



# Health Equity Unit Strategic Plan

**2020-2024**

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# INTRODUCTION

Published evidence suggests that strategic planning builds a unifying vision, forces an in-depth examination of priorities, and provides a means to track overall organizational progress. The following strategic plan is thus a detailed outline of goals and objectives established by the North Dakota Department of Health and Human Services (NDHHS) Health Equity Unit (HEU). These aims follow the SMART framework for specific, measurable, achievable, realistic and time-bound initiatives. The timeline for this plan spans from 2020-2024, with the acknowledgment that some deadlines may be pushed back due to the COVID-19 pandemic. As a living document, this plan and associated target dates may be modified to reflect community needs. This plan serves as an ongoing, actionable guide highlighting the NDHHS' commitment to achieving health equity for North Dakota residents of all backgrounds.

## **Mission**

*The NDHHS's mission is to improve the length and quality of life for all North Dakotans.*

Health equity is the attainment of the highest level of health for all people. The NDHHS' HEU works to understand and reduce health disparities among all North Dakotans. The primary goal is to reduce rates of disease by providing opportunities for interventions and improving access to health care. This will ensure all North Dakotans receive the highest quality of health care that meets their needs.

# INTRODUCTION

## HEU Team Members

- **Krissie Guerard, MS** – Health Equity Unit Director
- **Alicia Belay, MPH, PhD** – Assistant Health Equity Unit Director
- **Jorden Laducer** – Special Populations Coordinator
- **Kiamya Philson** – Health Equity Immunization Coordinator
- **Katarina Domitrovich** – Health Equity Coordinator
- **Beverly Ijeoma Anaele, MPH** – Health Equity Centers for Disease Control and Prevention (CDC) Public Health Associate
- **Ruth Nwatu** – Health Equity CDC Public Health Associate
- **Cheyenne Smith** – Tribal Health Liaison
- **Sonya Abe** – Tribal Health Liaison
- **Jamie Thongphet** – Tribal Health Liaison
- **Hunter Parisien** – Tribal Health Liaison
- **Sargam Ghimire** – New American/Foreign-Born/Immigrant (NFI) Liaison
- **Valentina Asiedu** – North Dakota State University (NDSU) Graduate Assistant and Intern
- **Agnieszka Mason** – NDSU Graduate Assistant and Intern
- **Juliana Antwi** – NDSU Graduate Assistant and Intern
- **Payton Drent** – NDSU Public Health Research Intern
- **Adebanjo Adeyeye** – NDSU Graduate Assistant and Intern

# INTRODUCTION

## Origins and Rationale

As part of the Department's Strategic Plan, improving health equity is an overarching goal embedded in all state initiatives. Considerations outlining health disparities between population groups are primary drivers of the department's plan. The HEU Strategic Plan is thus an outcome of the overall Department's Strategic Plan and includes corresponding goals and objectives to reduce inequities in sectors such as obesity, injury and access to care.

The **Public Health Accreditation Board** (PHAB) also outlines specific standards and measures for all health departments. These standards range from investigation and education to evidence-based practices and governance. To ensure alignment with PHAB standards and domains, the following goals and activities include a label identifying the addressed PHAB domain. Thorough descriptions of each PHAB standard and domain are available on the organization's website.

## Evidence-based Approaches to Strategic Planning

The NDHHS heavily relies on data-driven processes and community input to identify and address populations that have greater risks for poorer health outcomes. These approaches underscore the department's evidence-based approach to health equity.

# INTRODUCTION

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Collaborations with the **NDHHS Health Statistics & Performance (HSP)** section are paramount when using new or existing data to detect gaps and inequities. The NDHHS continues to use performance management and quality improvement to ensure data measures are meeting targets. Therefore, the HEU's first goal is to improve the overall data collection of various population groups. Strategies to do so include targeted data collection through the North Dakota State Health and Equity Assessment and partnership with the HSP to incorporate equity questions into all databases. The NDHHS continually measures our progress toward these goals through weekly team trackers, one for the HEU Strategic Plan (see Appendix A) and another for the [COVID-19 Strategic Plan](#).

**The COVID-19 Strategic Plan** also includes a Statewide COVID-19 Inequities section that provides monthly updates to racial/ethnic population data. These data points include hospitalization, fatality rates and age-specific COVID-19 death rates, all of which assist in identifying disparities. The NDHHS further uses community input and assessments to note factors that may encourage or discourage good health. Examples of community input include stakeholder meetings with tribes, community advisory boards and grassroots partners like ESHARA—a collaborative program that addresses barriers for new Americans.

# INTRODUCTION

## Incorporating Healthy People 2030 Objectives

Every ten years since 1980, the US implements national health objectives under the umbrella term Healthy People (HP). A consortium of national and state organizations under U.S. Surgeon General leadership develops HP objectives, focusing on country-wide areas of health improvement. These health improvement areas include integrating medical care with preventive services, health promotion or education, personal and community health care and increasing access to said services. The first of these programs, HP 1990, provided objectives for reducing premature deaths and preserving older adults' independence.

HP 2030 is essential to the HEU's mission to achieve health equity. HP 2030 has aims aligned with multiple social determinants of health that the HEU actively works toward realizing. These objectives include identifying funding opportunities, implementing health improvement plans and incorporating evidence-based practices to address these priorities. *Please note the following identifier for HEU goals that align with HP 2030 initiatives:*



More information about the referenced HP 2030 objective is available on the respective page's footnote.

# INTRODUCTION

## Population Identifiers

The North Dakota HEU Strategic Plan addresses the specific concerns expressed by underserved or marginalized North Dakotan populations. The HEU also recognizes that several individuals experience **intersectionality**, or the intersection of multiple underserved classes like homelessness and living with a disability.

*Please note the following identifiers for referenced populations:*

- AA **African Americans**
- AIN **American Indian/Alaska Native**
- AE **Aging or Elderly**
- H **Homeless**
- L+ **LGBTQ2S+**
- NFI **New American/Foreign-born/Immigrants (NFI)**
- D **Persons with Disabilities**
- R **Rural**
- Y **Youth**



# GOAL 1

By December 31, 2023, the NDHHS will improve data collection and tracking processes for health equity initiatives.

