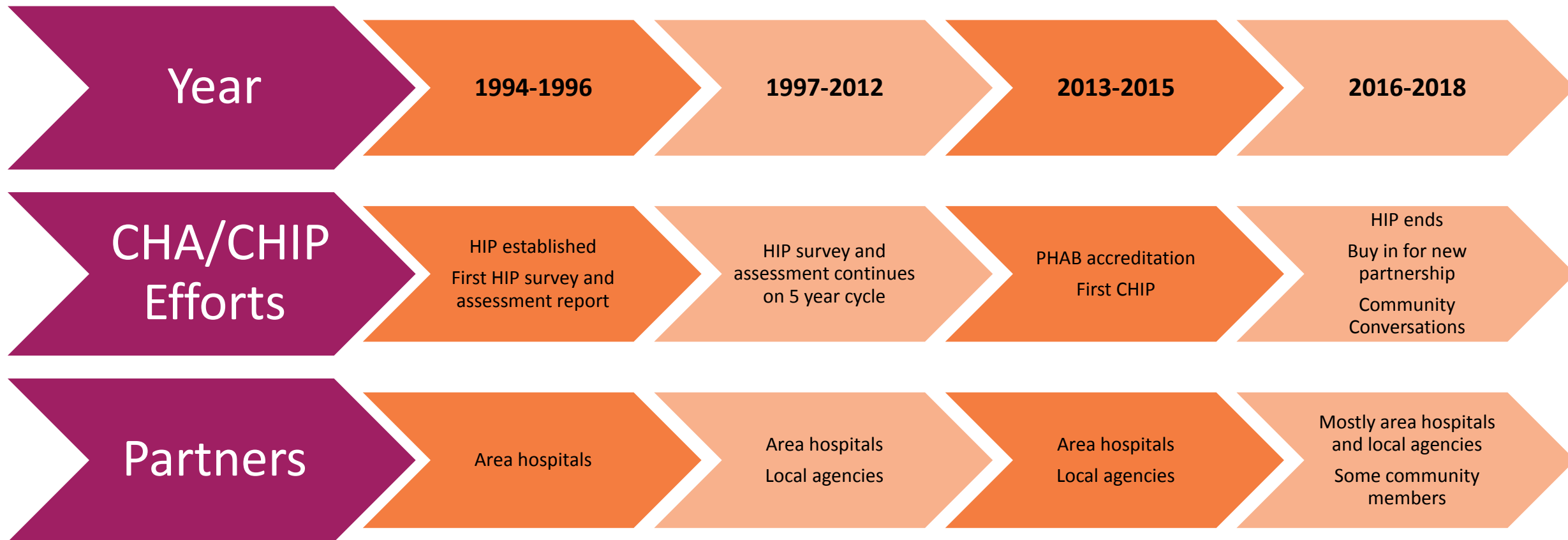
- Internal
 - Small core team
 - Division leadership oversight
- External partners
 - Area hospitals
 - Coordinating Committee (local agency leadership/representation)
 - Community Health Committee (network of 200+ local health professionals)
 - Implementation teams (work groups around priority areas)

Has PHAB changed your approach to CHA/CHIP work?



