

ORANGE COUNTY LATINX POPULATION HEALTH COLLECTIVE

HEALTH EQUITY PLAN

The Equity in OC (EiOC) Initiative was a limited-term project funded by the Centers for Disease Control and Prevention (CDC) under the National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved, Including Racial and Ethnic Minority Populations and Rural Communities (CDC-RFA-OT21-2103). The initiative concluded in May 2024. This document and any associated EiOC branding were developed as part of that grant-funded effort.



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INTRODUCTION

The Orange County Health Care Agency (HCA) Office of Population Health and Equity (OPHE) received nearly \$23 million in grant funding from the Centers for Disease Control and Prevention (CDC) national initiative to address COVID-19 health disparities among populations at high-risk and underserved, including racial and ethnic minority populations and rural communities (CDC-RFA-OT21-2103).

The long-term strategies of this two-year **Equity in OC Initiative** will:

- Expand existing and/or develop new mitigation and prevention resources.
- Increase or improve data collection, reporting, and infrastructure.
- Build, leverage, and expand the capacity and infrastructure of local health departments.
- Mobilize partners and collaborators to advance health equity and address social determinants of health.

As a part of EiOC, seven Population Health Equity Collectives were created:

- Asian American, Native Hawaiian, and Pacific Islander community
- Black or African American community
- Individuals with disabilities
- Latino, Hispanic, Chicano, or Latin American community
- Lesbian, gay, bisexual, transgender, and queer (LGBTQ+) community
- Older adult community
- South Asian, Middle Eastern, North African (SAMENA)

The overarching goals of these Collectives are to:

- Address health inequities and improve social determinants of health through collaboration, partnership, and inclusion of lived experiences and authentic voices.
- Overcome inequitable access to opportunities, resources, and support services for targeted and prioritized populations in Orange County.
- Build and support cohesive and sustainable Collectives in Orange County and to address systemic health inequities facing prioritized impacted communities.
- Provide venues for community voice in identifying and determining solutions and priorities in addressing health inequities of the Collective.

PURPOSE OF THIS PLAN

The purpose of the Health Equity Plan (HEP) is to support the creation of practical, meaningful, and sustainable improvements in the health and well-being of the Latinx community in Orange County. The HEP for each community will guide the vision, including unique strategies and calls-to-action that will help to propel the community toward health equity.

COLLECTIVE MEMBERSHIP

Our Collective has a total of 27 members from a variety of organizations. In addition, we engaged 62 community members through listening sessions, and have a goal of integrating them as long term Collective members.

Full List of Latinx Population Health Equity Collective Membership and Latinx Communities Served (by Organization Type)

Name(s) of Partner Organizations	Communities Served
Academic Institutions	
<ul style="list-style-type: none"> University of California, Irvine School of Public Health, School of Medicine Cal State University Fullerton Center for Healthy Neighborhoods at Richman Park 	Community Residents across all of Orange County (North, Central)
Faith-Based Organizations	
Orange County Congregation Community	Community Residents across all of Orange County (North, Central)
Healthcare Providers	
Serve the People (STP)	
Health-Related Organizations	
<ul style="list-style-type: none"> Coalition of Orange County Community Health Centers CalOptima Health 	Community Residents across all of Orange County (North, South, Central)
Local Governmental Agencies	
Mexican Consulate, Santa Ana	Mexican Community Residents across all of Orange County (North, South, Central)
Local Health Department	
Orange County Health Care Agency Office of Population Health & Equity	Community Residents across all of Orange County (North, South, Central)
Schools/School Districts	
<ul style="list-style-type: none"> Santa Ana Unified School District Anaheim Union High School District 	Families in the cities of Santa Ana and Anaheim
Other	
<ul style="list-style-type: none"> Latino Health Access Orange County Communities Organized for Responsible Development (OCCORD) Abrazar The Kennedy Commission Santa Ana Building Healthy Communities (SABHC) CREER Alianza Translatinx Advance OC Chispa The Delhi Center 	<ul style="list-style-type: none"> Getting Residents Engaged in Empowering Neighborhoods – Madison Park Neighborhood Association (GREEN-MPNA) Orange County Children’s Therapeutic Arts Center (OCCTAC) Oakview Comunidad Wellness & Prevention Center Children’s Health Initiative of Orange County (CHIOC) The Eli Home Family Assistance Ministries Open Hand of Hope – Willard Neighborhood Santa Ana
	Community Residents across all of Orange County (North, South, Central)

How Current Membership was Developed to Ensure Representation from Diverse Communities

At the start of the Equity in OC funded program, the Latinx Population Health Equity Collective brought together individual organizations and systems who not only individually worked with Latinx residents across the County as well as other marginalized communities, but groups that worked closely together for years. Our Collective currently includes region-wide partners with experience in providing services and/or engaging with Latinx residents across Orange County; and partners with a more defined geographic area within Orange County. Over the past year of the Equity in OC initiative, the Collective has worked towards a community engagement plan to engage Latinx community residents. As we mention through this plan, part of our process for gathering community input was by leveraging relationships that our existing partners have with the residents they serve to host community listening sessions. During these listening sessions, we were able to further share with the community residents the mission, goal, and purpose of our Collective, and encouraged residents to join the Latinx Population Health Equity Collective.