Domain 9: Evaluate and continually improve processes, programs, and interventions.

- ✔ **Objective 1.1:** By November 15, 2021, incorporate health equity initiatives into the NDHHS Strategic Plan and develop tailored goals to achieve departmental objectives.
  - *Data Measure:* Health equity is visibly a part of the NDHHS Strategic Plan, and tailored goals are created in the HEU Strategic Plan
  - *Team:* The HEU and department-wide employees of the NDHHS
  
- ✔ **Objective 1.2:** By December 31, 2021, collect data to identify health inequities in the North Dakota State Health and Equity Assessment (SHA) for mobilized action.
  - *Data Measure:* **(a)** Health equity data (race, sex, sexual orientation, age, income and insurance status) collected and analyzed across leading causes of death, Medicaid data and focus groups  
**(b)** Data collected will determine target populations that are higher risk for poor health outcomes
  - *Team:* Kelly Nagel, Krissie Guerard, Grace Njau, Bala Tripura Sundari Padavala, Kavya Sri Ambati, Dean Bangsund, Nancy Hodur, Devaiah Muccatira and Beverly Anaele

# GOAL 1

By December 31, 2023, the NDHHS will improve data collection and tracking processes for health equity initiatives.

Domain 9: Evaluate and continually improve processes, programs, and interventions.

- ✔ **Objective 1.3:** By December 31, 2021, utilize an ongoing HEU Strategic Plan Tracker to measure activities.
  - *Data Measure:* Tracker is updated weekly with action steps, progress and overall number served
  - *Team:* All HEU employees
  
- ✔ **Objective 1.4:** By December 31, 2021, collect input from target populations to determine community barriers to health and effective strategies for health improvement.
  - *Data Measure:* A report on community barriers to health and strategies for improvement is drafted based on input from established population advisory boards
  - *Team:* Kelly Nagel, Youth Advisory Board, NFI Advisory Board, BeYOU Advisory Board and Agency MABU
  
- Objective 1.5:** By June 15, 2022, develop a process to acquire community input and a review of public health messaging from targeted populations to assure messaging is culturally and linguistically appropriate.
  - *Data Measure:* Develop a review procedure for public health communication and messaging to assure messaging is culturally and linguistically appropriate
  - *Team:* Kelly Nagel and the NDHHS Communications Team

# GOAL 1

By December 31, 2023, the NDHHS will improve data collection and tracking processes for health equity initiatives.

Domain 9: Evaluate and continually improve processes, programs, and interventions.

**Objective 1.6:** By March 31, 2023, promote the collaboration and coordination of health equity strategies throughout North Dakota via the Health Equity Committee.

- *Data Measure:* Health equity strategies are championed and implemented in representative agencies
- *Team:* The Health Equity Committee

**Objective 1.7:** By December 31, 2023, increase the precision of biracial data by allocating data to the entire racial makeup of a person.

- *Data Measure:* Process for increasing biracial data precision is created and implemented
- *Team:* Tracy Miller and Krissie Guerard

**Objective 1.8:** By December 31, 2023, incorporate racial/ethnic and sexual orientation health questions into data collection surveys or databases.

- *Data Measure:* Racial/ethnic and sexual orientation health questions are incorporated into at least two data collection surveys or databases
- *Team:* Tracy Miller and Krissie Guerard

## GOAL 2

NFI

R

By June 2020, the NDHHS will have established a New American, Foreign Born, Immigrant (NFI) Advisory Board.

Domain 4: Engage with the community to identify and address health problems.

- ✓ **Objective 2.1:** By April 2020, develop mission, duties and membership documents for the NFI Advisory Board.
  - *Data Measure:* Documents created and approved
  - *Team:* Krissie Guerard and Alicia Belay
  
- ✓ **Objective 2.2:** By June 2020, recruit at least 20 individuals to participate in the board.
  - *Data Measure:* Members completed application
  - *Team:* Krissie Guerard and Alicia Belay
  
- ✓ **Objective 2.3:** By December 2020, hold at least three meetings.
  - *Data Measure:* Three meetings take place
  - *Team:* Alicia Belay
  
- ✓ **Objective 2.4:** By December 2020, evaluate board participation.
  - *Data Measure:* Evaluation survey distributed
  - *Team:* Alicia Belay

# GOAL 3

AIN

R

By December 1, 2020, the NDHHS will co-host a national Indigenous Telehealth Conference.

Domain 3: Inform and educate about public health issues and functions.

- ✔ **Objective 3.1:** By October 1, 2020, identify at least 20 indigenous partners to speak and share at the conference.
  - *Data Measure:* Twenty partners contacted
  - *Team:* Alicia Belay
  
- ✔ **Objective 3.2:** By October 31, 2020, partner with the American Indian Public Health Resource Center (AIPHRC) to house conference materials.
  - *Data Measure:* Website developed
  - *Team:* Alicia Belay
  
- ✔ **Objective 3.3:** Through November 2020, participate in weekly conference planning meetings.
  - *Data Measure:* Meetings attended
  - *Team:* Alicia Belay
  
- ✔ **Objective 3.4:** By November 18, 2020, promote the conference among indigenous partners.
  - *Data Measure:* Communications sent to major channels for promotion including: individual emails, Facebook pages for tribes
  - *Team:* Alicia Belay and Amy Burke

# GOAL 3

AIN

R

By December 1, 2020, the NDHHS will co-host a national Indigenous Telehealth Conference.

Domain 3: Inform and educate about public health issues and functions.

- ✔ **Objective 3.5:** Through November 18-19, 2020, hold the two-day workshop.
  - *Data Measure:* Conference occurred
  - *Team:* Alicia Belay and Health Resources and Services Administration (HRSA) team

# GOAL 4



By January 2021, the NDHHS will launch a national Indigenous Maternal Child Health Learning Collaborative to strengthen the relationship between the Health Equity Unit and Indigenous Maternal Child Health Programming.

Domain 4: Engage with the community to identify and address health problems.