Centering Community Voice





TWO FUTURES ONE COMMUNITY

Washtenaw County #1
county in Michigan for
health factors



Washtenaw County
ranked 80/83 for income
inequality

Ann Arbor - #1 Most
educated city in
America



Racial gap of more than
30-40 points in student
test scores

#6 Cities that are
secretly great for tech
grads



Ann Arbor 8th most
economically
segregated city

#3 hottest market
housing market in the
country



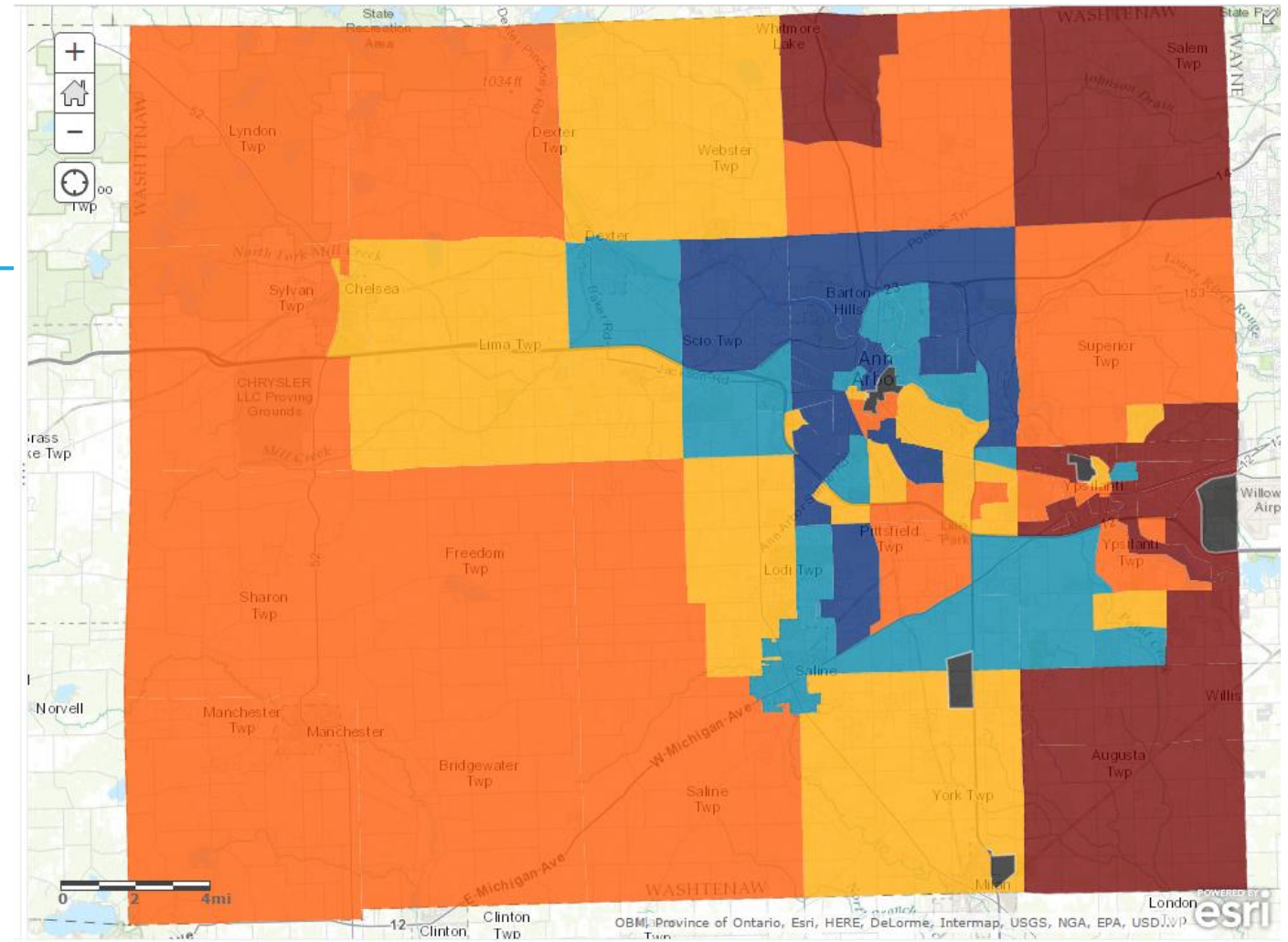
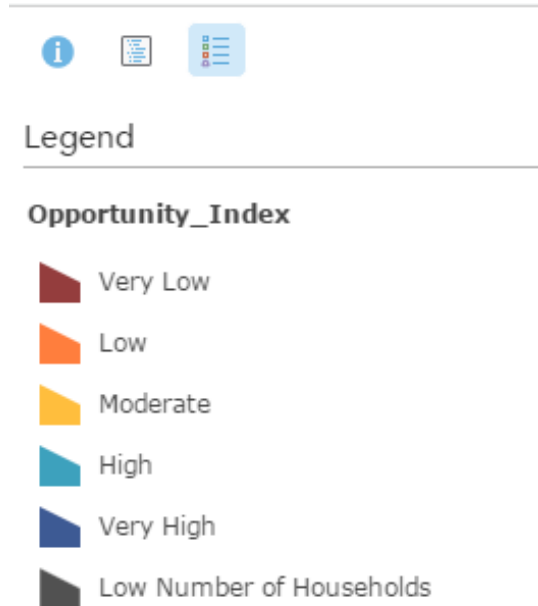
Washtenaw County #1
most expensive rental
market in Michigan

