

Appendices

APPENDIX II: Matrix of Organizational Characteristics and Workforce Competencies

Identifying Public Health Competencies for Eliminating Health Inequities

What are the characteristics of a local health department that can effectively address health inequities?

Institutional Commitment to Address Health Inequities	Hiring to Address Health Inequities	Structure that Supports True Community Partnerships	Support Staff to Address Health Inequities	Transparent & Inclusive Communication (community, staff, partners, etc.)
<ul style="list-style-type: none"> integrate public health and health equity into workforce and program development decision making is inclusive institutional commitment to primary prevention institutional commitment to addressing health inequities clear vision, goals and benchmarks succession plan provides for continuity of vision and promotes new leadership strategic plan and mission statement address health inequities institutional practices reflect stated commitment to address health inequities 	<ul style="list-style-type: none"> Human Resources operations develop and promote job specifications and qualifications that reflect the skills and characteristics desired to address health equity Human Resources operations' incorporate social justice principles, seek diversity, reflect the populations served, expand language capacity, build the workforce's capacity to address health inequities Human Resources operations' provide living wages, schedule flexibility and continuing education diversity at all levels of organization 	<ul style="list-style-type: none"> community partnerships are welcome and supported structured to act collaborates with other agencies and stakeholders to amplify health equity addresses the needs of community residents such as child care, refreshments, etc., to promote their participation 	<ul style="list-style-type: none"> mentors staff strongly supports professional growth consistent supervision to reinforce practice required training for all new permanent staff 	<ul style="list-style-type: none"> transparent communication communication is multi-directional solicits and uses community input decision making is shared with community partners
Institutional Support for Innovation	Creative Use of Categorical Funds	Community Accessible Data & Planning	Streamlined Administrative Process	
<ul style="list-style-type: none"> supports innovation (thinking outside box) time for reflective thought time to plan 	<ul style="list-style-type: none"> categorical and other funding sources are creatively braided or interwoven to provide a continuum and are sustained over time non silo-ed ongoing/stable funding 	<ul style="list-style-type: none"> data and needs assessments are accessible to community integrated data are used for planning 	<ul style="list-style-type: none"> administrative processes are flexible and promote ease of use 	

What are the skills and abilities needed by local health department staff to effectively address health inequities?

Personal Attributes	Knowledge of Public Health Framework	Understand the Social, Environmental and Structural Determinants of Health	Community Knowledge	Leadership
<ul style="list-style-type: none"> • life-long learner • self-reflective • reflects the diversity of the population that is served • passionate • creative and innovative • perseverant • active listener 	<ul style="list-style-type: none"> • prepares program plans • understands / uses data in a systematic approach • takes a systems approach • understands PH core functions and services • conducts evaluation • conducts assessments • develops, analyzes and advocates for policies • organizes community 	<ul style="list-style-type: none"> • understands and applies social justice principles • understands underlying causes of health inequities • understands connection between race, class, gender and health 	<ul style="list-style-type: none"> • builds on strengths and assets of self and the community • works well and is comfortable with diversity • comfortable working in communities • knowledgeable about community issues & resources • understands current immigration patterns and issues 	<ul style="list-style-type: none"> • works well within the LHD and in the community and serves as liaison between the two • engages, mobilizes, coaches and mentors others • understands and navigates power dynamics • “politically astute”: is committed to understanding diverse interest groups and power bases including but not limited to City and County officials, State and Federal policy makers, leaders within organizations and the wider community, and the dynamic between them, so as to lead the organization more effectively.
Collaboration Skills	Community Organizing	Problem Solving Ability	Cultural Competency Humility	
<ul style="list-style-type: none"> • employs good interpersonal skills • “team” player • shares power • trusts partners • communicates well across disciplines 	<ul style="list-style-type: none"> • inspires community involvement and ownership • inspires and builds trust • develops & promotes community leadership • develops & promotes community networks • values/elicits input and feedback from community 	<ul style="list-style-type: none"> • uses negotiation and conflict resolution • willing to take risks • learns from failure 	<ul style="list-style-type: none"> • respects cultures and demonstrates cultural humility • appreciates that diverse perspectives and roles are necessary to promote public health issues • communicates effectively across cultures • interprets data effectively across cultures 	