



Office of  
**Diversity, Equity and Inclusion**  
CITY OF PHILADELPHIA

## Diversity, Equity, and Inclusion Plan

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# FY 2023

Department Name:



**MANAGING DIRECTOR'S OFFICE**

Unit Name:



**PUBLIC HEALTH**

## DOCUMENT IDENTIFICATION

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 **COMPLETED**

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## DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **MANAGING DIRECTOR'S OFFICE**

Name of Business Unit:

 **PUBLIC HEALTH**

Point of Contact Name:

 **GAIL CARTER-HAMILTON**

Point of Contact Title:

 **CHIEF RACIAL EQUITY OFFICER**

# GOAL 1

## SUSTAINABLE DEPARTMENT INFRASTRUCTURE

The Mayor's Office of Diversity, Equity and Inclusion provided City Departments with a DEI Plan template that included a list of recommended strategies and performance measures that would allow departments to fulfill and measure the performance of each citywide DEI objective. In their DEI plans, departments identified which of the Citywide DEI strategies and performance measures they are using or plan to adopt during the current fiscal year. Departments also identified their own strategies for achieving each Citywide DEI objective.

### 1. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates diversity, equity, and inclusion.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Develop a DEI vision and mission statement and communicate it to all employees.
- Identify the role of inclusion in the mission of your department.
- Dedicate staff, existing budget, time to management and coordination of internal DEI strategy.
- Integrate DEI principles into all decision-making processes.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Completed Vision and Mission Statement
  - » Yes
  - » The mission of the Department of Public Health is to protect and promote the health of all Philadelphians and to provide a safety net for people who are disproportionately impacted by societal factors that limit their access to healthcare and other resources necessary for optimal health.
- Number of staff communications related to DEI objectives
  - » 4
  - » CREO and supporting staff such as UPHF, TT+A coordinator and Health Equity Project Manager will communicate high level vision and mission to Division Directors and Community Equity and engagement Council staff as well as the external Community Engagement and Equity Council members. More elaborate coordination with line staff is still under development.
- Budget and resource allocation for DEI objectives
  - » Yes

- » Creation of TTA and Project manager roles to support CREO and PDPH staff needs for learning and development around sustainable equity practices.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- Chief Racial Equity Officer created a Community Engagement and Equity Council (CE Council) to guide racial equity/health equity work - group is ideally made of 2 staff members from each division for now. Goal is to eventually have health equity advisors in each division that liaise with CREO. When the CE Council has been given the opportunity to understand the defined goals and has had training on the CREO's working philosophy; The CE Council will assist with the re-direction of and addition to the external CE Council that will assist the Health department with furthering transparency through ongoing dialogue utilizing a people centered approach.

## 2. CITYWIDE DEI OBJECTIVES

Transform the executive leadership capacity to shift DEI practices, processes, and power dynamics that influence impact.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- DEI coaching for executive or senior departmental leadership to develop leadership behaviors that promote inclusiveness, every three years, at a minimum.
- Quarterly collaboration and communication with the Mayor's Office of Diversity, Equity and Inclusion.

### METRICS AND PERFORMANCE INDICATORS

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- Number and types of coaching provided to leadership
  - » 2
  - » The Commissioner along with the Deputy Commissioners Dr. Palak Raval Nelson has provided a series of leadership trainings to target equitable practices surrounding effective leadership utilizing a human centered approach within the executive leadership team of the department within the third quarter of 2022. There is a plan for the rollout of this same training to go to all leadership within the department overtime.