#5 green cities for
families & #1 city for
millennials



Bottom 8% for upward
income mobility

Opportunity Index



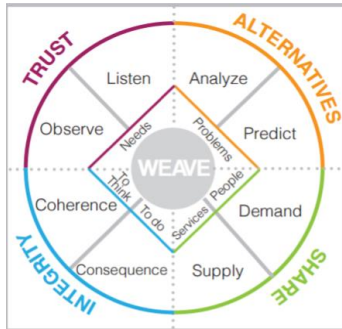
Washtenaw Opportunity Index <http://www.opportunitywashtenaw.org/opportunity-index.html>

HIP Transition (2016 – 2018)

- A new approach to community assessment...
 - Explicit emphasis on community engagement (empowerment) and health equity.
- Goals
 1. Identify and address community-defined health priorities.
 2. Broaden the definition of health
 3. Transform the community health planning process by centering community voices

Priority Populations

- Identified based on health disparity data and relationships with existing community groups and networks.



**YPSILANTI YOUTH
CREATING CHANGE**



New Leadership & Support

HIP Coordinating Committee

- Local hospitals
- University partners
- Nonprofits

“Transition Team”

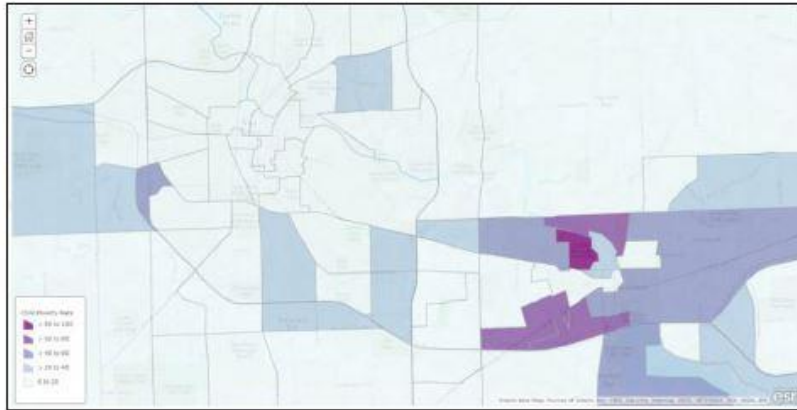
- Local hospitals
- University partners
- Nonprofits
- Funders
- Community leaders
- Elected officials
- Other sector partners

Funding Support

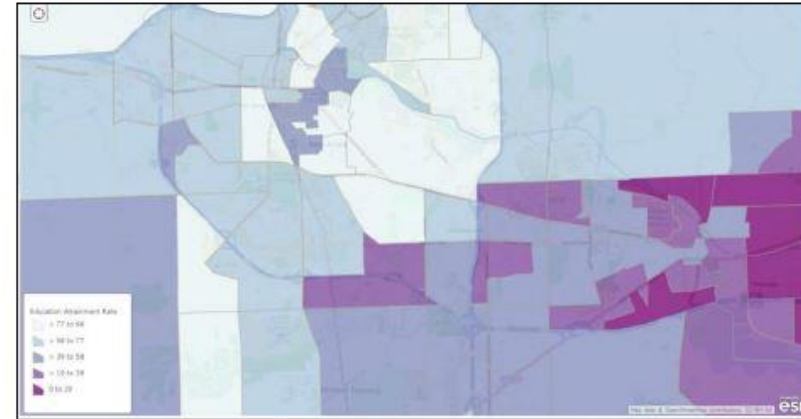
- Prior to 2015 → primarily HIP survey
- 2016-2018 → community engagement and empowerment

