

TABLE 2.
California Conference of Local Health Officials (CCLHO)
Framework for Local Public Health Departments (LHDs)
Introduction of Health Equity (HE) in Public Health Practice

Domain Areas	Goal	Strategy	Tactics/Actions	Results	NACCHO Guidelines*	OMH	WHO#
STEP 1: ORGANIZATION <i>(Internal Transformation)</i>	Transform organizational culture to make health equity a priority.	1. Institutionalize a health equity culture in all facets of the organizational structure 2. Engage interagency and interagency departments and groups	<ul style="list-style-type: none"> ▪ Incorporate HE into core values, mission, or principles of organization ▪ Achieve programmatic competency in health equity 	<ul style="list-style-type: none"> ▪ Include HE as Agency/Dept priority ▪ Include HE in: <ul style="list-style-type: none"> -Mission Statement -Strategic Plan -Policy (e.g., contract, HR, planning documents) ▪ Programmatic strategic alignment 	#4 #5	<ul style="list-style-type: none"> ▪ Awareness ▪ Leadership ▪ Health & health systems experience ▪ Coordination of research/evaluation 	#1 #2 #3
STEP 2: WORKFORCE <i>(Internal Transformation)</i>	Transform the workforce	Create a competent workforce regarding HE and related topic areas (e.g., social injustice, cultural competency, health literacy)	<ul style="list-style-type: none"> ▪ Assess and train workforce in concepts of HE & social injustice (SJ) ▪ Recruit a diverse, culturally competent workforce ▪ Incorporate HE/SJ in hiring and interview process ▪ Link work plans to strategic direction 	<ul style="list-style-type: none"> ▪ Conduct employee training ▪ Provide leadership development ▪ Include HE/SJ sensitive questions in interview process ▪ Provide unified health communication (i.e., health literacy, cultural competency and LEP) training ▪ Develop policies that support unified health communication and other concepts of health equity ▪ Link to personnel performance and incentives 	#2 #8 #10	<ul style="list-style-type: none"> ▪ Awareness ▪ Leadership ▪ Health & health systems experience ▪ Cultural & linguistics competency ▪ Coordination of research/evaluation 	#2

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Step 3 COMMUNITY <i>(External Transformation)</i>	Transform the broad definition of community	Engage all levels of the community including private sector organizations, schools, businesses, other governmental entities, and health systems.	<ul style="list-style-type: none"> ▪ Educate all sectors ▪ Engage in committee planning efforts ▪ Engage community in assessment and implementation plans ▪ Explore areas for strategic partnerships 	<ul style="list-style-type: none"> ▪ Community Profiles ▪ Health Assessments Plans ▪ Health Improvement Plan ▪ Apply for joint funding opportunities 	#2 #4 #5 #10	<ul style="list-style-type: none"> ▪ Awareness ▪ Leadership ▪ Health & health systems experiences ▪ Cultural & linguistics competency ▪ Coordination of research/evaluation 	#1 #2
Step 4 DATA (EVALUATION & DISSEMINATION) <i>(Internal and External Transformation)</i>	Transform information	Generate data to assess & evaluate accountability	<ul style="list-style-type: none"> ▪ Identify measurable outcomes ▪ Develop monitoring process ▪ Engage committee in planning & evaluation process ▪ Disseminate findings ▪ Transparent communication (e.g., website, publications) 	<ul style="list-style-type: none"> ▪ Disparity report ▪ Committee profiles ▪ Convene community forum ▪ Ancillary support materials (e.g., fact sheets, reference documents, PowerPoint presentations) 	#1 #2 #3 #10	<ul style="list-style-type: none"> ▪ Leadership ▪ Cultural & linguistics competence ▪ Coordination of research/evaluation 	#3

NACCHO = National Association of County and City Health Officials

OMH = Office of Minority Health

WHO = World Health Organization

NACCHO Guidelines*

1. Monitor health status and track the conditions that influence health issues facing the community
2. Protect people from health problems and health hazards
3. Give people information they need to act collectively in improving their health
4. Engage with the community to identify and eliminate health inequities
5. Develop public health policies and plans
8. Maintain a competent public health workforce
10. Contribute to and apply the evidence base of public health and relevant fields

WHO Recommendations#

1. Improve daily conditions
2. Tackle the inequitable distribution of power, money, and resources
3. Measure and understand the problem and assess the impact of action