



Racial Equity **Action Plan**

Introduction

Our History and Accountability

Fenway Health was founded in 1971 as a health care resource for the LGBTQIA+ community. From the beginning, it was envisioned as an organization where people with diverse voices, perspectives, and needs could present as their authentic selves to receive LGBTQIA+-centered health care services. Motivated by the belief that healthcare is a right, not a privilege, politically active area residents and politicians opened a one-day-a-week drop-in center in the basement of a building owned by the Christian Science Church. The center was staffed by volunteer medical students dedicated to serving the diverse Fenway neighborhood—a neighborhood that included many seniors, gays, low-income residents, and students. Reflecting this mission, the founders named it [Fenway Community Health Center](#).

Over the last fifty years, Fenway Health has matured into a leading provider of LGBTQIA+ primary health care, HIV and other public health services, research, advocacy, and training, serving tens of thousands of people locally and advancing the field of what we know and how we care for LGBTQIA+ people globally every year. Fenway Health strives to be a place where everyone feels represented and that they belong, inclu-

sive of their race, sex, sexual orientation, gender identity, gender expression, age, national origin, religion, disability, marital or veteran status, and class identity.

Fenway Health has long aspired to be a conduit for marginalized voices in our community, and has often operated from an assumption that everyone has access to Fenway Health care and services and feels like they belong when doing so. We want to acknowledge explicitly that we understand this is not the case. As the organization grew over time, it drew upon existing economic, educational, and socio-political systems that center cis-gender white people as the norm and BIPOC people as “other.” This has fostered conditions for patients, staff, and members of the community that can and do feel unwelcoming to BIPOC individuals and those with intersectional identities. Our complicity in perpetuating and reinforcing racial inequities in our operations, culture, services, and care means we are failing to meet our obligations to our community and failing to deliver fully on our mission.

Simply put we should, must, and will do better.

Our Commitment

We are committed to becoming an antiracist organization by working to overcome the disparities and inequities that exist in the services we provide, the people we reach, the workplace culture we foster, and the outcomes we achieve. This is the defining work of our time, and essential to our long-term relevance and impact.

In order to truly become a place where everyone feels they belong and has equitable access to the programs, services and opportunities that are at the heart of what Fenway Health is about, we must intentionally shift to a proactive, equity-centered approach to how we are structured, how we deliver care and services, how we engage with the broader community, and how we support our team. **Fenway Health is committed to doing what it takes throughout the organization to become an antiracist organization.** We envision a future

in which we will have full participation and shared power with diverse racial, cultural and economic groups in determining all aspects of our work.

Although the Racial Equity Action Plan centers race explicitly, we are not focusing on it exclusively. We understand that many people hold multiple marginalized identities, and we strive for an intersectional approach in our equity work. We also know that structural racism and white supremacy will not be easily or quickly dismantled, and we are committed to continual progress toward an organization that models the society in which we want to live, work, and receive care. This transformative process will be ongoing.

Our Process

Many individuals from both within and outside Fenway Health had named and identified a number of race, gender and class based challenges that BIPOC patients, clients, and staff experienced in their interactions at Fenway Health, and they made efforts over the years to name the damage and harm that they had experienced; and to urge the organization towards making change, that included a racial equity frame. The Racial Justice and Equity Collaborative, which was founded in 2017 by a group of employees from throughout the organization, has played an instrumental role in both lifting up and centering race equity as a priority at Fenway Health, and since the Collaborative's inception has been urging the organization to make a commitment to action.

In the fall of 2020, Fenway Health's Chief Executive Officer established a Racial Equity Action Team to design an ambitious, specific, achievable Racial Equity Action Plan for Fenway Health that will serve as a blueprint for our efforts to become an antiracist organization. The team was comprised of individuals from throughout the Fenway Health organization who represent a diversity of:

- Race, ethnicity, gender identity, sexual orientation, ability status, age, and other important characteristics;
- Tenure in the organization;
- Role (e.g., board, leadership, frontline staff);
- Department, function, and location of work; and
- Emerging and experienced leadership, including those who have a role that does not typically afford them an opportunity to have a voice in organizational change.

Our Team

Gery Armsby, Medical Education Coordinator

Juliana Blodgett, High Acuity Case Manager

Amika Brewster, Director of Client Services

Jesse Najaro Cermeno, Research Assistant

Steph DeNormand, Trans Health Project Manager

Lauren Doty, Major Gifts Officer, Development

Katharine Sloss-Hartman, Prevention Case Manager/
Youth on Fire

Ellen LaPointe, Chief Executive Officer

Alyvia Norris, Getting to Zero Coordinator

Bianca Robinson, Board member

The Rev. Amy Whitcomb Slemmer, Chief Compliance Officer

Yahaira Bautista, Manager of Supportive Services

Adrianna Boulton, Manager, Community Engagement

Nandini Choudhury, Women's Health Coordinator

David Davis, Board member

Danielle Depeza, Lead Medical Assistant

Harold du Four-Anderson, Board member

Tfawa Haynes, Coordinator of Group Psychotherapy Services

Meghan McGrath, BH Specialist/BH Training Coord.