Zip Code More Important Than Genetic Code

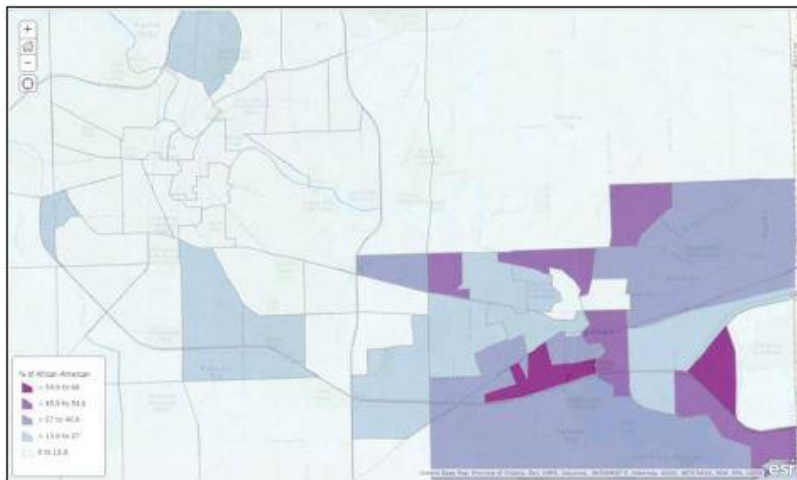
Childhood poverty rate



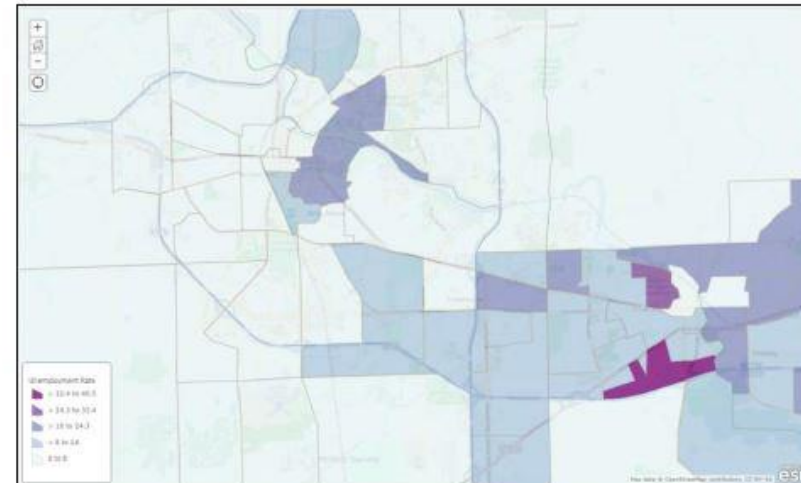
Educational Attainment



Percentage African-American



Unemployment



Community Conversations

- Designed and led by community members.
- Shared data from 2015 HIP survey (and other sources).
- Identified community-specific health priorities.



What We Heard

We have a voice,
but it's never being
heard.

It's not fair... we
shouldn't be treated
this way because we
are low-income.

I'm a human being...
I have children and
they matter too.

Quotes from Maternal Child Health Focus Group, MacArthur Boulevard Neighborhood, August 2017

Community-Led Action

- Mini-grants
- Community ownership
- Focus on issues identified by each neighborhood/ community



Community Leadership Team

- Community leaders from six areas
- Meets monthly
- Supports ongoing engagement and action-oriented work.

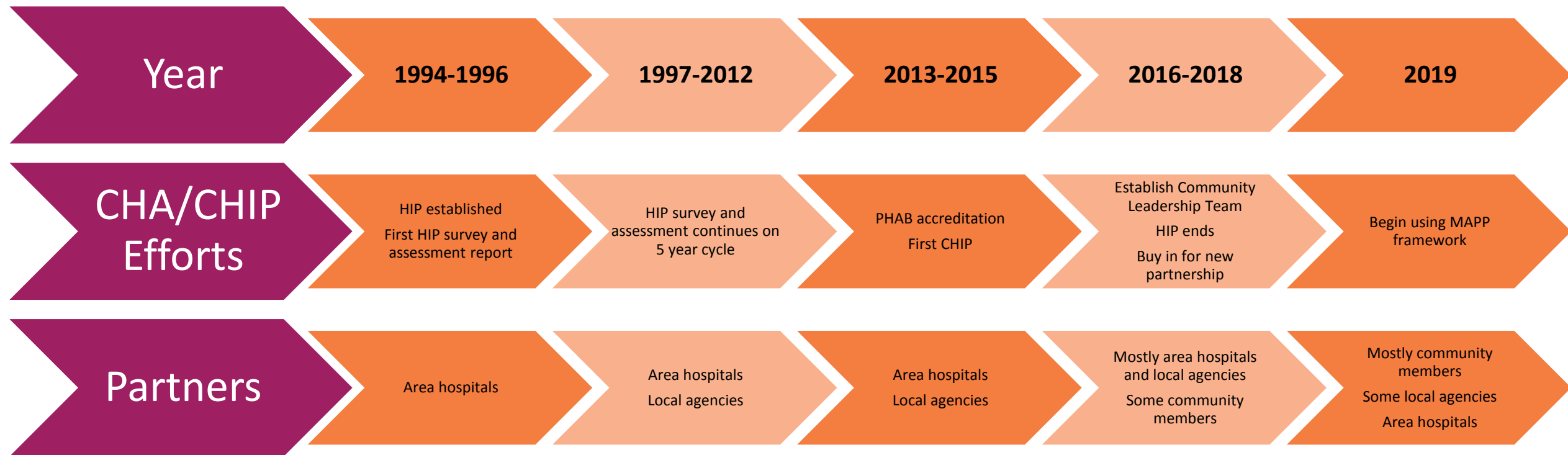


What strategies do you use to engage communities and build relationships, particularly with those who are most impacted by inequities?