- ✔ **Objective 4.1:** By December 1, 2020, recruit at least 10 participants.
  - *Data Measure:* List of interested participants developed; welcome e-mail sent
  - *Team:* Alicia Belay, Kalisi Uluave (UND InMED) and HRSA team
  
- ✔ **Objective 4.2:** By December 31, 2020, create a plan for topics and content with input from the participants.
  - *Data Measure:* List of topics/tentative calendar developed
  - *Team:* Alicia Belay, Kalisi Uluave (UND InMED) and HRSA team
  
- ✔ **Objective 4.3:** By January 31, 2021, convene first learning collaborative session.
  - *Data Measure:* Session convened
  - *Team:* Alicia Belay, Kalisi Uluave (UND InMED) and HRSA team

# GOAL 5



By January 31, 2021, the NDHHS will have established a LGBTQ2S+ Advisory Board focusing on the health needs of ND LGBTQ2S+.

Domain 4: Engage with the community to identify and address health problems.

- ✔ **Objective 5.1:** By November 1, 2020, develop recruitment plan for the LGBTQ2S+ Advisory Board.
  - *Data Measure:* Plan executed including social media, flyer and contacts
  - *Team:* Jorden Laducer and Krissie Guerard
  
- ✔ **Objective 5.2:** Through November 15-December 11, 2020, recruit members for the board.
  - *Data Measure:* Twenty members are picked to represent ND LGBTQ2S+ in ND
  - *Team:* All HEU staff
  
- ✔ **Objective 5.3:** By January 31, 2021, hold the first meeting of the LGBTQ2S+ Advisory Board.
  - *Data Measure:* Meeting was held
  - *Team:* Jorden Laducer



# GOAL 6



By February 2021, the NDHHS will pilot the first participatory grant making session to position the Health Equity Unit as leader in equitable funding strategies at the NDHHS.

Domain 10: Contribute to and apply the evidence base of public health.

- ✔ **Objective 6.1:** By December 1, 2020, complete participatory grant making training.
  - *Data Measure:* Training meetings occurred
  - *Team:* Alicia Belay and Amy Burke
  
- ✔ **Objective 6.2:** By December 31, 2020, develop and release grant application for participatory grant process.
  - *Data Measure:* Application released
  - *Team:* Alicia Belay and Amy Burke
  
- ✔ **Objective 6.3:** By February 15, 2021, approach NFI Advisory Board and immigrant stakeholder meetings to identify appropriate entities for participatory grant making session.
  - *Data Measure:* Present opportunity to each stakeholder meeting and January NFI Advisory Board
  - *Team:* Alicia Belay and Amy Burke
  
- ✔ **Objective 6.4:** By May 1, 2021, hold half-day session for participatory grant making session.
  - *Data Measure:* Session held
  - *Team:* Alicia Belay and Amy Burke

# GOAL 7

By March 2021, the NDHHS will administer a survey tool across Team ND to assess equity comfort and knowledge.

Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community.

- ✔ **Objective 7.1:** By December 1, 2020, adapt the Health Equity Survey.
  - *Data Measure:* Survey finalized
  - *Team:* Krissie Guerard, Alicia Belay and the AIPHRC
  
- ✔ **Objective 7.2:** By December 31, 2020, distribute the survey.
  - *Data Measure:* Survey distributed through Governor's newsletter
  - *Team:* Krissie Guerard, Alicia Belay and AIPHRC
  
- ✔ **Objective 7.3:** By February 1, 2021, collate and analyze data.
  - *Data Measure:* Data report finalized
  - *Team:* AIPHRC

# GOAL 8

Y

By March 31, 2021, the NDHHS will have established a Youth Advisory Board, focusing on the health needs of ND youth.

Domain 4: Engage with the community to identify and address health problems.

- ✔ **Objective 8.1:** By January 31, 2021, develop a recruitment plan for the Youth Advisory Board.
  - *Data Measure:* Develop a plan including social media, flyers and school contacts to begin recruitment in February 2021
  - *Team:* Krissie Guerard and Cathony Reid
  
- ✔ **Objective 8.2:** Through February 1-15, 2021, recruit members for the board.
  - *Data Measure:* Twenty members were picked to represent ND youth
  - *Team:* Krissie Guerard and Cathony Reid
  
- ✔ **Objective 8.3:** By March 31, 2021, hold the first meeting of the Youth Advisory Board.
  - *Data Measure:* Meeting was held
  - *Team:* Krissie Guerard

# GOAL 9

By December 2021, Inclusion, Diversity, Equity, Access and Action (IDEAA) Project will launch.

Domain 3: Inform and educate about public health issues and functions.  
Domain 5: Develop public health policies and plans.

- ✔ **Objective 9.1:** By October 31, 2020, engage in PROSCI three-day training.
  - *Data Measure:* Attended training
  - *Team:* Jordan Laducer
  
- ✔ **Objective 9.2:** By December 31, 2020, engage in weekly IDEAA meetings to develop a launch plan.
  - *Data Measure:* Meetings attended
  - *Team:* Jordan Laducer and Alicia Belay

# GOAL 10



By December 31, 2023, the Health Equity Training Initiative series will be established.

Domain 3: Inform and educate about public health issues and functions.  
Domain 7: Promote strategies to improve access to health care.

- ✔ **Objective 10.1:** By January 1, 2022, module topics and objective are outlined and defined.
  - *Data Measure:* Module topics are identified
  - *Team:* Alicia Belay, Juliana Antwi, Krissie Guerard, NDHHS Communications, North and South Dakota Perinatal Quality Collaborative (NSDPQC)
  
- ✔ **Objective 10.2:** By February 28, 2022, at least one presenter for each module is identified and has agreed to take on training.
  - *Data Measure:* Presenters are identified
  - *Team:* Alicia Belay, Juliana Antwi, Krissie Guerard, NDHHS Communications, NSDPQC
  
- ✔ **Objective 10.3:** By September 30, 2022, all presenters will have finalized PowerPoint slides and scripts for clearance and approval.
  - *Data Measure:* Content and scripts are finalized
  - *Team:* Alicia Belay, Juliana Antwi, Krissie Guerard, NDHHS Communications, NSDPQC

# GOAL 10



By December 31, 2023, the Health Equity Training Initiative series will be established.

Domain 3: Inform and educate about public health issues and functions.  
Domain 7: Promote strategies to improve access to health care.