As the Collective first developed the proposal to submit for the Equity in OC initiative, the foundational goal was to ensure that we are breaking down the silos, both with organizations working with the Latinx population, as well as with other ethnic specific groups. As such, we reached out to partners in this space to engage their participation with this work, but once we launched our collective, we were intentional about identifying gaps in partnership, and opportunities to bridge that gap. For example when the Latinx Population Health Equity Collective was first launched – Latino Health Access (LHA), the Coalition of Orange County Community Health Centers (Coalition OC), and other members of the collective, reached out to various stakeholders working with the Latinx population and engaged them in a conversation about the work and their interest in participation. Some of those organizations included the following: Abrazar; the Kennedy Commission; Santa Ana Building Healthy Communities; OC Children's Therapeutic Art Center; Getting Residents Engaged in Empowering Neighborhoods – Madison Park Neighborhood Association; and Oak View ComUNIDAD. As part of the design of the Latinx Population Health Equity Collective, we have designed working groups, including community engagement – which allows us to continue our focus on ensuring we break down silos and engage both organizations and community residents. As we move into year two of the Equity in OC initiative, we would like to further engage with other Population Health Collectives, allowing us to break down silos across other ethnic specific groups.

Governance of the Latinx Population Health Equity Collective and Distribution of Power

The Latinx Health Equity Collective is guided by a core group of partners that includes:

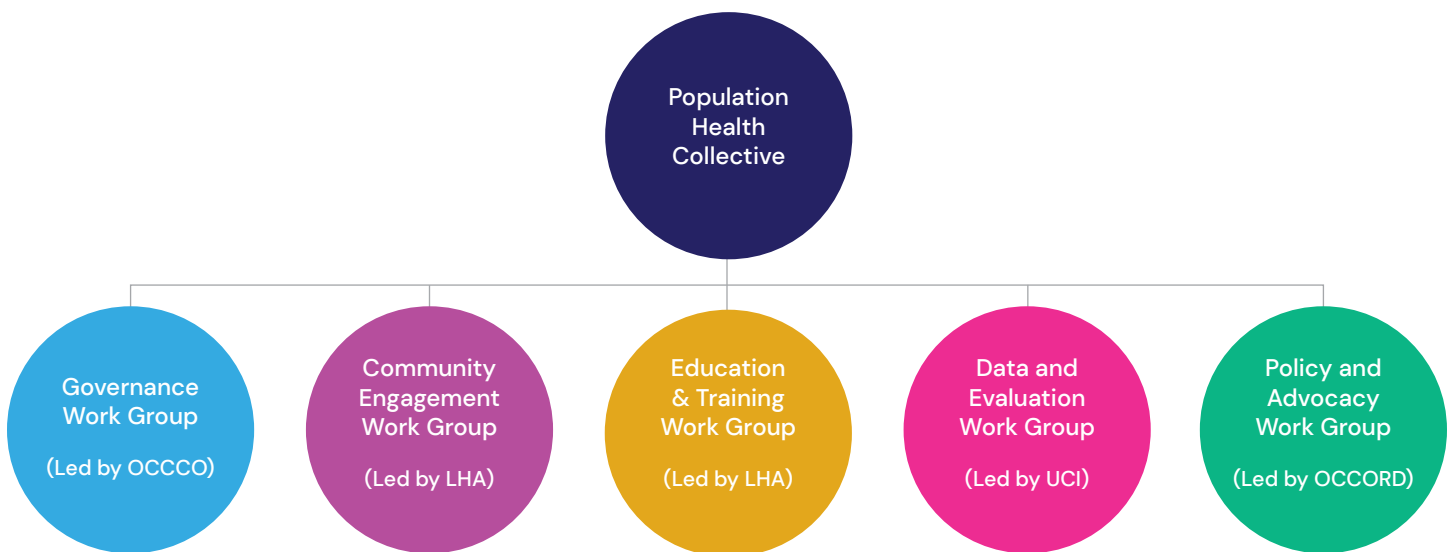
- The Coalition of Orange County Community Health Centers (COCCHC) as the fiscal backbone agency
- Latino Health Access (LHA) as the coordinating entity
- Orange County Congregation Community Organization (OCCCO)
- Orange County Communities Organized for Responsible Development (OCCORD)
- UC Irvine Program in Public Health and Department of Family Medicine (UCI)