Supraja Rajagopalan, OB/GYN

Carl Sciortino, EVP of External Relations

We retained Gary Bailey, MSW, ACSW a widely respected community leader with expertise in organizational development, equity, and group management, to facilitate group meetings and support our process.

The team met as a body seven times between October and May and also convened in smaller groups during that time to work on components of the plan. We utilized Brave Space Principles (Appendix 3) in our meetings to encourage candor, engagement, and respect. We ended each meeting with an invitation to the group to provide feedback on how we might improve our work together and incorporated that guidance into our planning of future meetings.

The team participated in a training with the organization Equity in the Center and reviewed their framework. The group ultimately decided to use the framework as a starting point, but not a script, in the development of this plan. The definitions of key terms and definitions in the framework were reviewed, discussed, and adapted, a crucial first step as we begin to build a common understanding of important concepts within the organization (Appendix 2).

We were guided by several key principles throughout the process:

- Balancing a strong sense of **urgency** with our need to act **thoughtfully** and make intentional, effective, and sustainable changes in our complex organization
- Seeking opportunities for **short- medium-, and long-term change** as we cultivate a culture of equity and belonging.
- Assuming **good faith** in one another and engage in respectful, constructive dialogue, and **welcoming difficult conversations** as essential to our progress and growth.
- Listening to and **centering BIPOC voices** and the perspectives of the people who have been impacted the most in defining the specific outcomes we seek.
- Ensuring that people **throughout our community are engaged** in developing solutions.
- Setting **ambitious, measurable, and achievable goals and timelines**.
- Establishing **benchmarks that can be counted/seen/felt** to hold ourselves and each other accountable.
- Practicing **transparency** in reporting our progress and setbacks as we go.

The Fenway Health Board of Directors informed the development of its own goals, and a draft of the plan was shared with the Black Boston COVID-19 Coalition for community input in April. The board affirmed and adopted the plan and incorporated it as the lead strategic priority of the Fenway Health 2021-2025 Strategic Plan, which was approved in June of 2021. The Board also revised our mission statement, making our commitment to centering BIPOC individuals explicit, and developed a set of core values to guide the organization going forward (Appendix 1)

The Plan

The Racial Equity Action Plan consists of eight sections, designed to ensure we are addressing equity in all facets of our organization, how we do our work, and the impact we seek to make internally and externally:

- 1 Build a Diverse Board of Directors Committed to Antiracism
- 2 Establish a Diverse Team of Senior Leaders that Advances Racial Equity
- 3 Equip our Managers and Supervisors to Lead Equitably
- 4 Recruit, Hire, Retain, and Advance a Diverse, Talented Team
- 5 Engage Deeply Within the Communities We Serve
- 6 Cultivate a Rich Learning Environment
- 7 Track and Leverage Data to Improve Ourselves and Our Impact
- 8 Foster a Culture of Belonging

Each section contains multiple goals specific to that area of the organization, and breaks down into time periods of 1-12 months, 18-30 months, and 36-60 months. Success and measures of progress are defined with specificity to allow for effective evaluation of progress over time and leads are assigned to ensure accountability.

Build a Diverse Board of Directors Committed to Antiracism

GOAL: Redesign policies and practices at the Board level to support equity and belonging on the Board

GOAL: Invest dedicated time and resources necessary to ensure that the Board has significant BIPOC representation and is comprised of people with a range of backgrounds and lived experience

GOAL: Hold Fenway Health fully accountable to establish and live into antiracist policies and practices

Strategies/Actions	Defining Success	Incremental Progress Measures	Lead
1-12 months			
Review policies and practices with a racial equity lens to ensure inclusivity	There is a shared understanding and agreement among Board members about key concepts, definitions, and best practices, and they are reflected in policies and practices of the board.	Work with EVP for Racial Equity & Social Justice to ensure all policies have been reviewed and updated and develop on-going review process. Establish ongoing checklist and ensure compliance based on policy review cycle (e.g., annual, triannual, biannual).	Board Officers and Committee Chairs
Engage tools that acknowledge/ manage power dynamics and bias that impact decision-making	Board members are able to engage with awareness, capacity, and commitment to reduce bias and effectively navigate power dynamics	<ul style="list-style-type: none"> Engage EVP RESJ and other experts to select tools with which to work. Engage board members in trainings with these tools. Establish specific goals to redesign board and board committee agendas in alignment with selected tools. 	Board Officers
Incorporate Brave Space Principles (BSP) and other shared agreements and practices into discussions and decision making to encourage and support differing viewpoints.	<ul style="list-style-type: none"> BSP are explicitly invoked and practiced in all board and board committee meetings Incorporate BSP orientation into new board member onboarding. Board will establish a shared language and understanding of key racial equity concepts Board will establish racial equity best practices Board decisions are informed by the diverse perspectives of all board members and reflect a balancing of differing viewpoints Board members report feeling respected and heard Board members from under-represented groups feel their contributions create impact and are engaged in board duties. Board members can demonstrate an understanding of organizational approaches, challenges, and progress towards fulfilling the REAP goals Board members are meeting their individual and group REAP annual goals Board will explore the concepts of insider/outsider dynamics and social identities in order to build empathy and establish belonging. 	<ul style="list-style-type: none"> Board members are expected and able to demonstrate fluency with and capacity to apply Brave Space Principles during board discussions. Board meetings and committees utilize Brave Space Principles to shape discussion. Update Board orientation to include BSP training. Board members are routinely acknowledging their privilege, taking risks, and owning the impacts of their words. Establish a process/mechanism to ensure individual board members and the board as a whole devote time and resources to achieving board <i>specific</i> REAP goals. Board members engage in dialogue that welcomes respectful challenge. Biannual or annual survey results support progress. 	Board Officers and Committee Chairs