**Objective 10.4:** By September 30, 2022, filming and subsequent editing of each module presentation will have taken place.

- *Data Measure:* Filming and editing have taken place
- *Team:* Alicia Belay, Juliana Antwi, Krissie Guerard, NDHHS Communications, NSDPQC

**Objective 10.5:** By December 31, 2023, the complete Health Equity Training Initiative training will be available and distributed for public use.

- *Data Measure:* Complete training is available for public use
- *Team:* Alicia Belay, Juliana Antwi, Krissie Guerard, NDHHS Communications, NSDPQC



# GOAL 11

By July 2021, the NDHHS will have established or participate in regular New American, Foreign Born, Immigrant (NFI) stakeholder meeting in at least six communities.

Domain 4: Engage with the community to identify and address health problems.

- ✔ **Objective 11.1:** By June 30, 2020, identify stakeholders to invite to initial meetings.
  - *Data Measure:* List of stakeholders created and contact made
  - *Team:* Alicia Belay and intern(s)
  
- ✔ **Objective 11.2:** By July 31, 2020, identify needs through initial meeting in each location.
  - *Data Measure:* At least one meeting held in each location
  - *Team:* Alicia Belay
  
- ✔ **Objective 11.3:** By March 1, 2022, develop strategic plan for at least four locations.
  - *Data Measure:* Strategic plan created
  - *Team:* Alicia Belay, Sargam Ghimire and Ruth Nwatu



# GOAL 12

By March 31, 2022, the NDHHS, NDSU and the Indian Affairs Commission will have established a Tribal Health Board, focusing on the health needs of ND tribes.

Domain 4: Engage with the community to identify and address health problems.

- ✔ **Objective 12.1:** By December 31, 2022, the Health Equity Unit and the Indian Affairs Commission will meet to discuss steps in the creation of this board.
  - *Data Measure:* Meeting was held and a strategic plan of action was developed for further action steps
  - *Team:* Jordan Laducer, Krissie Guerard, Brad Hawk, Dr. Nizar Wehbi, Dirk Wilke and Brenda Weisz
  
- ✔ **Objective 12.2:** By March 31, 2022, the first meeting will be held.
  - *Data Measure:* Meeting was held
  - *Team:* NDSU - AIPHRC



# GOAL 13

By December 31, 2022, the NDHHS will have established a more extensive Health Equity Unit to work collaboratively across the NDHHS and other state agencies.

Domain 5: Develop public health policies and plans.

Domain 10: Contribute to and apply the evidence base of public health.

- ✔ **Objective 13.1\***: By December 31, 2020, evaluate funding strategy of the Health Equity Unit and increase FTEs.
  - *Data Measure*: Budget developed, timeline for application for appropriate grants, funding requests for governor's budget and legislature written
  - *Team*: Brenda Weisz, Gretchen Dobervich and Krissie Guerard
  
- ✔ **Objective 13.2\*\***: By February 1, 2021, complete a national landscape analysis of Health Equity Units.
  - *Data Measure*: Written report
  - *Team*: Gretchen Dobervich and Beverly Anaele
  
- ✔ **Objective 13.3**: By June 30, 2021, create and communicate a governor's directive to support the Health Equity Unit. Develop materials to explain the need for the Health Equity Unit.
  - *Data Measure*: Governor provided with and approved structure of the Health Equity Unit
  - *Team*: State Health Officer, Brenda Weisz, Dirk Wilke, Krissie Guerard and Kim Mertz

\*One FTE included in budget request for 2021 Leg. Session (June 30, 2021)

\*\*This is key research into defining the structure, role and budget of the Health Equity Unit

## GOAL 13

By December 31, 2022, the NDHHS will have established a more extensive Health Equity Unit to work collaboratively across the NDHHS and other state agencies.

Domain 5: Develop public health policies and plans.

Domain 10: Contribute to and apply the evidence base of public health.

**Objective 13.4:** By December 31, 2022, each division of the NDHHS will have one representative from the HEU connecting with their division.

- *Data Measure:* List of representatives. Initial meeting held to discuss the HEU mission and objectives and the role and expectations of the section and cabinet representatives
- *Team:* Krissie Guerard and the NDHHS Division Directors

**Objective 13.5:** By December 31, 2022, each cabinet agency will have one representative to be the health equity liaison to the HEU.

- *Data Measure:* List of representatives. Initial meeting held to discuss the HEU mission and objectives and the role and expectations of the section and cabinet representatives
- *Team:* Krissie Guerard, cabinet members and office of the governor

## GOAL 13

By December 31, 2022, the NDHHS will have established a more extensive Health Equity Office to work collaboratively across the NDHHS and other state agencies.

Domain 5: Develop public health policies and plans.

Domain 10: Contribute to and apply the evidence base of public health.

**Objective 13.6:** By December 31, 2022, tie in existing strategic initiatives both for the NDHHS and other state and local agencies.

- *Data Measure:* Conduct a strategic planning session which includes the HEU, section and cabinet representatives and community stakeholders. Written five-year strategic plan for the HEU
- *Team:* Krissie Guerard, the NDHHS, Cabinet and Governor's office representatives and community stakeholders

## GOAL 14

By December 31, 2022, the NDHHS will have begun engineering greater diversity and inclusion in their work and workforce.

Domain 8: Maintain a competent public health workforce.

- ✔ **Objective 14.1:** By November 30, 2020, the NDHHS will increase utilization of online meetings to increase access to participation by stakeholders and employees.
  - *Data Measure:* Virtual conferences and stakeholder meetings set up throughout the week using the Teams platform. Attendance quantified by number of registrants and list of participants
  - *Team:* NDHHS employees
  
- ✔ **Objective 14.2:** By December 31, 2020, the NDHHS will offer more remote work options to accommodate a greater range of employees' needs.
  - *Data Measure:* Evaluate each position as it is developed or vacated for remote work capability and declare the option of telecommuting in employment opportunity announcement. Quantify number of remote employment opportunities year over year and where applicants hear about the job
  - *Team:* Krissie Guerard, Stacy Hoffman and Tara Buck Elk

# GOAL 14

By December 31, 2022, the NDHHS will have begun engineering greater diversity and inclusion in their work and workforce.