This core group of organizations led the grant implementation and developed the foundation of the Latinx Population Health Equity Collective to ensure a long-term, sustainable structure with shared power and responsibility. As part of the formation of Collective foundation, the core group designed working groups,

which were focused on key areas to help guide development of the health equity plan as a short term outcome, and over time to help guide the growth and capacity building of collective members, as well as lead implementation of strategies outlined in the health equity plan. As such, each core group partner was tasked with leading a working group that is composed of partners within the larger collective. The working groups included:

- **Governance:** Led by OCCCO with the purpose of developing a governance structure for the Latinx Population Health Equity Collective.
- **Community Engagement:** Led by LHA with the purpose of diversifying the collective membership and ensuring community representation.
- **Education and Training:** Led by Coalition OC with the purpose of identifying and implementing capacity building opportunities for all collective members.
- **Data and Evaluation:** Led by UCI to lead data collection and analysis to better understand current state of the Latinx community in Orange County; and overtime the working group will focus on looking at data to further help with implementation of strategies and evaluation of interventions to address community needs.
- **Policy and Advocacy:** Led by OCCORD to identify and advance policy and advocacy opportunities that align with the priority areas for the collective.

Figure Two. Latinx Population Health Equity Collective Working Groups



The working groups outlined above, and their key functions, will continue to evolve as the Collective begins to focus on implementation of strategies to address system change.

The Governance Working Group developed the following Principles of Governance (Figure Two) that will guide the development of the structures, decision-making, and conflict-resolution processes that extend beyond grant deliverables and include community residents and other stakeholders. These principles were presented to the larger Population Health Collective for feedback and input. The aim of these principles is for the Latinx Population Health Collective to be a space of belonging, healing, and collaboration.

Figure Three. Principles of Governance

Principles of Governance	Description
Community Driven	Community members are integral to our decision-making bodies and central to setting the initiative's strategic direction (e.g. directly impacted community members are part of critical decision-making bodies).
Holistic Leadership Care	<p>Consider the collaborative members' physical, emotional, and financial needs (particularly the grassroots members) and skill-building needs.</p> <p>Identify and meet leaders' immediate needs and consider personal and collective trauma in system change. Be responsive to the immediate needs of Grassroots leaders rather than extracting expertise without considering compensation (noting they spend time away from family). Provide short and long-term support, including peer-to-peer support.</p>
One-for-All and All-for-One	Our leadership will equitably balance the interests of the collective with their individual and organizational interests when making decisions.
Move Towards Systems Change and Transformation	Our primary goal is system change which means changing culture, policy, and hearts and minds. E.g. supports and advances analysis, strategic narratives, and collective action to address social determinants of health and its root cause through upstream work and belonging.
Learning Culture	We understand that no one is perfect and that we must be intentional about investing in our well-being and constantly learning to improve ourselves and our community. E.g. Be intentional about planning and holding training.
Generative Conflict Resolution	Conflict is not necessarily harmful, but it can become so if we don't approach it in a trauma-informed way. We acknowledge that we cannot resolve all conflicts but hope to learn from them. E.g. Using trauma-informed processes can facilitate learning.
Shared Power	We aim to build structures and practices that share power instead of hoarding or centralizing power. Sharing power is especially important to consider with community members that don't have formal positions of authority.
Incorporate Intersectional Structures	Each of us may have priority issues, but we want to acknowledge and work with the idea that all issues are intersectional, and we should care about all issues. We should avoid silos and look for points of intersection. E.g. Housing and food access, and immigration all have an impact on the community.
Culturally Relevant & Humble	We acknowledge that we don't know everything about our cultures or our own. We commit to learning about different cultures and being curious instead of assuming and bringing our culture with us to make learning and our work relevant.
Organize Holistically	We integrate creativity, artistry, arts, music, history, and culture in the organizing work.

PROCESS AND DATA

Process for the Identification of Health Equity Goals and Focus Areas

The Latinx Population Health Collective designed a specific approach to identify the health equity goals and focus area for its collective. To begin with, the Collective created a series of working groups as outlined above to allow for more intentional focus on key areas related to collective building, as well as development of the Health Equity Plan. One of those groups was the Data & Evaluation Working Group, which included representatives (members of the Latinx Population Health Collective) from AdvanceOC, CalOptima Health, and the University of California, Irvine.