1-12 months (continued)

Evaluate board membership requirements to eliminate systemic racial inequities Establish greater BIPOC representation on the Board, and within Board leadership positions to build a culture of belonging	Revised board position description and recruitment materials that welcome and invite full inclusion and belonging of BIPOC individuals	Review and update board position description and recruitment materials that eliminates language that perpetuates systemic inequities.	Governance Committee
Recruit and retain BIPOC board members and ensure there are a range of backgrounds, expertise, and lived experience serving on the board and in the pool of active candidates	<ul style="list-style-type: none"> At least 30 percent of current board members identify as BIPOC At least 80 percent of current BIPOC members opt to renew their terms 	<ul style="list-style-type: none"> Cultivate authentic relationships with BIPOC community leaders and organizations; partner with them to publicize the opportunity for FH board service. Identify specific expertise to be prioritized in the candidate pool annually. Establish a 2-year mentorship program designed to help improve retention. Develop mentorship program with the Young Leaders Council to cultivate Board candidates. 	<ul style="list-style-type: none"> Governance Committee EVP External Relations
Ensure that the organization is fulfilling the goals of the Racial Equity Action Plan (REAP)	Ensure CEO and Leadership Team are meeting racial equity metrics established during their annual review process	Develop a dashboard to track <i>organizational</i> progress toward achieving REAP goals.	Board Officers, Compensation Committee
Ensure alignment of our strategic plan and our Racial Equity Action Plan (REAP)	Fenway Health's 5-year strategic priorities, goals, and actions integrate REAP goals	<ul style="list-style-type: none"> Incorporate the Racial Equity Action Plan as a key priority in the organization's 5-year strategic plan. Ensure strategic plan dashboards explicitly track REAP milestones. 	Board Officers, Strategic Planning Committee
Ensure that adequate financial resources are invested to enable us to meet our Racial Equity Action Plan (REAP)	Resources are not a barrier to success in our work to build racial equity at Fenway Health.	<ul style="list-style-type: none"> Informed by staff and community input, senior leadership identifies financial and human resources needed to fully fund our racial equity efforts in a given budget year. Finance Committee receives annual report highlighting expenditures and investments to support REAP goals. 	Finance Committee

18-30 months			
Establish, measure, and report annual benchmarks for BIPOC Board representation	The board is meeting its goals and provides an update during annual public meeting	<ul style="list-style-type: none"> • Develop annual benchmarks and a mechanism to track our progress towards meeting them. • Develop a mechanism to communicate our progress with the community. 	Governance Committee
Recruit/retain BIPOC board members and ensure there are a range of backgrounds, expertise, and lived experiences serving on the Board	<ul style="list-style-type: none"> • Board will develop a scorecard and/or criteria that ensures the equitable evaluation of candidates. • Board members interviewing potential candidates will undergo bias interrupter training. • At least 40 percent of current board members identify as BIPOC • At least 80 percent of current BIPOC members opt to renew their terms • 70 percent of BIPOC members serve for a minimum of (2) 2-year terms 	Expand relationships with BIPOC community leaders and organizations; partner with them to publicize the opportunity for FH board service.	<ul style="list-style-type: none"> • Governance Committee; • EVP External Relations
Hold the CEO accountable to cultivate antiracist culture and practice throughout the organization	CEO demonstrates progress towards achieving the REAP goals to the Board	Incorporate specific measures of progress towards achievement of the REAP goals into CEO annual performance review.	Board Officers, Compensation Committee
36-60 months			
Recruit/retain BIPOC board members and ensure there are a range of backgrounds, expertise, and lived experience serving on the board and in board leadership	<ul style="list-style-type: none"> • At least 50 percent of current board members identify as BIPOC • At least 80 percent of current BIPOC members opt to renew their terms • At least 50 percent of board leadership positions held by directors who identify as BIPOC. • Establish a defined succession plan for board leadership positions 	<ul style="list-style-type: none"> • Engage BIPOC community leaders and organizations to create pathways to board service. • Incorporate BIPOC representation goals in Board succession planning for leadership roles so that individuals with varied lived experiences are represented. • Invest in education and mentorship to address gaps in skills needed for leadership appointments • Inform all directors when leadership positions open. 	<ul style="list-style-type: none"> • Governance Committee; • EVP External Relations
Explore and embed shared decision-making model(s) to further advance our REAP goals	<ul style="list-style-type: none"> • Board governance practices incorporate community voices • Racial equity implications are explicitly considered in all board decisions 	<ul style="list-style-type: none"> • Identify models and best practices. • Assess/determine what changes we wish to incorporate into our governance framework. • Review and modify by-laws as needed. • Develop mechanisms for community engagement. 	Governance Committee