# GOAL 1

- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
  - » Quarterly
  - » Monthly meetings with the DEI leadership across the city occurs under the facilitation of Tiana Kalogerakis (Law). This meeting space is to facilitate lessons learned and best practices in order to foster DEI collaboration across city departments and to determine which practices can be duplicated from one department to the next. From these meetings PDPH will adapt trainings to adapt to the changing needs of the department. We anticipate some of these trainings to come from outside sources.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Project manager to work alongside the TT+A to create necessary documents / PowerPoints to inform these meetings

# GOAL 2

## WORKFORCE EQUITY & WORKPLACE INCLUSION

### 1. CITYWIDE DEI OBJECTIVES

Build and retain a workforce that better reflects and serves the residents of Philadelphia - across all functions and leadership levels - inclusive of race, ethnicity, religion, disability, age, gender, gender identify and sexual orientation.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Build and sustain a diverse and inclusive leadership team.
- Complete the annual Exempt Workforce Planning Document and track the anticipated hiring and vacancies in the departmental workforce for the next fiscal year, including hiring opportunities in the exempt workforce as required by EO 1-20.
- For each position, develop and implement a plan for recruitment from a diverse, qualified group of applicants designed to achieve equitable representation across all functions and levels: leadership, management, and staff.
- Ensure advertising reaches diverse communities where a wide variety of candidates are more likely to look for job postings.
- Identify civil service positions where it is difficult to source diverse candidates and work with the Office of Human Resources to attract applicants from diverse groups.
- Identify positions and categories of diversity (race, gender, identity, etc.) where department has achieved progress in hiring diverse, qualified candidates.
- Ensure job requirements and classifications are evaluated for bias and eliminate barriers to recruitment - such as unnecessary education requirements and experience.
- Create a diverse hiring panel (of gender, age, race/ethnicity) to assist with assessing candidates at all levels of the hiring process (resume review, interviews, etc.). This key step in the process better ensures that equity will be built into the process and mitigates the impact of implicit biases.
- Create an assessment process that not only includes traditional interviews but other tools. OHR and Human Resources & Talent ("HR&T") can assist in developing your selection process.
- Utilize Exempt Diversity Handbook and partner with DEI/OHR where helpful to identify talent across diverse communities.
- In partnership with the Office of Human Resources, ensure training to conduct interviews with cultural humility.

## METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
  - » Yes
  - » Since completing the racial equity cohort process, the Department has hired its first Chief Racial Equity Officer and two new Deputy Commissioners, all of whom are people of color. Two of the three are native Philadelphians, and the third immigrated to Philadelphia as a child and grew up in the City. Two of the three were promoted from within the Department. The Department has also experienced significant turnover among our division directors, partly due to the same factors that have led to similar turnover in public health departments across the country. Our division leadership is now also more diverse than in previous years. And we have just applied for a CDC workforce grant that would allow us to offer greater training, professional development, and growth opportunities to all departmental staff if successful.
- Diverse hiring panel attestations
  - » N/A
- Exempt workforce metrics
  - » Unsure
- Diversity of executive leadership team
  - » Yes
  - » Since becoming the Commissioner, Dr. Cheryl Bettigole has hired Dr. Palak Raval Nelson as Deputy Commissioner and Dr. Frank Franklin as Deputy Commissioner. There have been diverse additions to the Division Directors following turnover in 2022. Dr. Kinnari Chandriani Director of CDIP, Dr. Andrew Best director of SUPHR, Dr. Daniel Da Silva Teixeira as medical director to SUPHR.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » The Department has adapted our pipeline internship and fellowship programs to add a preference for local candidates and for candidates from underrepresented groups. With anticipated new grant funds, we plan to create a new pipeline internship program for Latino city residents, since this group is extremely underrepresented among PDPH staff, impacting our ability to provide bilingual/bicultural services.

## 2. CITYWIDE DEI OBJECTIVES

Require and sustain a workplace culture of inclusion that values and promotes respect, belonging and opportunity for all.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Consistent with the strategies set forth under Goal 3 (Impactful Learning and Professional Development), ensure that executive leadership and managers receive training on supporting a diverse, inclusive work environment.
- Identify barriers to inclusive culture through employee assessment or engagement surveys and develop specific strategies to promote inclusiveness.
- Discuss the importance of creating an inclusive working culture during staff meetings or other forums.
- Track the number of formal complaints or informal concerns related to Equal Employment Opportunity ("EEO") or DEI matters, including contacts with the Employee Relations Unit.
- Encourage the creation of internal/departmental City Resource Groups, and formation of department-specific inclusion committees with representation across leadership levels.
- Create an accommodating workplace environment for employees with disabilities, including a strategy for accommodating employees with disabilities.
- Involve the department's management team in the department's diversity, equity, and inclusion goals.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.

### METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
  - » Yes



# GOAL 2

- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
  - » In progress
  - » The newly hired Workforce Director, Recruitment Coordinator, and Clerical Support Staff member will lead the process of designing the progress towards these goals.
- Number and types of formal complaints related to EEO and DEI –
  - » Unsure
  - » Working with Jeffrey Easter to obtain this information
- Identification of efforts done to create an inclusive environment
  - » N/A
  - » The newly hired workforce director will utilize the responses from the all staff survey to better understand potential gaps that may exist preventing the feeling of belongingness. This will be accomplished by way of staff focus groups, creation of a formalized mentorship program for staff, utilization of inclusive language, and implementation of diversity training through the Chief Racial Equity Officer's office.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

## 3. CITYWIDE DEI OBJECTIVES

Improve the retention of diverse employees.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess opportunities to develop strategies to retain qualified, diverse talent.
- Identify onboarding processes and identify opportunities within those processes to effectively integrate diverse employees into the organization.
- Conduct stay interviews with employees who have been with the department for at least 5 years about what keeps them with your team.
- Conduct exit interviews to understand reasons contributing to loss of diverse talent and other DEI issues, with a plan to address and remove barriers.
- In partnership with the Office of Human Resources, communicate employee wellness resources to address stress management, physical fitness, dependent care, selfcare, nutrition, mental health, work-life balance, and financial wellness.

## METRICS AND PERFORMANCE INDICATORS

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- Number of exit interviews
  - » All of the fiduciary agencies that are utilized by the health department provide opportunity for exit interviews.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

## 4. CITYWIDE DEI OBJECTIVES

Improve the promotion of diverse employees.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess existing promotion strategies to increase opportunities for diverse persons.
- In partnership with the Office of Human Resources, ensure that managers and supervisors identify strategies to assist diverse employees to become qualified for progression into mid-management positions.

## METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Mid-management strategy
  - » Yes
  - » The new Workforce Director will work on strategies to engage the managers within the department to provide pathways to progress into management roles.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

# GOAL 3

## IMPACTFUL LEARNING & DEVELOPMENT

### 1. CITYWIDE DEI OBJECTIVES

Deepen staff capacity and develop a culture of learning to embed diversity, equity, and inclusion strategies in everyday work.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Periodic training for managers and supervisors on how to manage diverse, inclusive teams.
- Provide all employees with access to professional development or mentorship opportunities.
- Provide professional development opportunities that are directly related to building leaders from diverse underrepresented talent.
- Train employees on implicit bias, every three years, at a minimum.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of trainings
  - » N/A
  - » The commissioner has built a team of diverse executive leaders that are continually engaged with Division Directors to provide trainings on how to engage with staff. Additionally, A new executive team member Jeffrey Easter has been hired as the new HR director to assist with the roll out of some of these trainings beyond the executive team.
- Number of staff participating in training and DEI initiatives
  - » <50% of staff
  - » CE council members indicate that they feel that less than 50% of staff have received competent DEI training. The technical and Training Advisor will assist with department wide training and staff development opportunities to encourage impactful learning ensuring transferable knowledge to their current work
- Number and types of DEI specific staff communications
  - » N/A
  - » Currently department wide DEI communications are centered within the CE Council that gets funneled through back to their departments by the members of the council. Some departments also have their own equity groups that help manage the equity concerns specific to their target population. Additionally, high level communication of DEI efforts are expressed during Division Director meetings.

# GOAL 3

- Employee inclusion surveys
  - » Yes
  - » First employee survey was distributed in May of 2022. Then yearly assessments/re-directions will be implemented after disaggregation of data obtained has been correlated.
- Number and types of initiatives and reforms generated in response to trainings, surveys
  - » N/A

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » An internal survey was conducted of staff. Overwhelming responses were asking for opportunities to learn more about DEI and intersections of DEI with other subgroups such as LGBTQ+ and disability etc. We are still working to tweeze out other themes from the internal survey to determine other deficiencies that the department has to provide an impactful, safe, and inclusive environment for staff.

