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AFTER THE SELF-ASSESSMENT: Reflecting on the Results for Action

Once all Self-Assessment data have been analyzed and formatted into tables (see *Appendix VIII*), they should be used to inform action-oriented discussions within your LHD. After carefully reviewing all findings, the executive leadership team should engage in a discussion about the results and their implications. Then, further discussions and action planning should include staff representing a variety of levels and locations within the organization. The process considerations and discussion questions below are suggested to help LHD staff stimulate dialogue, reflect on Self-Assessment findings, and make actionable next steps for how the organization can do more in the future. (See *Appendix VI* for an action planning worksheet).

There are many ways to meaningfully involve staff in the reflection and action planning process. Including staff members who represent a cross-section of the organization allows you to:

- Maintain the participatory momentum of the Self-Assessment;
- Benefit from the diversity of wisdom and experience that staff from all over the organization bring to the table;
- Create buy-in for organizational change or new initiatives with a wider base of champions; and
- Establish new relationships and communication channels within the organization.

Berkeley Pilot Experience: Using the Results for Action


A subcommittee of three staff representing a range of classifications reviewed the data and, using the Action Planning Worksheet (*Appendix VI*), developed a number of possible Actions that needed to be addressed given the findings. The relevant Workforce Competencies and Organizational Characteristics were identified for each Action (Berkeley added in a separate column to the Worksheet to track this). The collective set of recommended Actions was presented to Berkeley's Leadership Team and a workgroup focused on addressing the "ISMS". Those presentations resulted in a shortened list of short-term and long-term Actions that Berkeley is currently working from to guide the division's work in addressing health inequities. To date these have informed the Public Health 101 Training for staff, hiring and promotional practices, and a recent reorganization.

In creating opportunities for staff other than the executive leadership team to reflect on the Self-Assessment results and consider potential action for the LHD to take, keep the following considerations in mind:

- All staff can be leaders.
- Be mindful of organizational hierarchies and power dynamics, and create safe spaces for authentic discussions and ideas to emerge.
- Communicate clearly to staff that you convene for reflection and planning so that the context, scope and purpose of their discussions are understood. It is important that people are not given a false sense of authority over decisions that are not within their control.

The following is a list of reflection questions to help your LHD make meaning out of the Self-Assessment results and translate them into action:

- What surprised you?
- What confirmed what you already suspected?
- What challenged your perceptions of your LHD?
- What do you want to know more about, where could your understanding go deeper?
- What was glaringly missing that you had expected to see?

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- Given these findings, what do you see as your role in the process of making change?
 - What additional support or resources might you need to successfully fulfill your role in the change process?
 - When reviewing the results, did you find any of your personal values supported or challenged?
 - Who else should be brought into the review and discussion process about how to make change in your LHD based on these results?
 - What implications do you see these results having for how your LHD could do its work in a way that more effectively addresses social determinants of health/root causes of inequity?
 - Based on these results, what opportunities exist to build upon for action?
 - What potential barriers do you foresee to undertaking change? What are some strategies to address these barriers?
 - What is your communication strategy for sharing the results, implications and plans for next steps?
 - What is the scale, pace, and sequencing of action steps that the department could undertake to make change?
 - What conversations do you want to have with:
 - each other;
 - other members of the department; and
 - people outside the department.
 - *For non-management staff:* Are there any questions or considerations you would like to direct to the executive or management team?