The working group met regularly to discuss potential questions and existing sources of quantitative data that would shed light on the well-being of the Latinx communities in Orange County; the importance of engaging with Latinx communities to understand community strengths and social, economic, and health related challenges, and priorities; the limitations of existing indicators of social, economic, and health status of Latinx communities in Orange County; data-related needs moving forward to paint a more complete picture of the health of Latinx communities, inform, action, and enable the collective to track progress; and ultimately develop an insights document which provided the Latinx Population Health Collective a high-level understanding of current state. Elements of the insights document were shared with the community residents during the listening sessions – as a way for us to better understand if the data we captured truly aligns with the needs of our community.

The working group invited AdvanceOC to provide a [population overview](#), which informed the working group's identification of priority indicators and approaches to presenting the data in a current state insights document.

In addition to the quantitative data collection and analysis, the Collective wanted to hear the voices of the community, to not only validate current state, but to deepen the collective's understanding of the community need, how it ties back to the analysis of current state using quantitative data, and to prioritize areas of focus in partnership with the community residents. As such, another part of the process was the listening sessions. The Latinx Population Health Collective hosted a total of five in-person listening sessions across Orange County, in partnership with members of the collective. This included: Alianza Translatinx; CREER Comunidad y Familia; Kennedy Commission; Latino Health Access; and OCCORD. There was participation from 62 individuals across the five listening sessions. Each member of the five members of the collective, worked with their respective community members to recruit them to the listening session; to host them on their site, and to engage them in dialogue around common social and structural determinants of health; and policies and systems that shape influence where and how we live, learn, work, and play. Trends and themes from each of the five sessions were shared with all 62 individuals during a virtual session.

Data Used to Support Health Equity Goals and Objectives

To develop the current state insights document, the Data & Evaluation working group used the priority indicators provided through AdvanceOC's population overview, and pulled from existing data sources to inform these indicators. Additionally, the Data and Evaluation Working Group pulled secondary data sources for the development of the current state insights document, pertaining to the social, economic, and health status of Latinx residents in Orange County were drawn from multiple sources, including: US Census Bureau American Community Survey (2021 one-year estimates), California Health and

Information Survey (2021), Feeding America 2020, the Orange County Health Care Agency, AdvanceOC Equity Map, and the AdvanceOC equity in OC Population Overview. Based on the Data and Evaluation working group recommendations regarding indicators and subgroups of focus, a team at UCI compiled the data and drafted it into the insights document.

In addition to the quantitative data, outlined above, we held listening sessions to gather the voice of the community to further understand the common social and structural determinants of health, as well as policies and/or systems that influence where and how our communities live, learn, work, and play. More specifically we held five (5) listening sessions across Orange County. We discussed the current state, and outlined and presented to community members the key themes we saw as part of the quantitative data analysis. This included: a) COVID-19 Mortality; b) Economic Impacts; c) Education; d) Food Insecurity; and e) Access to Internet. The Latinx Population Health Collective recognized that even before the global pandemic, Latinx communities have historically experienced significant social and economic injustices. During the COVID-19 pandemic, these injustices led Latinx communities to face heightened challenges. In many ways, the numbers that cities, counties, and health departments use to guide their work are still catching up to understand and tell the story of the impact of the COVID-19 pandemic more fully. As such, we acknowledged during the listening sessions that we didn't yet know the full impact of the COVID-19 pandemic, and as we worked to build this Health Equity plan, we wanted to hear from our communities, to help tell us that fuller story, in real time. We wanted to further understand from the communities own experiences, and those of their family and community – what resources were or have been available to lessen the challenges faced prior and during the COVID-19 pandemic, and what is needed moving forward to address the structural and social determinants of health.

Overall, this process led us to the creation of the following five (5) focus areas. These five (5) focus areas will be where we concentrate our work for the upcoming 2–3 years.

01 Economic Impact

02 Housing

03 Health

04 Food Insecurities

05 Education

“People are not ‘living,’ they are ‘surviving.’ Our communities are not ‘resilient.’ They have no choice but to be resilient.”

These topical areas align with the social determinants of health (Housing, Food is Medicine, health and wellness) identified through the broader Equity in OC Task Force.

STRATEGIC HEALTH EQUITY ACTION AREAS

Below the Latinx Population Health Equity Collective has outlined strategies, objectives and outcomes to address the five focus areas that were prioritized by the Collective, and a group of Community Residents that we brought together for the listening sessions. At a high-level the themes we heard throughout the listening sessions were as follows:

- **Limited support** for Latinx communities from government agencies at local, state, and federal level.
 - Much of the support came from community based organizations that have developed trusted relationships with community members.
- **Structural determinants of health** such as discrimination in terms of racism and biases towards a specific population (e.g. translatinx) and immigration were cross-cutting themes across all five listening sessions.
 - Political context – public charge – highlighted the fear, and influenced access to needed care.
- Community residents expressed they had to choose and/or compromise on key drivers of health and well-being. And the government, and systems didn't understand the implications. As quoted by one of the community residents "I have to choose health, or rent, or food, or internet access. I have to pay for one and compromise another."
- "Data doesn't tell the full story," for many reasons such as:
 - Fear of participation in census surveys due to public charge; impact on immigration.
 - ◊ Residents expressed the fear is very real, even with outreach, and with misinformation being clarified, the Latinx community is still scared to participate.
 - Data missing for select populations or geographies.
 - False promises by the County also affected trust of community participation in data collection efforts. Community residents expressed they didn't mind sharing input, but they were tired on in-action.
- Community Residents across the five listening sessions expressed the impact of COVID on kids – it impacted and delayed children both socially and academically. Many parents expressed the need to understand the education system better, because "many kids that are not college bound, are left behind." Due to language barriers, parents are unable to help children navigate the educational system.
- Transparency related to how dollars are spent. Where is the city, school district, and county funding going? "We need transparency." Oftentimes funding doesn't go where it is supposed to go. And local taxes are so high – where do the funds go?
 - Residents shared that in Santa Ana, the majority of the funding is allocated towards corrections/police departments. The question that arises is where is the money going, and why?
 - Many community residents shared a common sentiment: "to local governments/entities it is "convenient" to keep families unhealthy because they then continue to receive funding to "provide resources."
- Landlords are finding alternative ways, or loopholes, to be able to raise rent and push people out.

We recognize that this plan represents merely a snapshot of the key strategies the Collective would like to work on; and it only outlines brief highlights of the policy, systems, partnership, data, targets and areas we plan to focus our work on. As such, we will be creating a more comprehensive work plan with measurable goals, and outcomes which include baseline data—allowing us to better track the impact of the intervention. We will also conduct asset mapping for each of the focus areas, and ultimately co-design our solutions with community residents.

Policy and Systems Changes; Meaningful Partnerships, Power Building and Power Sharing; Infrastructure, Data, and Other Capacities

Policy and Systems Strategies	Objective	Measurable Outcome	Timeline
Ensure institutions are implementing and maintaining fair and participatory processes for spending public funds	<p>To advocate for policies that promote transparency.</p> <p>To engage the community in decision making of public funds to address community needs.</p> <p>To advocate for implementation of transparent structures and practices.</p>	<p>Increased number of community residents participating in budgeting and decision making process on use of public funds.</p> <p>Increased accountability on spending of public funds to meet community needs.</p>	October 2023 – December 2024
Reduce unemployment	To develop and prioritize non-traditional economic models such as but not limited to worker co-ops, and community farms.	<p>Increased number of worker co-ops and community farms.</p> <p>Increase living wage jobs for residents of Santa Ana, Anaheim and SJC.</p>	October 2023 – December 2024
Reduce the number of unhoused Latinx community residents	<p>To develop and implement policies that promote the construction and preservation of affordable housing units.</p> <p>To create equitable financing and mortgage programs.</p> <p>To develop targeted mortgage assistance programs, down payment assistance, and equitable lending practices.</p>	<p>Increase the number of affordable housing units in Santa Ana, Anaheim and SJC.</p> <p>Increased placement of extremely low Latinx Community residents in affordable housing units.</p> <p>Increase in funding down payment assistance provided to low-income Latinx families.</p>	October 2023 – December 2024
Prevent Latinx community members from becoming unhoused	<p>To implement policies to protect Latinx communities from gentrification and displacement, such as rent control, just cause eviction protections and community land trusts.</p> <p>Advocate for rent stabilization measures in Latinx low-income communities.</p>	<p>Increased Anti-Displacement Measures to preserve affordable housing units.</p> <p>Increased number of rent controlled units and placement for extremely low and low income Latinx Community Residents.</p> <p>Decreased number of evictions.</p> <p>Increased number of community land trusts.</p> <p>Percentage limit on annual rent increases for stabilized units.</p>	October 2023
Ensure safe and habitable housing for Latinx low-income residents	Advocate for the implementation or enhancement of tenant protections such as anti-retaliation policies, just-cause eviction protections, and maintenance standards.		October 2023 – December 2024

Policy and Systems Changes; Meaningful Partnerships, Power Building and Power Sharing; Infrastructure, Data, and Other Capacities (continued)