### 1. CITYWIDE DEI OBJECTIVES

Develop a departmental budget that centers and accelerates racially equitable impact, diversity, and inclusion.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Thoroughly participate in annual racial equity budget process.
- Advance racial equity as part of the core work the department performs.
- Administer critical programs or policies with the department's existing budget to improve racial equity.
- Use some of the department's existing budget to create an inclusive, anti-racist workplace.
- Allocate existing resources to the recruitment of diverse, qualified candidates.
- Allocate existing resources to professional development for employees.
- Evaluate performance measures reported in the City's Five Year Financial and Strategic Plan to identify where data is currently or could possibly be disaggregated by race and develop a path to achieve disaggregation to uncover disparities in performance outputs and outcomes.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Allocation of resources to equity, recruitment, and training initiatives
  - » Yes
  - » CDC Workforce Development Grant has been awarded. This award promoted the extension of our workforce to address training needs within divisions and globally. Furthermore, the divisions were polled earlier this year to determine how community engagement --> thus community mobilization is effectuated. All divisions have reported allocation of resources to equity and some training. The desire is to see the equity initiatives within the divisions more robust with the input of the CREO and the CE council.
- Number and types of inclusion and anti-racist workplace initiatives
  - » 4

# GOAL 4

## Budget Equity

- » 1) The Ambulatory Health Services works with the City of Philadelphia Dept of Commission on Human Relations Civil Rights agency to enforce anti-discrimination laws (ie. the Fair Practice Ordinance). The division investigates complaints of discrimination and provides harrassment training.
- » 2)Currently, the Division of Disease Control is not actively addressing inclusion or integrating anti-racist workplace initiatives. However, division leadership has acknowledged this lack and will be incorporating this work when strategic planning and setting goals for 2023. Future initiatives include: mandating DEI centered LMS trainings for all new employees; establishing a competency-based curriculum with quarterly mandatory trainings
- » 3) The Division of Chronic Disease and Injury Prevention has integrated a Health Justice Workplan that includes workgroups ofr hiring, contracting, grants, etc. The division also has a Health Justice Learning Lab to inform DEI practices.
- » 4)PDPH Healthy Start division has a Health Equity Commitee, and also conducts yearly racial equity trainings. Further, equity audits are conducted anonymously to identify and priority areas of needed improvement. Intentional practices are applied to use pronouns and create space for diversity to be normalised and not the exception.
- Number and types of community engagement events used to inform budget priorities
  - » N/A
  - » Will need to work with CE council during monthly meetings to assess the landscape of work that each division is doing. A Project manager has been hired to help understand how each division engage with their stakeholders with utilization of their current budget.
- Records of attendance/outreach at events used to inform budget priorities
  - » Yes
  - » Divisions have reported budget approval goes through the HCO office after additional approvals from divisional advisory boards. Additionally, some programs within the division budget for screening supplies based on previous funding period. Sign in sheets and virtual attendance trackers from previous events are also used by some programs to determine the quantity of materials/testing items/vaccines that should be brought to an event. Further, divisions utilize the city-wide SharePoint to record meeting activities and notes from internal staff meetings, Jamboard or notes. For divisions with external funders, there are data teams allocated to collect and compile records for particular programs, and are kept on file and disseminated to the funders as well.
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
  - » N/A
  - » [https://phila-my.sharepoint.com/:x:/r/personal/ryan\\_taylor\\_phila\\_gov/Documents/Microsoft%20Teams%20Chat%20Files/FY22%20Q4%20Performance%20Measure%20Request\\_\\_DPH.xlsx?d=w515b7538e02f442b8fdgaf75cc43c5d3&csf=1&web=1&e=beWhZ6](https://phila-my.sharepoint.com/:x:/r/personal/ryan_taylor_phila_gov/Documents/Microsoft%20Teams%20Chat%20Files/FY22%20Q4%20Performance%20Measure%20Request__DPH.xlsx?d=w515b7538e02f442b8fdgaf75cc43c5d3&csf=1&web=1&e=beWhZ6)

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Currently, the CE council is being tasked with providing division by division allocation of resources used. This will help us to determine the overlap that exists to ensure that there is no duplication of work.