Establish a Diverse Team of Senior Leaders that Advances Racial Equity

GOAL: Redesign and develop policies and practices at the senior leadership level to support equity and belonging

GOAL: Invest dedicated time and resources necessary to ensure that the senior leadership team has significant BIPOC representation and comprised of people with a range of backgrounds and lived experience

GOAL: Develop a strategy and plan to build and sustain an antiracist organization

GOAL: Develop senior leadership competency to lead an antiracist organization

Strategies/Actions	Defining Success	Incremental Progress Measures	Lead
1-12 months			
Incorporate Brave Space Principles and other shared agreements and practices into discussions and decision making to encourage and support differing viewpoints.	<ul style="list-style-type: none"> Leaders' decisions are informed by the diverse perspectives represented in the group and reflect a balance of differing viewpoints. Leadership group members report feeling seen and heard Leaders are able to engage with awareness, capacity, and commitment to reduce individual, interpersonal, and policy- level bias 	<ul style="list-style-type: none"> Quarterly reminders of Brave Space Principles embedded in Leadership Committee gatherings Leaders train key managers in Brave Space Principles and check in at performance evaluation intervals to assess impact 	Chief of Staff
Incorporate equity-centered hiring best practices to recruit new leadership team members	Candidate pools reflect diverse backgrounds and lived experiences	<ul style="list-style-type: none"> Begin gathering data about race disparities in the population we serve and communities from which we recruit Job descriptions take lived experience into account and remove unnecessary barriers to achieving senior leader status Recruiting reflects best practices and is informed by qualified, racial equity proficient professionals HR updates search tactics to reach beyond current audiences and seeks to develop relationships with traditionally overlooked community organizations and institutions to expand applicant pool 	Chief Human Resources Officer
<p>Establish a Racial Equity Action Team to develop a Racial Equity Action Plan</p> <p>Establish a Health Equity Task Force to identify inequities in the health outcomes of our patients and clients and develop strategies to overcome them</p>	<ul style="list-style-type: none"> Members of each team are champions for Racial Equity Action Plan and noted leaders in promoting anti-racism culture Fenway's health disparity and outcome data improves significantly as being independent of race or identity 	<ul style="list-style-type: none"> REAT and HETF work and strategic recommendations are shared and adopted across sectors of FH REAT and HETF members utilize meetings to discuss race, equity, inclusion and practical challenges REAT and HETF members can articulate their personal growth edges for racial equity work and leadership REAT and HETF are invited to provide private individual and group feedback about progress toward building an antiracist organization 	<ul style="list-style-type: none"> CEO Chief of Staff

1-12 months (continued)

Review all existing policies and practices to identify gaps or areas to incorporate diversity, equity and inclusion values	Gap analysis roadmap document with timeline for updating and improving deficient policies and procedures	<ul style="list-style-type: none"> • P&C Committee will review policy gap analysis and establish a timeframe to conduct said review • Large gaps are highlighted as learning opportunities for leadership committee and addressed in collaboration with stakeholders at all levels • Policy gap analyses are conducted on a regular [bi- annual basis] • Strategic policy updates are communicated to Fenway at large as concrete examples of undoing systemic racism and an entrenched dominant culture 	Chief Compliance Officer
--	--	--	--------------------------

18-30 months

Engage actively to fulfill the goals of the Racial Equity Action Plan	Leaders can comfortably explain the REAP goals and highlight their relationship and responsibility for its success	<ul style="list-style-type: none"> • Resources invested in continuing training for senior leaders, REAT and HETF members to enhance skills and literacy in this work • Measures of Action Plan progress are identified and socialized with REAT and HETF members • Goal implementation is reflected in annual performance goals and evaluations 	EVP Racial Equity & Social Justice
Ensure significant BIPOC representation in leadership roles throughout the organization	Leadership ranks hold a critical mass of BIPOC people who achieve tenure and influence	<ul style="list-style-type: none"> • BIPOC leaders are connected to mentors inside or outside Fenway with time allotted for mentoring and professional development • BIPOC leaders feel respected, heard, and supported 	Chief Human Resources Officer
Create opportunities and expectations for personal learning about antiracism	Leaders eagerly and independently seek out opportunities to enhance their depth of racial equity and antiracism knowledge and comfort level	<ul style="list-style-type: none"> • Strategic policy updates are manifestations of undoing systemic racism and entrenched dominant culture • Skills building programs are culturally responsive and explicit about race, racism, and race equity 	Chief Human Resources Officer
Create regular opportunities to discuss racism, equity and inclusion and its impact on health care delivery	Leaders participate in peer-based conversations about racism and equity, looking forward to the opportunities to support each other as they become a strong and integrated team	<ul style="list-style-type: none"> • Racism discussions are agenda driven generated by leaders and facilitated by racial equity experts • Time is set aside for these conversations that are less structured than courses or skills building sessions. Success requires employing Brave Space skills. • Conversations about racism, equity, and inclusion are prioritized and held on a consistent basis 	EVP Racial Equity & Social Justice

