

May 2017

Public Health Madison & Dane County Health and Racial Equity

Goals

- Better understand agency characteristics related to addressing health and racial inequities
- Assess PHMDC's internal climate and culture
- Inform future:
 - Professional development opportunities,
 - Organizational activities
 - The creation of program goals and workplans

Process August 2016-January 2017


Assessment components:


- Staff Survey—89% response rate
- Focus groups with 29 randomly selected staff
- Group interviews with all 14 supervisors
- Executive team organizational assessment

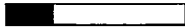
Results and Recommendations

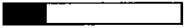
Results highlighted below represent just a portion of the findings from the survey, staff focus groups, and management interviews. Based on the evaluation findings, overarching recommendations were created by the evaluator contracted through the UW Population Health Institute.

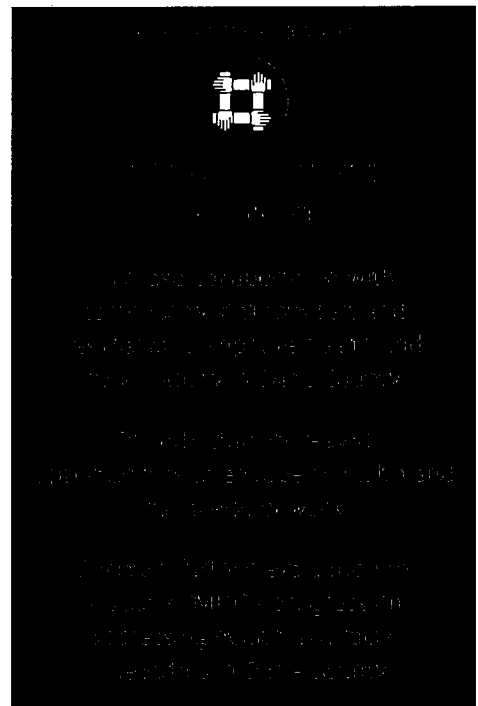
Capacity & Current Organizational Work to Impact Health and Racial Equity


83% of respondents indicated an understanding of environmental, social, and economic conditions that impact health


90% have taken actions to enhance their own cultural humility, cultural competence and/or cultural understanding


27% agree that PHMDC plays an active role in developing, maintaining, and supporting networks in the community

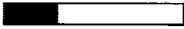

24% agree that PHMDC sets standards and expectations for how work within the community is done

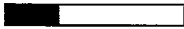


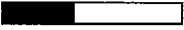
Focus group participants noted that health and racial equity work within the community is limited by the PHMDC organizational structure and lack of common vision across divisions

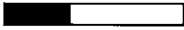
Many survey respondents, 40% or higher, reported they did not know the level of PHMDC community involvement in implementing culturally appropriate program delivery models, assessing cultural and linguistic needs, developing and mobilizing community leadership capacity for advocacy and policy development, resource allocation, or of barriers minimizing community participation

Internal Communication


30% agree that they understand reasons for major decisions at PHMDC

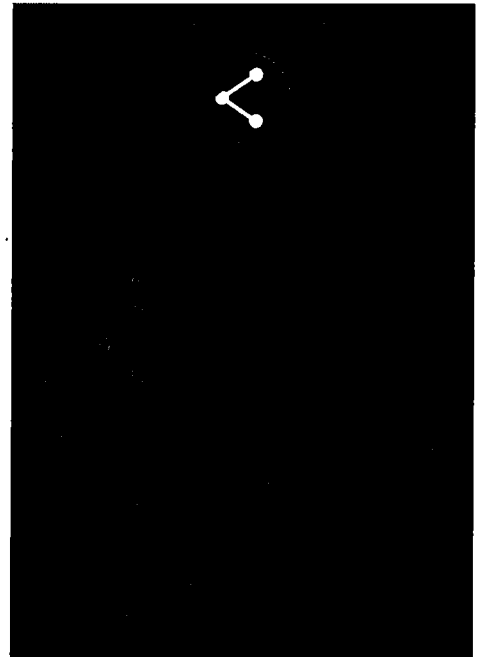

30% agree that they believe what the leaders of PHMDC say


40% agree that their manager provides clear direction and priorities



37% agree that they are aware of activities of other divisions and programs

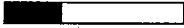
Staff interviewed indicated poor communication and a lack of transparency from management as being top concerns

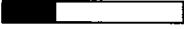
Managers interviewed reported a desire to communicate more with staff, be more transparent, and to work collaboratively, but cited lack of policies and procedures as barriers

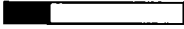



Workplace Climate & Culture

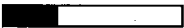

54% agree that they would recommend PHMDC as a place to work

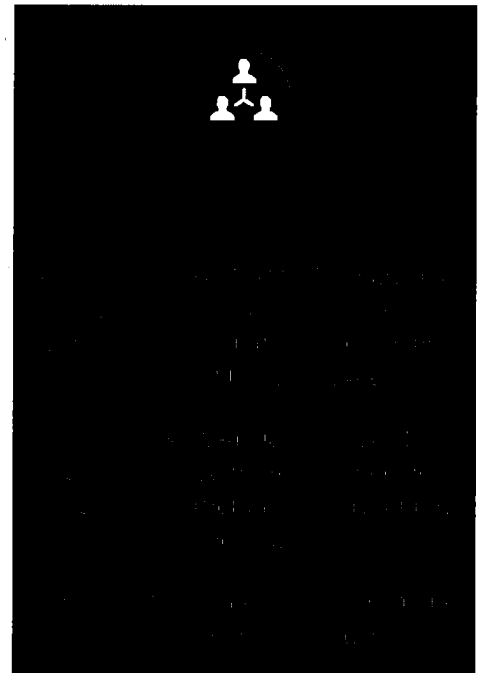

32% agree that PHMDC has a strong teamwork culture


30% agree that professional growth of all employees is encouraged


26% agree that PHMDC provides a supportive environment for all staff


71% agree that their supervisor is responsive to concerns


31% agree that leadership holds all employees to the same workplace and disciplinary standards



Staff interviewed noted:

- A work culture where they feel siloed from other staff, as well as from management and leadership
- Feeling undervalued by management and leadership, highlighting that they are not included in decision-making in their divisions

Managers interviewed expressed a strong desire to improve workplace culture, highlighting efforts underway in divisions, and the 2016-2020 Strategic Plan

March 15, 2017

All components of the 2016 organizational assessment can be found @
<S:\PHCommon\All Staff\Health & Racial Equity Team\Workgroups\Assessment & Evaluation\2016 Baseline Assessment>

 **Public Health**
MADISON & DANE COUNTY
Healthy people. Healthy places.