Policy and Systems Strategies	Objective	Measurable Outcome	Timeline
<p>Promote equitable access to high-quality education for Latinx students.</p> <p>Provide Latinx students with culturally appropriate resources that support their social-emotional development.</p>	<p>Advocate for policies that promote equitable access to quality education for Latinx students, including increased funding to ensure schools have access to ample education resources (e.g. Technology, material, etc)</p> <p>Ensure that policies and practices are inclusive and responsive to the unique cultural, linguistic, and economic needs of Latinx students.</p> <p>Expand opportunities for extracurricular activities that meet the needs of Latinx communities (cost, access, etc.)</p> <p>To advocate for policies that integrate mental health support within academic systems.</p> <p>To advocate for policy changes that promote the allocation of resources to support the availability of free health and wellness programs for Latinx children and youth.</p> <p>Advocate for policies that ensure the use of disaggregated data on educational outcomes to identify and address disparities faced by Latinx students (e.g. graduation rates, college enrollment, academic achievement).</p>	<p>Increase in funding for schools.</p> <p>Academic growth for Latinx students.</p> <p>Increased number of health and wellness programs available to Latinx families.</p> <p>Increased number of youth centers and spaces.</p> <p>Increased high school/college admission rates amongst Latinx students.</p> <p>Reduce the incidence of mental health issues among Latinx youth by increasing their exposure to positive behavioral and mental health interventions at school sites.</p> <p>Increased number of reports with data-informed policy and intervention recommendations.</p>	October 2023 – December 2024
Ensure access to health services for all, regardless of immigration status, sexual orientation, or gender identity.	<p>To advocate for non-discrimination policies that explicitly prohibit discrimination based on immigration status, sexual orientation, or gender identity.</p> <p>To raise awareness and education about available healthcare services and rights for low-income, underinsured, uninsured Latinx community residents.</p> <p>To advocate for enforcement of anti-discrimination policies in healthcare settings.</p> <p>To advocate for policies that increase healthcare services for frontline workers.</p>	<p>Number of policy changes or reforms advocated for that have been adopted or implemented.</p> <p>Effectiveness and impact of advocated policies after implementation.</p> <p>Adoption and implementation of culturally competent policies and practices within health-related organizations.</p> <p>Increased awareness among healthcare providers and staff about anti-discrimination.</p>	October 2023 – December 2024
Ensure access to dignified and culturally appropriate availability of food for all Latinx families.	<p>Advocate for policies that improve quality and accessibility of culturally appropriate foods offered at school programs, food banks, and other food assistance programs.</p> <p>Advocate for policies that facilitate the availability of healthy food options in low-income Latinx neighborhoods.</p>	<p>Decrease the percent of Latinx individuals experiencing food insecurity in OC.</p> <p>Increase the number of community gardens and grocery stores with accessible fresh foods in Latinx neighborhoods.</p>	October 2023 – December 2024

Policy and Systems Changes; Meaningful Partnerships, Power Building and Power Sharing; Infrastructure, Data, and Other Capacities (continued)

Policy and Systems Strategies	Objective	Measurable Outcome	Timeline
<p>Promote equitable access to high-quality education Latinx students.</p> <p>Provide Latinx students with culturally appropriate resources that support their social-emotional development.</p>	<p>Advocate for policies that promote equitable access to quality education for Latinx students, including increased funding to ensure schools have access to ample education resources (e.g. Technology, material, etc)</p> <p>Ensure that policies and practices are inclusive and responsive to the unique cultural, linguistic, and economic needs of Latinx students.</p> <p>Expand opportunities for extracurricular activities that meet the needs of Latinx communities (cost, access, etc.)</p> <p>To advocate for policies that integrate mental health support within academic systems.</p> <p>To advocate for policy changes that promote the allocation of resources to support the availability of free health and wellness programs for Latinx children and youth.</p> <p>Advocate for policies that ensure the use of disaggregated data on educational outcomes to identify and address disparities faced by Latinx students (e.g. graduation rates, college enrollment, academic achievement).</p>	<p>Increase in funding for schools.</p> <p>Academic growth for Latinx students.</p> <p>Increased number of health and wellness programs available to Latinx families.</p> <p>Increased number of youth centers and spaces.</p> <p>Increased high school/college admission rates amongst Latinx students.</p> <p>Reduce the incidence of mental health issues among Latinx youth by increasing their exposure to positive behavioral and mental health interventions at school sites.</p> <p>Increased number of reports with data-informed policy and intervention recommendations.</p>	October 2023 – December 2024
<p>Ensure access to health services for all, regardless of immigration status, sexual orientation, or gender identity.</p>	<p>To advocate for non-discrimination policies that explicitly prohibit discrimination based on immigration status, sexual orientation, or gender identity.</p> <p>To raise awareness and education about available healthcare services and rights for low-income, underinsured, uninsured Latinx community residents.</p> <p>To advocate for enforcement of anti-discrimination policies in healthcare settings.</p> <p>To advocate for policies that increase healthcare services for frontline workers.</p>	<p>Number of policy changes or reforms advocated for that have been adopted or implemented.</p> <p>Effectiveness and impact of advocated policies after implementation.</p> <p>Adoption and implementation of culturally competent policies and practices within health-related organizations.</p> <p>Increased awareness among healthcare providers and staff about anti-discrimination.</p>	October 2023 – December 2024
<p>Ensure access to dignified and culturally appropriate availability of food for all Latinx families.</p>	<p>Advocate for policies that improve quality and accessibility of culturally appropriate foods offered at school programs, food banks, and other food assistance programs.</p> <p>Advocate for policies that facilitate the availability of healthy food options in low-income Latinx neighborhoods.</p>	<p>Decrease the percent of Latinx individuals experiencing food insecurity in OC.</p> <p>Increase the number of community gardens and grocery stores with accessible fresh foods in Latinx neighborhoods.</p>	October 2023 – December 2024