36-60 months

Engage actively to fulfill the goals of the Racial Equity Action Plan	Staff, stakeholders, and leaders are skilled at talking about race, racism, and their implications for health care, public health and beyond	<ul style="list-style-type: none"> Evaluate progress to plan and recalculate as needed Communicate progress on plan to the larger organization on a consistent basis Report on Plan outcomes vis a vis patient and client experience and outcomes 	<ul style="list-style-type: none"> EVP Racial Equity & Social Justice Chief Compliance Officer
Develop capacity, opportunity, and commitment to speak about race, dominant culture, and structural racism	<ul style="list-style-type: none"> Fenway leaders are nationally sought out speakers about the benefits for care outcomes when centering equity and inclusion CEO delivers annual presentation on the state of race, diversity and inclusion at Fenway and beyond 	<ul style="list-style-type: none"> Annual training and competency assessment for leaders includes public speaking module with latest research and Fenway experience as anti-racist organization Annual Fenway symposium begins as national platform to highlight work of identifying and dismantling structural racism 	<ul style="list-style-type: none"> Chief Human Resources Officer CEO ED of The Fenway Institute
Identify organizational power differentials. Explore and use alternative leadership models whenever possible	Senior leaders are fluent in describing Fenway's power dynamic and well versed in the story of power transformation of the previous 3-5 years	<ul style="list-style-type: none"> Power map created with levers of influence and decision-making power spelled out and communicated Piloting of shared decision making and collaborative leadership approaches and eventual adoption of shared decision-making practice 	EVP Racial Equity & Social Justice

Equip our Managers and Supervisors to Lead Equitably

GOAL: Ensure that managers and supervisors have the knowledge, skills, resources and mandate to equitably manage teams and individuals

Strategies/Actions	Defining Success	Incremental Progress Measures	Lead
1-12 months			
Incorporate Brave Space Principles and other shared agreements and practices to encourage and value differing viewpoints in discussions and decision making	<ul style="list-style-type: none"> • Managers' and supervisors' decisions are informed by the diverse perspectives represented in the group. Decisions are made transparently and promote equity. • BIPOC staff report feeling respected and heard • Managers and supervisors are able to engage with awareness, capacity, and commitment to reduce individual, interpersonal, and policy-level bias and effectively navigate power dynamics 	<ul style="list-style-type: none"> • Managers and supervisors are expected and able to demonstrate fluency with and capacity to apply Brave Space Principles during team discussions • Managers and supervisors utilize Brave Space Principles to shape discussion • Managers and supervisors routinely acknowledging their power, taking risks, and owning the impacts of their words. • Managers and supervisors engage in dialogue that welcomes respectful challenge • Staff are informed about the training and education managers and supervisors will receive and are able to provide input on the application of these principles 	EVP Racial Equity & Social Justice
Engage actively to fulfill the goals of the Racial Equity Action Plan	Managers and supervisors are well versed and can comfortably explain the REAP goals, and highlight their team's relationship to it and responsibility for its success	<ul style="list-style-type: none"> • Significant investment of resources for training and to enhance skills and literacy for this work with leaders and supervisors • Annual evaluation provided for managers and supervisors by their supervisors, direct reports and teams (360 review) to assess their progress toward REAP goals • Measures of Action Plan progress are identified and discussed with REAT and HETF members • Goal implementation is reflected in annual performance goals and evaluations. Clear pathways of accountability are established for when goals are not being met. 	Chief Human Resources Officer

1-12 months (continued)