If none, what strategies you would like to see implemented?



MAPP



Building on a strong foundation...

Previous

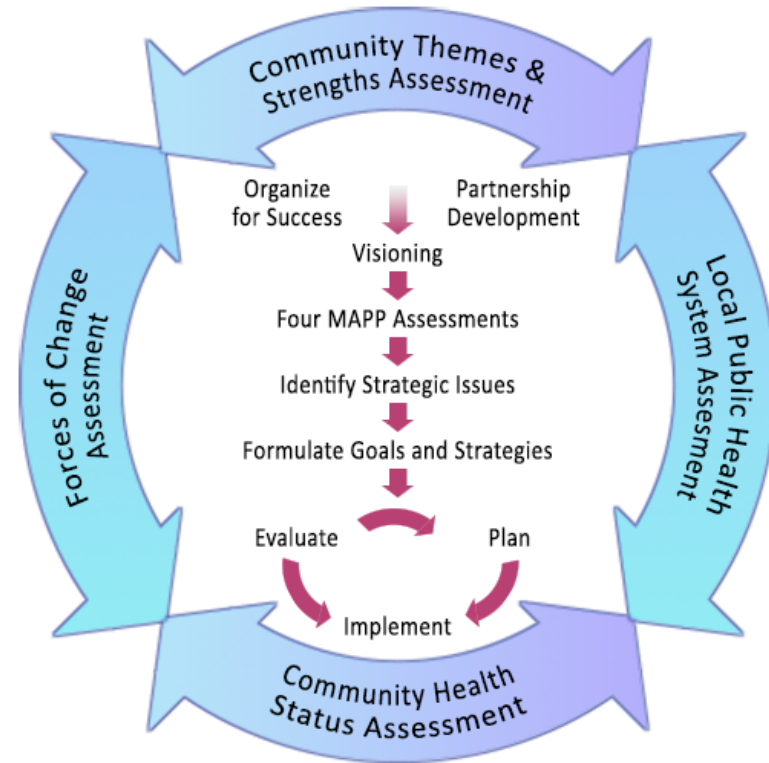
- ★ Collaborating with agency partners...
- ★ Identifying needs...
- ★ Traditional health indicators...

Future

- ★ And partnering with community leaders
- ★ And emphasizing community strengths
- ★ And social determinants of health equity

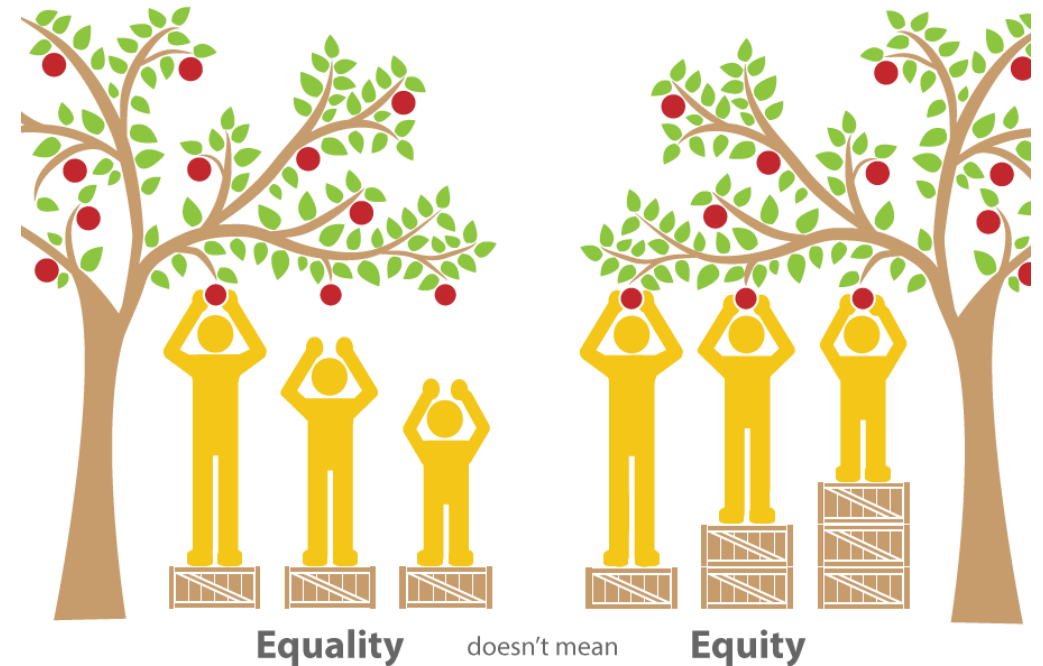
MAPP Framework

- Mobilizing for Action Through Planning and Partnerships (MAPP)
- Method to help communities:
 - Prioritize health issues
 - Identify resources
 - Take action



Why MAPP?