Policy and Systems Changes; Meaningful Partnerships, Power Building and Power Sharing; Infrastructure, Data, and Other Capacities (continued)

Policy and Systems Strategies	Objective	Measurable Outcome	Timeline
Promote equity and fairness, and improved social and health outcomes.	To convene CBOs, health organizations, apprenticeship, internships, mentorship programs to provide Latinx individuals with skills training, career guidance, and opportunity for advancement that reduce the wage gap between Latinx residents & counterparts in similar positions.	Placement rates of Latinx individuals in higher paying positions. Increased number of paid and incentivized job training programs for low-income Latinx Community Members. Increased number of Latinx Individuals completing Job Training programs. Creation of new comprehensive workforce development programs.	January 2024 – July 2025
Reduce the number of unhoused Latinx community residents.	Facilitate leadership development programs or trainings for Latinx community members to empower them with the knowledge, skills, and confidence to advocate for housing solutions. Foster and strengthen collaborations between government agencies, community-based organizations, and advocacy groups focused on housing issues.	Increase number of Latinx residents who can effectively advocate for supportive housing policies. Number of coordinated service delivery models or programs established to ensure seamless and efficient provision of housing related services.	October 2023 – December 2024
Prevent Latinx community members from becoming unhoused.	Collaborate with legal aid organizations and/or pro bono legal service providers to ensure access to legal assistance for Latinx low-income residents facing eviction, or housing-related legal issues	Increased availability of legal support.	October 2023 – December 2024
Promote equitable access to high-quality education for Latinx students, address educational disparities, foster cultural responsiveness, and provide Latinx students with necessary resources and support to thrive academically.	In collaboration with academic and community partners, identify and advocate for professional development and training opportunities for educators to enhance their cultural competence and promote inclusive teaching practices that meet the diverse needs of Latinx students. In collaboration with key stakeholders develop and implement strategies to enhance family and community engagement in the education of Latinx students. Foster collaborative partnerships between schools and Latinx community organizations to develop culturally responsive initiatives and programs for Latinx students and their families.	Increase in number of Latinx students participating in extracurricular activities. Increased awareness amongst educators on cultural competence and teaching practices. Increased student and family engagement in schools.	October 2023 – December 2024

Continued

Policy and Systems Changes; Meaningful Partnerships, Power Building and Power Sharing; Infrastructure, Data, and Other Capacities (continued)

Policy and Systems Strategies	Objective	Measurable Outcome	Timeline
Reduce the incidence of mental health issues among Latinx youth.	In collaboration with healthcare delivery systems, increase education and awareness about the identification and early intervention of mental health issues amongst Latinx youth.	Increased screening rates. Increased number of health and wellness programs available to Latinx families.	October 2023 – December 2024
Ensure access to health services for all, regardless of immigration status, sexual orientation, or gender identity.	To partner with organizations to implement safe processes to report discrimination. To collaborate with partner healthcare organizations and stakeholders in Orange County to develop and implement culturally competent care that recognizes and respects the unique needs and experiences of diverse populations.	Adoption and implementation of culturally competent policies and practices within health-related organizations. Community Satisfaction Surveys	October 2023 – December 2024
Ensure access to dignified and culturally appropriate availability of food for all Latinx families.	Increased partnerships between school districts, local community gardens, to redirect funding for improved food access to children and families. Enhance collaboration with local food providers. In collaboration with key stakeholders, work on projects that engage Latinx families in food-related decision-making processes (e.g., community-led gardens, cooking workshops, participatory food policy councils). In collaboration with UCI, conduct research on most critical food insecurity issues facing the Latinx population.	Number of partnerships and collaborations established between community organizations, food banks, local farmers, and other food providers. Number of residents are engaged in food-related processes and policymaking spaces. Increased number of reports that inform evidence-based food policies and interventions.	October 2023 – September 2024
Identification of data that can best support housing policy and anti-displacement strategies that support Latinx community.	Collaborate with local agencies and research institutions to improve data collection and research efforts on homelessness among the Latinx community. Collaborate with local housing authorities, government agencies, and community organizations to collect and analyze data on rental market trends, eviction rates, and housing affordability indicators.	Number of reports created to inform rent control policy discussions and decision-making processes.	October 2023 – December 2024