Develop focused trainings for managers and supervisors that address Building the Best Workplace Culture, recognizing and interrupting conscious and unconscious bias, recognizing and intervening when microaggressions take place, and providing candid, constructive, mutual feedback, having – and supporting – difficult conversations, and supporting staff professional development	Managers and Supervisors actualize the culture described in the building the Best Workplace Culture document. Teams are comfortable identifying, articulating the harm caused by unconscious bias and are able to describe and effectively address microaggressions and their impact on preventing Fenway from being the best workplace	<ul style="list-style-type: none"> Managers and supervisors participate in and support their direct reports in peer- based conversations about racism and equity, looking forward to the opportunities to support each other as they become interdependent, integrated teams actively working on centering racial equity in their work Identify best practices to support difficult conversations – i.e., applying Brave Space concepts at the individual level Trainings are designed and/or vetted by people with content expertise related to our patient/ staff populations, anti-racism, intersectionality, and trauma-informed practices 	Chief Human Resources Officer
Participation in racial equity trainings required as an important step toward creating a common language around our racial equity challenges and goals, utilizing both theory and practice	Each manager and supervisor has racial equity training and impact assessment included in their annual workplan	<ul style="list-style-type: none"> Develop and share definitions of what important terms mean to us Racial equity trainings led by BIPOC facilitators incorporate snapshot of the status quo as well as vision for Fenway's healthy and inclusive future (including recognition that an equitable future requires continuous assessments and adjustments, and this work cannot ever be complete) Racial equity trainings are strategically segmented for subsets of supervisors and managers for maximum impact, and include specific skills-building to support staff supervision using principles of anti-racism, equity, and intersectionality Racial equity trainings are offered frequently and conveniently with a certain number of hours required for each employee based on role and responsibility. All staff are paid for attendance and participation in racial equity trainings, and should be able to complete this training during working hours with adjustments made to expectations of productivity and other job expectations. Racial equity trainings come from an explicitly anti- racist, intersectional, trauma-informed perspective and are reassessed minimum yearly with opportunities for feedback by all attendees/participants 	<ul style="list-style-type: none"> EVP Racial Equity & Social Justice Chief Human Resources Officer

1-12 months (continued)

Develop competencies to effectively address issues about race equity with staff	Fenway's managers and supervisors lead their teams with racial equity	<ul style="list-style-type: none"> • Clear expectations and descriptions of what constitutes race equity within Fenway are distributed to all staff, with additional expectations for supervisors • Training provided that raises awareness of current state of race equity within Fenway teams • Training provided that addresses expectations and techniques for continuous improvement of current racial equity work • Peer to peer learning opportunities offered to managers and supervisors to discuss race equity 	Chief Human Resources Officer
---	---	--	-------------------------------

18-30 months

Continue to assess training opportunities to address the diverse needs of the organization, working with individual managers and supervisors to ensure individual managers and supervisors use a race equity team management approach	Racial equity implications are explicitly considered in all staff decisions	<ul style="list-style-type: none"> • Racial equity coaches and mentors are assigned to managers and supervisors • Shared language and vocabulary lists are reinforced as required building blocks for our anti-racist organization 	<ul style="list-style-type: none"> • Chief Human Resources Officer • EVP Racial Equity & Social Justice
Work with teams and departments to connect them to relevant and responsive race equity focused training(s)	Each management team devotes reserved time for race equity training and practical application workshops	<ul style="list-style-type: none"> • Racial equity trainings incorporate snapshot of progress in this work as well as vision for Fenway's healthy and inclusive future • Racial equity trainings are strategically segmented for subsets of supervisors and managers for maximum impact • Racial equity trainings are offered frequently and conveniently with a certain number of hours required for each employee based on role and responsibility 	<ul style="list-style-type: none"> • Chief Human Resources Officer • EVP Racial Equity & Social Justice

18-30 months (continued)

All new hires will participate in an immersive race equity training led by BIPOC facilitators that builds on the center's work	Each management team devotes reserved time for race equity training and practical application workshops	<ul style="list-style-type: none"> All new staff hires will be trained in race equity practices Resources and time will be invested to evaluate and improve the depth and quality of all new hire and annual staff training for relevance, practical application and engagement, with a specific focus on training that addresses diversity, intersectionality, equity, and anti-racism. Trainings that do not adequately address the state of race equity at Fenway or to take into account the level of knowledge of our staff will be modified or replaced with more rigorous and suitable trainings. Facilitators for race equity training will be determined based on merit, not exclusively identity or proximity to Fenway 	Chief Human Resources Officer
Supervisors and managers are required to work with a coach on a quarterly basis to build their skills for inclusively managing diverse teams.	Supervisors and managers demonstrate an understanding of organizational approaches, challenges, and progress towards fulfilling the REAP goals	<ul style="list-style-type: none"> Clients/Staff report feeling respected and heard. Focus on REAP Goals are a key driver in program management and improved staff climate 	<ul style="list-style-type: none"> Chief Human Resources Officer EVP Racial Equity & Social Justice