Domain 8: Maintain a competent public health workforce.

- ✔ **Objective 14.3\***: By December 31, 2021, the NDHHS will diversify placement of employment opportunities to reach a broader audience.
  - *Data Measure*: A diverse list of resources for advertising job opportunities that Human Resources can draw from
  - *Team*: Stacy Hoffman, Tara Buck Elk, Krissie Guerard and Beverly Anaele
  
- ✔ **Objective 14.4\*\***: By March 29, 2022, the NDHHS will apply employment screening, and hiring and performance evaluation processes that are equitable to sociodemographic groups.
  - *Data Measure*: An outline of the best practices for removing bias during the hiring process. Dissemination to appropriate stakeholders
  - *Team*: Stacy Hoffman, Beverly Anaele, Hannah Anderson, Marie Moe and Agnieszka Mason

## GOAL 14

By December 31, 2022, the NDHHS will have begun engineering greater diversity and inclusion in their work and workforce.

Domain 8: Maintain a competent public health workforce.

**Objective 14.5:** By December 31, 2022, the NDHHS will be present and active in virtual networks and job-centric events that encompass all North Dakotans.

- *Data Measure:* A working list of virtual hiring fairs that NDHHS representatives can attend will be produced and shared with appropriate stakeholders
- *Team:* Jorden Laducer

**Objective 14.6\*:** By December 31, 2022, develop and implement education and awareness toolkit focused on the NDHHS's commitment and actions to increase inclusivity and diversity.

- *Data Measure:* Toolkit plan and materials developed. Number of social media likes and video views
- *Team:* Beverly Anaele and Marie Moe

# GOAL 14

By December 31, 2022, the NDHHS will have begun engineering greater diversity and inclusion in their work and workforce.

Domain 8: Maintain a competent public health workforce.

**Objective 14.7\***: By December 31, 2022, the NDHHS will engage a private vendor for reporting discrimination and harassment, as well as to serve a resource for all employees in addressing allegations.

- *Data Measure*: True reporting or use of the private vendor as well as necessary feedback for implementation
- *Team*: Dirk Wilke and Stacy Hoffman

# GOAL 15

By December 31, 2022, the NDHHS will have made concerted efforts to update its Health Equity website and establish a recurring newsletter.

Domain 3: Inform and educate about public health issues and functions.

- ✔ **Objective 15.1:** By December 31, 2020, revise and finalize the purpose statement for the Health Equity Committee.
  - *Data Measure:* A completed and approved purpose statement
  - *Team:* NDHHS employees
  
- ✔ **Objective 15.2:** By May 31, 2021, redesign the HEU's website and incorporate additional resources for site visitors.
  - *Data Measure:* A restructured website that both appeals to the senses and follows the guidelines of CDC's Clear Communication strategies to enhance readability
  - *Team:* Beverly Anaele, Nicole Peske, Marie Moe and Corey Bergrud
  
- ✔ **Objective 15.3:** By October 2022, produce recurring health equity articles for information sharing.
  - *Data Measure:* Quarterly updates through a *Health Equity Matters* newsletter on a range of health equity topics that will be disseminated internally and on the website
  - *Team:* Beverly Anaele, Cathony Reid, Morgan Pizur-Kranc, Ruth Nwatu, Juliana Antwi, Valentina Asiedu and Hannah Anderson



## GOAL 16

By December 31, 2022, the NDHHS will identify areas of health equity based on data-driven reports.

Domain 2: Investigate health problems and environmental public health hazards to protect the community.

- ✔ **Objective 16.1:** By May 31, 2021, identify new and existing data sources for North Dakota.
  - *Data Measure:* A datasheet acting as a library of information that will provide names of sources, data available, and their locations
  - *Team:* Tracy Miller and Beverly Anaele
  
- ✔ **Objective 16.2:** By October 31, 2021, incorporate social determinants of health into the North Dakotan SHA data report regarding leading causes of death.
  - *Data Measure:* A completed SHA report with descriptive analysis outlining how five leading causes of death affect North Dakotans across various demographics among Medicaid enrollees
  - *Team:* Krissie Guerard, Kelly Nagel, Grace N. Njau, Devaiah Muccatira and Beverly Anaele

## GOAL 16

By December 31, 2022, the NDHHS will identify areas of health equity based on data-driven reports.

Domain 2: Investigate health problems and environmental public health hazards to protect the community.

**Objective 16.3:** By December 31, 2022, develop the state HIV Community Health Assessment plan as well as results analyses for dissemination.

- *Data Measure:* Create survey materials and outreach initiatives to collect data addressing HIV knowledge and barriers to care. Results should be presented in a manner that can be easily disseminated
- *Team:* Alicia Belay, Julia Wilson-Peltier, Valentina Asiedu, Agnes Mason and HIV/STD/TB Viral Hepatitis Program employees

# GOAL 17



By December 31, 2022, the NDHHS will identify at least four areas of need in HIV/STI equity.

Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community.

- ✓ **Objective 17.1:** By September 30, 2021, the NDHHS will lead the first HIV Prevention and Care Board meeting.
  - *Data Measure:* Meetings occurred quarterly with attendance quantified by number of participants
  - *Team:* Alicia Belay, AIDS United and Disease Control
  
- ✓ **Objective 17.2:** By September 30, 2021, partner with the Tribal Health Liaisons to develop a plan for reaching AI communities to complete the High-Risk Negative (HRN) survey.
  - *Data Measure:* A comprehensive plan developed with strategies to reach the AI population
  - *Team:* Alicia Belay, Cheyenne Smith, Sonya Abe, Hunter Parisien and Jamie Thongphet
  
- ✓ **Objective 17.3:** By December 31, 2021, complete report on analysis of HIV+ survey and interviews, highlighting areas of health equity.
  - *Data Measure:* A completed report that highlights health equity areas within HIV+ survey and interviews
  - *Team:* Alicia Belay and Valentina Asiedu

# GOAL 17



By December 31, 2022, the NDHHS will identify at least four areas of need in HIV/STI equity.

Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community.