Next Steps

As outlined in this plan, we had a lot of learnings through our data analysis and community listening sessions. Many of the things brought up by our community residents require a deeper dive. For the sake of this plan, we have outlined some high level strategies, objectives, and outcomes. But we recognize we will need to create work plans for each focus area, and further unpack the strategies, and outline clear

goals and objectives. We would also like to co-design the appropriate interventions for the strategies we outlined with our community residents. As such, in addition to the partners already engaged, we believe that to be fully representative, we need to expand our Collective's membership. In particular, we feel that community residents must be at our Collective table. As mentioned above, we engaged community residents through Community Listening Sessions, where we gathered their input in order to identify our priority focus areas. During the listening sessions, we extended an invitation to all community residents to participate in the Collective meetings. During year two, the Community Engagement working group will work to address barriers that community members and organizational partners may have in attending the meetings and participating meaningfully in all decision-making discussions. We have identified the following challenges in establishing a structure that allows for long-term planning, relationship building, and inclusion of community members:

- Financial compensation for community members' time and expertise
- Time investment needed to support community members for meaningful participation in the collective
- Funding for participation of partner organizations in capacity building
- Time for the creation of sustainable decision making processes and relationship and trust building

Current Partnerships and Engagement with Orange County Health Care Agency

Current Latinx Population Health Equity Collective engagement with the Orange County Health Care Agency has been through the Equity in OC funded program. Individual members of the Collective also have engagement with the Orange County Health Care Agency through projects that include the social determinants of health implementation grants.

Moving forward, the Latinx Population Health Collective would like to continue working closely with Orange County Health Care Agency to address equity in Orange County. More specifically the Collective would like to engage in their support with strategies to make system level changes seen across all collectives, such as data infrastructure; to serve as a connector between population health collectives; to engage in efforts to advocate and drive change with elected officials, board of supervisors, etc.; to sustain grant funded programs and strategies by serving as the accountability agency and ensuring that strategies developed by the population collectives are implemented, and any support needed with implementation (including advocacy) is provided by the agency. The Collective seeks to create accountability structures for the proposed systems level changes– both at the initiative level, with the Orange County Health Care Agency as the accountable agency, and at the grassroots level through the collectives. These structures can establish outcome and process measures related to advancing equity, and not just measurement of success toward a grant funded program. Most importantly, these structures will hold the initiative and the individual collectives accountable to community needs, part of this is through inclusion of community and co-designing processes.

Work With Other Population Collectives to Build Solidarity for the Long Term

The Latinx Population Health Collective would like to be more intentional moving into year two, in working with the other collectives. Our collective would like to find opportunities to meet with the other collectives to share trends and themes from the Health Equity Plan development—and identify population collective level strategies to improve health equity.

Sustainability and Support of Long-Term Work

The Latinx Population Health Equity Collective recognizes the crucial role in addressing sustainability and identifying ways to sustain long-term work towards achieving health equity. By bringing together diverse stakeholders, the Collective fosters collaboration and collective action. It serves as a platform for shared learning, resource sharing, and strategic planning to address root causes of health disparities and promote sustainable solutions. The Collective ensures the long-term sustainability of its work through various strategies, including fund development and resource mobilization. As a Collective, we have thought about putting in place a Fund Development Working group, that looks at opportunities to establish partnerships with funding agencies, philanthropic organizations, and government entities to secure financial support to address the strategies outlined in this plan. Additionally the Collective prioritizes capacity building and knowledge sharing among its members, fostering a culture of learning and continuous improvement.

To ensure sustainability in our continued work, we will focus on several key aspects. First we will continue to deepen our partnerships and collaborations with existing collective members, and any new organizations to create a shared vision and collective responsibility. This collaborative approach will facilitate ongoing engagement, resource sharing, and knowledge exchange. Second, we will prioritize community empowerment by actively involving community members in decision making processes, ensuring their voices are heard and their needs addressed. This approach will allow us to build sustainability by fostering local leadership and a sense of community ownership over interventions. Third, we will develop a comprehensive sustainability plan for the strategies outlined above. This sustainability plan will also include strategies for securing funding from various sources as outlined above. By diversifying funding streams, we hope to reduce reliance on a single source and ensure financial stability. We will find ways to incorporate evaluation and monitoring, allowing for adaptive strategies and continuous refinement of interventions. And lastly a major area of sustainability is deepen our partnership with the Orange County Health Care Agency, as well as the Elected Officials and Board of Supervisors, to ensure when our community shares we are not meeting their needs, we can hold key stakeholders accountable to the interventions we deploy to address the strategies outlined in this plan.