36-60 months

To complement our racial equity work, managers and supervisors will be trained to understand and utilize a restorative justice approach to address interpersonal and organizational conflict within Fenway, as well as offer spaces of healing, accountability, and a forward vision.	BIPOC staff report feeling respected and heard	<ul style="list-style-type: none"> Racial equity coaches and mentors skilled in a restorative justice model are assigned to work with managers and supervisors on a consistent basis. HR policies and patient and client discharge policies are iteratively reviewed and updated with Restorative Justice expectations and approaches Board of Directors, Executives, Managers, and Supervisors are trained in Restorative Justice principles and are comfortable applying them 	EVP Racial Equity & Social Justice
Continue active engagement in the fulfillment of the goals of the Racial Equity Action Plan	Members of each team are champions for Racial Equity Action Plan	<ul style="list-style-type: none"> Managers and supervisors are actively engaged in promoting an anti-racist culture at Fenway for clients and staff by carrying out the Racial Equity Action Plan and adopting a race equity perspective in their decision making Managers and supervisors are evaluated on their commitment and engagement in promoting an antiracist/m culture 	<ul style="list-style-type: none"> Senior Leadership Managers Supervisors

36-60 months (continued)

Continue to demonstrate willingness and capacity to recognize and tackle systemic inequities that impact staff, patient, client and community experience	BIPOC client and staff satisfaction with Fenway improves significantly as being independent of race or identity	<ul style="list-style-type: none"> • BIPOC client and staff satisfaction with Fenway improves significantly in relationship to their experience of the organization • Clients and staff feel that they can trust their managers/supervisor to make decisions based on race equity principles 	<ul style="list-style-type: none"> • Managers • Staff • EVP Racial Equity & Social Justice
Develop a training/ workshop for all staff that supports shared understanding and skill-building around recognizing and working effectively in relationships in which there are power differentials	Managers and Supervisors are able to address Fenway's power dynamic and are effective in a power transformation utilizing an antiracist approach and focus.	<ul style="list-style-type: none"> • Supervisors and managers are fluent in describing Fenway's power dynamic and are effective in disrupting the cycle as it negatively impacts service delivery and staff development • Staff gatherings embody principles of equity and full engagement 	EVP Racial Equity & Social Justice

Recruit, Hire, Retain, and Advance a Diverse, Talented Team

GOAL: Establish equitable recruitment and hiring practices designed to attract candidate pools that are racially diverse and comprised of people with a range of backgrounds and lived experience

GOAL: Increase BIPOC staff retention rates

GOAL: Establish professional development programs that give BIPOC staff equitable opportunities to advance into leadership roles

Strategies/Actions	Defining Success	Incremental Progress Measures	Lead
1-12 months			
Establish a position classification and total compensation system that is transparent, consistent, equitable, and competitive	Staff across the organization will be able to understand how compensation levels are established and trust that pay is equitable and competitive	<ul style="list-style-type: none"> Quatt Associates completes its analysis and make recommendations Recommendations are reviewed by Executive Committee in order to develop implementation steps 	Chief Human Resources Officer
Disaggregate internal staffing data to identify areas where racial disparities exist	There will be a clear understanding of the racial makeup of staffing at all levels of the organization, and of inequities in BIPOC staff hiring, retention, engagement, disciplinary actions, and terminations	<ul style="list-style-type: none"> HR presents disaggregated staffing data Director of QI disaggregates Press Ganey data Both sets of disaggregation reviewed by Leadership Committee and reported broadly to staff 	<ul style="list-style-type: none"> Chief Human Resources Officer Director QI
Incorporate language about diversity, equity, and belonging into all position descriptions and announcements	Every hiring manager and person applying for employment will understand that centering racial equity in everything we do is an essential job qualification	<ul style="list-style-type: none"> HR develops language for job descriptions and announcements consistent with best practices All new job descriptions and postings incorporate new language Annual performance reviews process includes instructions for supervisors on amending existing job descriptions 	Chief Human Resources Officer
Ensure racial, ethnic, gender identity, and position diversity on all hiring panels	The hiring process will ensure diverse perspectives are in a position to assess candidate qualifications and commitment to diversity, equity, and inclusion	<ul style="list-style-type: none"> HR develops guidelines on the creation and composition of hiring panels to all hiring managers/supervisors HR assesses need for training on these guidelines 	Chief Human Resources Officer
Include questions about competency in race equity and gender diversity language, frameworks, concepts, and commitment in job interviews	Hiring managers will have the mandate, and the tools, to ensure candidates are assessed for their commitment to racial equity and their competency to center it in their role and work	<ul style="list-style-type: none"> HR develops guidelines for appropriate questions and distributes to all hiring managers/supervisors HR provides optional, recorded training on these guidelines and assesses the need for additional, potentially mandatory training on an ongoing basis 	Chief Human Resources Officer

1-12 months (continued)

Develop an antiracist onboarding plan for all staff, including unconscious bias training, orientation to our race equity commitments and resources, and introduction to Building the Best Workplace Culture and Brave Space Principles	All employees will have opportunities to understand their own unconscious bias, how their role supports the implementation of the REAP, and be familiar with our cultural expectations in centering racial equity	<ul style="list-style-type: none"> • Every staff member participates in unconscious bias training • Racial Equity Action Plan rolled out publicly to staff for public accountability to goals and timelines • Broad cross-section of staff selected collaboratively with YW Boston to participate in the YW's UncoverBoston racial equity training program • HR develops guidelines for onboarding new staff, incorporating Building the Best Workplace Culture and Brave Spaces Principles 	Chief Human Resources Officer
--	---	---	-------------------------------