- ✔ **Objective 17.4:** By January 31, 2022, complete the HRN survey data collection, including sufficient sample from L+ community, AI community and NFI community.
  - *Data Measure:* At least 500 participants completed the survey
  - *Team:* Alicia Belay
  
- ✔ **Objective 17.5:** By March 31, 2022, complete HRN interviews.
  - *Data Measure:* At least 30 surveys completed
  - *Team:* Agnes Mason and Alicia Belay
  
- ✔ **Objective 17.6:** By May 31, 2022, complete the HRN survey analysis and interviews report.
  - *Data Measure:* HRN survey and interview data are analyzed and ongoing
  - *Team:* Alicia Belay and the NDHHS Disease Control team

# GOAL 17



By December 31, 2022, the NDHHS will identify at least four areas of need in HIV/STI equity.

Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community.

- ✔ **Objective 17.7:** By May 31, 2022, implement a syringe services survey across pharmacies in ND.
  - *Data Measure:* A syringe services survey tool was created and implemented across ND pharmacies
  - *Team:* Payton Drent, Alicia Belay, Sarah Weninger and Agnes Mason

**Objective 17.8:** By December 9, 2022, finalize HIV Prevention Plan.

- *Data Measure:* An HIV Prevention Plan was submitted to the CDC
- *Team:* Alicia Belay, Valentina Asiedu, the NDHHS Disease Control team and Agnes Mason

## GOAL 18

By December 31, 2022, the NDHHS will expand care and support to postpartum women through improved Medicaid coverage, doula support and group support.

Domain 7: Promote strategies to improve access to health care.

**Objective 18.1:** By September 30, 2022, the NDHHS receives approval to co-develop the doula coalition and the coalition will be launched.

- *Data Measure:* An approval obtained and the doula coalition launched
- *Team:* Alicia Belay and Amy Burke

**Objective 18.2:** By February 28, 2023, the NDHHS will launch a doula pilot project initiative.

- *Data Measure:* A doula pilot project launched
- *Team:* Alicia Belay and Amy Burke

## GOAL 19

By March 31, 2022, the NDHHS will contract with five new organizations for Maternal Child Health (MCH) funding through participatory grant making.

Domain 4: Engage with the community to identify and address health problems.  
Domain 11: Maintain administrative and management capacity.

- ✔ **Objective 19.1:** By October 31, 2021, the NDHHS will finalize new MCH participatory grant making materials, reporting requirements and tools.
  - *Data Measure:* MCH participatory grant making materials, reporting requirements and tools were completed
  - *Team:* Alicia Belay and Valentina Asiedu
  
- ✔ **Objective 19.2:** By November 15, 2021, the NDHHS will invite up to eight partners to join a participatory grant making session.
  - *Data Measure:* Invitations to eight partners were sent for a participatory grant making session
  - *Team:* Alicia Belay and Amy Burke
  
- ✔ **Objective 19.3:** By December 15, 2021, convene partners for participatory grant making session.
  - *Data Measure:* Partner meeting held for participatory grant making session
  - *Team:* Alicia Belay and Amy Burke

# GOAL 19

By March 31, 2022, the NDHHS will contract with five new organizations for Maternal Child Health (MCH) funding through participatory grant making.

Domain 4: Engage with the community to identify and address health problems.  
Domain 11: Maintain administrative and management capacity.

- ✔ **Objective 19.4:** By February 2022, all contracted organizations will have an orientation session to new materials and reporting requirements.
  - *Data Measure:* An orientation session occurred to introduce contracted organizations to new materials and reporting requirements
  - *Team:* Alicia Belay and Amy Burke
  
- ✔ **Objective 19.5:** By March 31, 2022, contract with five organizations.
  - *Data Measure:* Five contracts executed
  - *Team:* Alicia Belay and Amy Burke



## GOAL 20

By March 31, 2023, the NDHHS will implement the health equity Quality Improvement (QI) initiative as an extension of the Health Equity Training Initiative series.

Domain 9: Evaluate and continuously improve processes, programs and interventions.

**Objective 20.1:** By November 30, 2023, the NDHHS will launch the health equity QI initiative.

- *Data Measure:* A health equity QI initiative was implemented at least once
- *Team:* Alicia Belay, Juliana Antwi and Morgan Pizur-Kranc

**Objective 20.2:** By November 30, 2023, the NDHHS will develop a pre- and post-health equity tool to measure health equity knowledge increase.

- *Data Measure:* A pre- and post-health equity tool was developed
- *Team:* Alicia Belay, Juliana Antwi and the HEU

**Objective 20.3:** By March 31, 2024, the NDHHS will train at least five health facilities on health equity.

- *Data Measure:* Five facilities were trained on health equity
- *Team:* Alicia Belay and Juliana Antwi

**Objective 20.4:** By March 31, 2024, the NDHHS will lead at least one learning session around health equity QI.

- *Data Measure:* At least one health equity QI session was implemented
- *Team:* Alicia Belay and Juliana Antwi

# OBESITY

Domain 2: Investigate health problems and environmental public health hazards to protect the community.

Domain 4: Engage with the community to identify and address health problems.

- ✓ **1. By June 15, 2022, coordinate with potential partners and apply for CDC Tribal Practices for Wellness in Indian Country grant.**
  - *Data Measure:* Letters of support received, workplan, budget and narrative submitted
  - *Team:* Jorden Laducer and Beverly Anaele
  
- 2. By August 31, 2022, establish collaboration between the Special Populations Coordinator and the Division of Family Health & Wellness to incorporate health equity into Local Public Health obesity workplans.**
  - *Data Measure:* Collaboration established and health equity initiatives incorporated
  - *Team:* Mikaela Schlosser, Sarah Massey and Jorden Laducer
  
- 3. By December 31, 2022, coordinate collaboration between a Tribal Health Liaison and the Division of Family Health & Wellness to conduct School Site Coordinator pipeline work in Solen-Cannon Ball Public School for the Full-Service Community School Initiative.**
  - *Data Measure:* Collaboration established and health equity initiatives incorporated
  - *Team:* Sarah Massey and Cheyenne Smith

# OBESITY

Domain 2: Investigate health problems and environmental public health hazards to protect the community.

Domain 4: Engage with the community to identify and address health problems.