### 1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

#### KEY STRATEGIES

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- Pursuant to EO 1-21, submit an annual Compliance Plan that includes Benchmarks and an overall strategy for providing maximum opportunities for M/W/DSBE participation.
- Maximize the utilization of M/W/DSBE firms for contracting.
- Meet or exceed department's annual M/W/DSBE benchmark for inclusive contracting.
- Allot time (quarterly) to meet with OEO staff to monitor progress toward achieving the Department's annual Benchmark, discuss challenges to inclusive contracting, and identify solutions to ensure inclusive contracting.

#### METRICS AND PERFORMANCE INDICATORS

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- Submission of completed, approved Compliance Plan
  - » N/A
  - » [https://phila-my.sharepoint.com/:x:/g/personal/ryan\\_taylor\\_phila\\_gov/ETh1W1Ev4CtEjgmvdxcDxdMBe2Q5jYPngYSZzIH484TXsA](https://phila-my.sharepoint.com/:x:/g/personal/ryan_taylor_phila_gov/ETh1W1Ev4CtEjgmvdxcDxdMBe2Q5jYPngYSZzIH484TXsA)
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
  - » N/A

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

# GOAL 6

## EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

### 1. CITYWIDE DEI OBJECTIVES

Ensure fairness and equitable services, resources, and opportunities so that all Philadelphia residents reach their full potential.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Evaluate resources and capacity to consult with non-profit organizations that are actively engaged in identifying critical diversity issues and committed to making the City more inclusive.
- Evaluate resources and capacity to survey community needs and responses to Department initiatives.
- Review community survey data or survey reports to determine the needs of the community.

#### METRICS AND PERFORMANCE INDICATORS

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- Number and types of engagement with community organizations
  - » N/A
  - » CREO has been working with the CE council to better understand the CBO's that are being used by each division.
- Community survey results
  - » N/A
  - » The Behavioral Risk Factor Surveillance System (BRFSS) provides state data about US residents regarding their health-related risk behaviors, chronic health conditions, and use of preventive services. Further, the Health of the City report includes summaries of data to describe the demographics of Philadelphia's residents.

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » The CE council will have a full list of agendas, deliverables, and engagement priorities as outlined by this document and the CREO Health Equity Plan.



## 2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Evaluate quality of customer service being provided by department.
- Conduct department outreach in diverse communities.

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Community/customer satisfaction survey results
  - » Yes
  - » Divisions identify the "customer"/"community" unique to the program they are working on. As such, evaluating the customer service experience differs by program making it difficult to broadly evaluate the customer service experience. For community and provider facing programs such as Immunizations, Bioterrorism and Preparedness, and Covid Containment, surveys are used to understand the customer service experience. The information is used to plan for future events and address challenges. The MCFH data team uses redcap to record all programs/initiatives over the last few years, which helps track referral, data, surveys, and feedback. Some departments have a quantitative approach to record customer/community experience. CDIP uses surveys and google analytics on PhilyStats to track sessions quarterly.
- Number, types, and location of outreach events
  - » N/A
  - » Email went to the CE Council to obtain this with a deadline of December 1,2022

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Will utilize the CREO project Manager to assess this data.

### 3. CITYWIDE DEI OBJECTIVES

Produce more racially equitable outcomes for all Philadelphians.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Identify and move forward opportunities for the department to decrease the percentage of people of color living below the poverty line in Philadelphia.
- Identify and move forward opportunities for the department to increase the percentage of people of color working quality jobs, i.e., jobs that guarantee family sustaining wages or a competitive salary; health, dental and other benefits; and promotion and career advancement opportunities.

#### METRICS AND PERFORMANCE INDICATORS

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- Identification and progress of department strategies identified to create more racially equitable outcomes
  - » In progress
  - » The newly hired Chief Racial Equity Officer is in process of creation of a health equity plan that will be incorporated within the Departmental Plan.

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » The CREO Health Equity Plan will be submitted when completed.