- Community-owned process
 - Community engagement at every step of the process
- Emphasis on health equity
 - Process is driven by those most affected by inequities

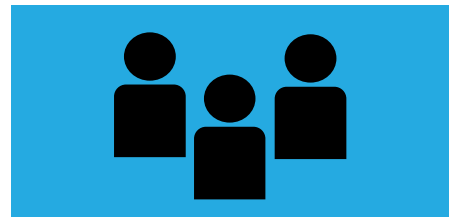


Six Phases

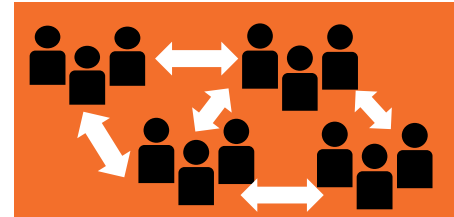
- Organize for Success
- Community Vision
- Assessments
- Identify Strategic Issues
- Formulate Goals and Strategies
- Action Cycle



Phase One: Organize for Success



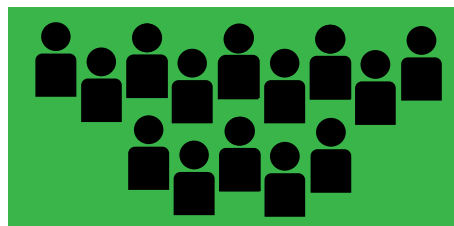
Core Team



Partner Network



Steering Committee

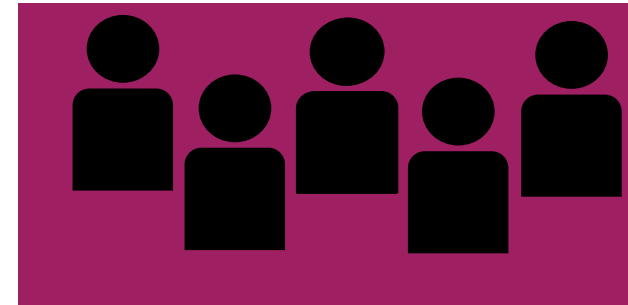


Broader Community



Steering Committee

- Provides leadership and direction
- Makes key decisions
- Members commit to taking on specific tasks
- 10-16 people
- Fully inclusive of members of neighborhoods and groups most impacted by health inequities



Steering Committee



Leadership Buy-In

- Committee composition
 - 60% community members (10 people)
 - 25% organizational representatives (4 people)
 - 15% hospital representatives (2 people)
 - 2 youth representatives (ages 13-18)
- Committee roles
- Committee compensation

Steering Committee Selection Process

- Formed a selection group
 - 6 non-health department partners
 - Provided guidance on selection process
 - Made final decision on steering committee nominees
- Open applications
 - One for adults, one for youth ages 13-18
- Blind application review process



If you were to take a health equity approach to your
CHA/CHIP, would you be the only group/department in
your community to do that?

Do other plans in your community incorporate equity?



Wrap Up

Key Supports

- Internal
 - Leadership
 - Dedicated staff time and resources
 - Organizational commitment to health equity
- External
 - Neighborhood groups and community leaders
 - Agency partners and stakeholders
 - Funders

Lessons Learned

- Humility & reflection (individual and institutional)
 - Requires asking critical questions about the process, what is and isn't working and for whom.
- Trusting relationships are the foundation
 - Spending the time to build and connect beyond a single project or grant.
- CHA/CHIP can be a catalyst for equity work
 - Change at multiple levels (individual, organizational, community)

Resources

- Washtenaw County Health Department
 - <https://www.washtenaw.org/1129/Health-Department>
- One Community: Advancing Racial Equity in Washtenaw County
 - Opportunity Index – <http://www.opportunitywashtenaw.org/>
- Human Impact Partners, Health Equity Guide
 - HealthEquityGuide.org

Questions?

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