**4. By December 31, 2022, establish a communication chain between a Tribal Health Liaison and the Hunger Free ND Coalition.**

- *Data Measure:* Twenty meetings were attended by the HEU
- *Team:* Hunger Free ND and a Tribal Health Liaison

**5. By December 31, 2022, schedule monthly meetings with the Division of Family Health & Wellness.**

- *Data Measure:* Twenty meetings were attended by the HEU
- *Team:* Mikaela Schlosser, Sarah Massey and HEU employee(s)

**6. By January 31, 2023, identify what foods are offered in tribal schools for preliminary steps toward improving healthy food access where needed.**

- *Data Measure:* Foods identified and analyzed for nutritional value in the 26 K-12 tribal schools and the five tribal colleges
- *Team:* An HEU employee

# INJURY

Domain 3: Inform and educate about public health issues and functions.  
Domain 10: Contribute to and apply the evidence base of public health.

## **1. By December 31, 2022, consider hosting a Driving Skills for Life youth program on a reservation.**

- Data Measure:* Program considered and further steps outlined, if applicable
- Team:* Carol Thurn, Vision Zero Outreach Coordinators and Tribal Health Liaisons

## **2. By December 31, 2022, the Youth Advisory Board will promote Impact Teen Driver programs at their respective schools.**

- Data Measure:* Program promoted in at least three North Dakota high schools
- Team:* Vision Zero Outreach Coordinators and Youth Advisory Board

## **3. By December 31, 2022, reach out to the Buckle Up with Bucky team to identify areas of collaboration or expansion.**

- Data Measure:* Meeting or communication conducted. At least one area of collaboration identified
- Team:* Kristi Engelstad and Tribal Health Liaisons



# INJURY

Domain 3: Inform and educate about public health issues and functions.  
Domain 11: Maintain administrative and management capacity.

**4. By December 31, 2023, provide increased injury prevention education on tribal reservations through Native American talent, spokespersons and social media marketing.**

- *Data Measure:* At least two materials developed
- *Team:* Vision Zero Outreach Coordinators and Tribal Health Liaisons

**5. By December 31, 2023, assist with identifying a certified lead for the NDHHS Car Seat Program in Sioux County.**

- *Data Measure:* Assistance provided, a lead identified and certified
- *Team:* Dawn Mayer and Tribal Health Liaisons

# TRAINING



Domain 3: Inform and educate about public health issues and functions.  
Domain 8: Maintain a competent public health workforce.  
Domain 9: Evaluate and continuously improve processes, programs and interventions.

- ✔ **1. By August 31, 2021, the NDHHS will develop a 60-minute NACDD cultural competency training.**
  - *Data Measure:* Training developed
  - *Team:* Krissie Guerard
  
- ✔ **2. By December 31, 2021, all NDHHS staff will complete the NACDD cultural competency training.**
  - *Data Measure:* All NDHHS staff completed the training
  - *Team:* Krissie Guerard
  
- ✔ **3. By December 31, 2021, the NDHHS will establish a 60-minute Person-first Language training.**
  - *Data Measure:* Training developed
  - *Team:* Valentia Asiedu
  
- ✔ **4. By December 31, 2021, the NDHHS will share a Health Equity and Environmental Justice training.**
  - *Data Measure:* Training shared
  - *Team:* Beverly Anaele



# TRAINING



Domain 3: Inform and educate about public health issues and functions.  
Domain 8: Maintain a competent public health workforce.  
Domain 9: Evaluate and continuously improve processes, programs and interventions.

- ✓ **5. By August 31, 2022, the NDHHS will offer Mental Health First Aid training.**
  - *Data Measure:* Training offered
  - *Team:* Beverly Anaele
  
- 6. By December 31, 2022, the NDHHS will incorporate a Health Literacy, Patient Advocacy and Healthy Workers Initiative training.**
  - *Data Measure:* Training developed
  - *Team:* Kiamya Philson
  
- 7. By March 31, 2023, the NDHHS will commence roll-out of the Perinatal Quality Collaboratives - Health Systems training.**
  - *Data Measure:* Training developed and rolled out to public
  - *Team:* Alicia Belay and Juliana Antwi

# TRAINING



Domain 3: Inform and educate about public health issues and functions.  
Domain 8: Maintain a competent public health workforce.  
Domain 9: Evaluate and continuously improve processes, programs and interventions.

- ✔ **8. The NDHHS will deliver ongoing Train-the-Trainer sessions for immunizations as needed.**
  - *Data Measure:* Number of sessions
  - *Team:* Kiamya Philson, Cheyenne Smith, Jamie Thongphet, Hunter Parisien and Sonya Abe
  
- ✔ **9. The NDHHS will deliver in-person Safe-Haven training as needed.**
  - *Data Measure:* Number of sessions
  - *Team:* Cathony Reid and Alicia Belay
  
- ✔ **10. The NDHHS will organize and deliver quarterly Lunch and Learn sessions.**
  - *Data Measure:* Number of sessions
  - *Team:* Ruth Nwatu, Beverly Anaele and Morgan Pizur-Kranc



# SUPPORT POLICY AND SYSTEMS CHANGE

Domain 3: Inform and educate about public health issues and functions.  
Domain 5: Develop public health policies and plans.  
Domain 9: Evaluate and continuously improve processes, programs and interventions.

- 1. By December 31, 2022, the NDHHS will redesign the Health Equity Committee by utilizing measurable outcomes and action items.**
  - Data Measure:* Health Equity Committee redesigned
  - Team:* Krissie Guerard
  
- 2. By December 31, 2022, the NDHHS will design a Diversity, Equity and Inclusion policy plan for Team ND that will be housed on the Intranet.**
  - Data Measure:* Policy plan created and housed on Intranet
  - Team:* Krissie Guerard
  
- 3. By December 31, 2022, the NDHHS will research and identify active policies that are counter to principles of equity.**
  - Data Measure:* Policies are identified
  - Team:* Krissie Guerard, Alicia Belay and UND Legal

# SUPPORT PUBLIC, PRIVATE AND COMMUNITY PARTNERSHIPS

Domain 2: Investigate health problems and environmental public health hazards to protect the community.

Domain 4: Engage with the community to identify and address health problems.