### 4. CITYWIDE DEI OBJECTIVES

Full integration of people with disabilities in all aspects of community life.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Increase accessibility to meetings, events, opportunities for people with disabilities to engage with the City.

## METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
  - » N/A
  - » Ambulatory Health Services is governed by a Board of Directors per HRSA requirements for Federally Qualified Health Centers. This Board is comprised of 8 patient representatives from each of our 8 health centers and 7 members of various professions. Additionally, each of the 8 health centers has a Community Advisory Board comprised of health center patients and some community non patient members. Their requests, concerns, questions etc are submitted for discussion and consideration through these mechanisms.
- Department compliance with Mayor's Office for People with Disabilities guidance
  - » N/A
  - » During 2022 The Health Department hired a disability coordinator to ensure our programs meet the needs with those with disabilities. This is done with coordination with the Department of Behavioral Health and Intellectual Disabilities and the Mayor's office of Person's with Disabilities.
- Number and types of inquiries and grievances handled by ADA liaison
  - » N/A
  - » The department is not provided with this information. The number and types of inquiries and grievances is handled through the Director of ADA Compliance.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
  - » N/A
  - » The divisions are not provided with this information. The resolutions of inquiries and grievances is handled through the Director of ADA Compliance.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » ADA Compliance Director: [adrienne.ewing@phila.gov](mailto:adrienne.ewing@phila.gov), Bill Twarzick at Labor Relations [Contact for ADA Compliance]

## 5. CITYWIDE DEI OBJECTIVES

Ensure meaningful language access for Limited English Proficient residents in Philadelphia.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Update department's Language Access Plan annually and as needed.
- Track performance of language access policies and procedures.
- Work with the Office of Immigrant Affairs to improve language access policies and procedures.

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Maintenance of Language Access Plan
  - » Yes
  - » The Division with the highest use of LAS is Ambulatory Health Services. To ensure improvements to LAS, the Department has designated language access liaisons for each division; the liaisons' responsibility is to ensure that clients' and patients' language access service needs are appropriately coordinated to remove barriers in accessing care.
- Number and types of requests for language access assistance
  - » N/A
  - » The City is required by the Home Rule Charter, Chapter 6, Rule 8-600, to provide an annual report regarding the status of implementation of language access plans. It is the policy of the Mayor and the Managing Director's Office to ensure that Limited English proficient (LEP) persons can meaningfully access all City services, programs and activities, including services provided by contractors and grantees on behalf of the City.
- Outcome of requests for language access assistance
  - » Completed

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

# GOAL 7

## RACIAL EQUITY ACTION PLAN PROGRESS

### 1. CITYWIDE DEI OBJECTIVES

Implement and strengthen the department's Racial Equity Action Plan

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Complete Racial Equity Action Plan cohort process.
- Identify racial equity priorities for department.
- Identify and advance strategies to address each racial equity priority area.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Racial Equity Action Plan implementation progress
  - » In progress
  - » Currently being written
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
  - » Started
  - » Hiring of CREO, Hiring of diverse leadership as outlined in Goal 2 of this document, identifying ways to address health equity by utilizing the framework outlined by Dr. Vivek Murthy (U.S. Surgeon General) for ensuring "Workplace Mental Health and Wellbeing" see link below. <https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Under the direction of the CREO - the Community Engagement council consisting of 2 members from each division will ensure that the city's goals will be implemented. This will be a tiered approach that will go from conceptualization to implementation through regular meetings with the council, newly hired CREO project manager, and to be hired Training and Technical Advisor. Additionally, once the city's plan is fully incorporated within the CREO's workplan, our external advisory Engagement Council will be informed of our progress to ensure sustainable health equity for city residents.

## 2. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates sustained redress of racial disparities internally

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess and identify internal racial disparities on an annual basis and as need
- Identify where departmental policies, practices, attitudes, and cultural messages are resulting in differential outcomes by race on an annual basis and as needed.

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Reduction and/or elimination of disparities and differential outcomes by race
  - » N/A
  - » In Progress

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Newly hired Chief Epidemiologist will work closely with the Chief Racial Equity Office to ensure the City's racial equity plan is helping to evolve the racial disparities currently seen to racial progress.