**1. By December 31, 2022, the NDHHS will design a rural school pipeline and NFI pipeline to increase ND healthcare workforce diversity.**

- *Data Measure:* Pipelines designed
- *Team:* Kiamya Philson and Sargam Ghimire

# COMMUNICATIONS

Domain 3: Inform and educate about public health issues and functions.  
Domain 4: Engage with the community to identify and address health problems.

- ✔ **1. By July 6, 2021, create an Islamic Center poster.**
  - *Data Measure:* Completed poster
  - *Team:* Ishan Kodagoda-Peiris and Kiamya Philson
  
- ✔ **2. By July 28, 2021, produce ongoing NFI newsletters to highlight important resources for the community.**
  - *Data Measure:* At least one newsletter produced
  - *Team:* NDHHS Communications and Alicia Belay
  
- ✔ **3. By July 30, 2021, attend Public Information Officer meetings with LPH and provide updates on and services for health equity communication.**
  - *Data Measure:* At least one meeting attended
  - *Team:* Ishan Kodagoda-Peiris, Paul Teeple and LPH
  
- 4. By November 3, 2022, finalize a plan for a Title V brochure.**
  - *Data Measure:* Brochure completed and published
  - *Team:* NDHHS Communications and Devaiah Muccatira

# COMMUNICATIONS

Domain 3: Inform and educate about public health issues and functions.  
Domain 4: Engage with the community to identify and address health problems.

**5. By May 31, 2022, create a checklist/cultural sensitivity and inclusion cheat sheet for general and provider use within other ongoing initiatives.**

- *Data Measure:* Cheat sheet created and disseminated
- *Team:* NDHHS Communications and Juliana Antwi

**6. \*By December 31, 2022, establish guidelines for TikTok communications and train NDHHS employees.**



- *Data Measure:* Collaboration with Communications to begin a public health campaign on TikTok
- *Team:* NDHhs Communications and LEVEL Mpls

**7. By December 31, 2022, develop a process to ensure NDHHS website and content compliance with Americans with Disability Act (ADA)-accessibility standards.**

- *Data Measure:* The NDHHS website and content are ADA-accessible
- *Team:* NDHHS Communications

# COMMUNICATIONS

Domain 3: Inform and educate about public health issues and functions.  
Domain 4: Engage with the community to identify and address health problems.

- ✔ **8. By December 31, 2022, coordinate translating the entire NDHHS website.**
  - *Data Measure:* The NDHHS website is translated into at least two languages
  - *Team:* NDHHS Communications
  
- 9. By December 31, 2022, establish procedure for implementing accessibility into every project.**
  - *Data Measure:* Procedure established
  - *Team:* NDHHS Communications
  
- 10. By April 31, 2023, develop and communicate a process to translate public NDHHS flyers.**
  - *Data Measure:* A translation process is communicated
  - *Team:* NDHHS Communications
  
- 11. By April 31, 2023, cultivate a mechanism for requesting translation services.**
  - *Data Measure:* A procedure developed and communicated
  - *Team:* NDHHS Communications

# COMMUNICATIONS

Domain 3: Inform and educate about public health issues and functions.  
Domain 4: Engage with the community to identify and address health problems.

## **12. By September 31, 2024, research online trends for North Dakota Special Populations.**

- Data Measure:* Produce content material based on research
- Team:* NDHHS Communications

## **13. Engage in ongoing collaboration with the Tribal Health Liaisons to assist with communication needs.**

- Data Measure:* At least one meeting occurred
- Team:* NDHHS Communications, Cheyenne Smith, Sonya Abe, Hunter Parisien and Jamie Thongphet

## **14. Perform ongoing visits to Health Equity Advisory Boards to assist with communications materials or needs.**

- Data Measure:* At least two visits performed
- Team:* NDHHS Communications

# ADVISORY BOARDS

Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community.  
Domain 4: Engage with the community to identify and address health problems.

- ✓ **1. By December 15, 2021, the Special Populations Coordinator will establish a Task-Force sub-committee through the BeYOU Advisory Board that will address disparities within the L+ community.**
  - *Data Measure:* Sub-committee established
  - *Team:* Jorden Laducer
  
- ✓ **2. By February 1, 2022, the NDHHS will collate inputs from the NFI Advisory Board on sentiments regarding racial identities in surveys, healthcare facilities and other settings to build a training on how to properly ask racial identity questions.**
  - *Data Measure:* Sentiments collected and shared with health care providers and contact tracers
  - *Team:* Sargam Ghimire



# ADVISORY BOARDS

Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community.  
Domain 4: Engage with the community to identify and address health problems.

- 3. By May 31, 2022, the Youth Advisory Board will have executed the Healthy Habits Campaign which includes: immunizations, diet and exercise, financial health, mental health and sexual health.**
  - *Data Measure:* Campaign executed; survey data collected and analyzed; programmatic suggestions made and implemented
  - *Team:* Krissie Guerard, Katarina Domitrovich and Morgan Pizur-Kranc
  
- 4. By December 31, 2022, the NDHHS will strengthen recruitment processes for the NFI Advisory Board to improve gender, racial and ethnic diversity.**
  - *Data Measure:* Outreach performed
  - *Team:* Sargam Ghimire
  
- 5. By December 31, 2022, the NDHHS will link the Human Rights Coalition Health Equity Index and other health resources for the LGBTQ2S+ Community to the HEU website.**
  - *Data Measure:* List published on website
  - *Team:* Jorden Laducer and Cody Severson



# ADVISORY BOARDS

Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community.  
Domain 4: Engage with the community to identify and address health problems.

**6. By December 31, 2022, the BeYOU Task Force will have executed a community survey that focuses on immunizations, financial health, mental health and sexual health with the assistance of an External Partner.**

- *Data Measure:* Survey data collected and analyzed; programmatic suggestions made and implemented
- *Team:* Jordan Laducer, Katarina Domitrovich and Cody Severson

# COVID-19 STRATEGIC PLAN

**Please refer to the "Addressing COVID-19 in Special Populations" Strategic Plan found on the Health Equity Unit website.**

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# APPENDIX A

**Table 1** Health Equity Unit strategic plan weekly tracking sheet template

Goal	Objective	Due Date	Data Measure	Team	Completed	No. Served	Notes/ Tracking