18-30 months

Create equitable and transparent pathways for professional advancement	Staff will be able to know how they can grow in their career and be equitably afforded opportunities for advancement	Assessment done of advancement pathways to develop opportunities for improvements	Chief Human Resources Officer
Establish a professional development program that is tailored to each individual staff member	Staff in all departments will have equitable resources to help them define and achieve their professional development goals	<ul style="list-style-type: none"> • Professional development goals included in annual reviews • Staff are provided clear guidance on ways Fenway can support professional development 	Chief Human Resources Officer
Audit and revise our human resources policies and procedures to ensure equity	Our employee handbook will transparently reflect racial- equity centered policies and practices	<ul style="list-style-type: none"> • Audit conducted of employee handbook with the goal of assessing racial equity impacts of policies and procedures • Audit of employee handbook scheduled for recurring review with a specific focus on racial equity content and work as expectations for employees evolve 	Chief Human Resources Officer
Monitor pay equity across race, ethnicity, and gender identity; make retroactive adjustments to eliminate inequities	Employees will be compensated fairly, competitively, and equitably	Process developed for regular review of disaggregated payroll data and for making adjustments where inequities identified	Chief Human Resources Officer
Establish shared agreements about how staff are recognized for mission-critical contributions	Each staff member is recognized for their contributions in a way that reflects their preferred recognition method	<ul style="list-style-type: none"> • During on-boarding staff members are asked about their preferred recognition method • Supervisors check in with team members about their preferred recognition methods and apply the employees' preferences 	Chief Human Resources Officer
Increase professional opportunities for BIPOC practitioners, health care providers via paid internships	Fenway will have created a pipeline to cultivate, train, and hire BIPOC staff	Paid internship program developed with a focus on recruitment of BIPOC participants	Chief Human Resources Officer

36-60 months			
Establish, measure, and report annual hiring, retention, professional and advancement goals by race, ethnicity, and gender identity in all areas and at all levels of the organization	The workforce will be meaningfully and transparently more diverse at all levels of the organization and maintain or improve BIPOC staff engagement and retention	Annual disaggregation of employment data included in annual report	Chief Human Resources Officer
Establish family leave policies that support gender/parental equity	Staff will have the time and resources to care for and attend to their family needs	Assessment done of family leave policies	Chief Human Resources Officer

Engage Deeply Within the Communities We Serve

GOAL: Increase the accessibility of our care, services, research, education and training programs, and advocacy through equity centered content, improved language accessibility, and BIPOC community investment and partnership

GOAL: Engage BIPOC community partners and voices collaboratively to learn and build capacity, solve problems and achieve our mission

GOAL: Cultivate a donor engagement strategy that is antiracist, lifts up & engages diverse communities, and provides resources to support BIPOC-focused work

Strategies/Actions	Defining Success	Incremental Progress Measures	Lead
1-12 months			
Acknowledge that white dominant culture is embedded and woven through every aspect of this country's perspectives, systems and structures and that we are committed to changing that and centering racial equity to better serve the people in our communities	BIPOC staff, patients, and communities will know that Fenway Health has acknowledged the impact that white dominant culture has on people's ability to be served and committed to centering racial equity, taking meaningful steps towards our goal of better serving the people in our communities	Development of communications plan for the release of the REAP, including: <ul style="list-style-type: none"> • Clear statement on white dominant culture and racism • SMART goals toward reaching all the communities that we serve 	VP of Communications
Acknowledge where and how white dominant culture shows up at Fenway Health, and how white dominant culture perpetuates intersectional inequities	BIPOC staff, patients, and communities will know that Fenway Health has acknowledged that white dominant culture shows up in its care, services, research, education and training programs and advocacy, and Fenway Health will be understood as an advocate and partner in the work of changing that	Development of communications plan for the release of the REAP, including: <ul style="list-style-type: none"> • Clear statement acknowledging that white dominant culture shows up at Fenway Health in its care, services, research, education and training programs and advocacy • SMART goals toward changing how Fenway Health shows up in its care, services, research, education and training programs and advocacy 	VP of Communications
Develop policies and practices governing how we center equity in the procurement/engagement of service providers, vendors, and consultants	BIPOC businesses will have access to Fenway's financial resources in our purchase of goods and services	<ul style="list-style-type: none"> • Procurement policy revised to include mechanisms ensuring investment in BIPOC-led businesses • Board approval of revised procurement policy 	Chief Financial Officer

1-12 months (continued)

Cultivate relationships with BIPOC community leaders and partners who share our mission-driven goals	Established new, deeper, bidirectional connections with BIPOC-led and serving coalitions and organizations	<ul style="list-style-type: none"> Community mapping project conducted in partnership with Black Boston COVID-19 Coalition to assess existing Black community partnerships and opportunities Partners identified through community mapping process engaged in mutually beneficial process to further assess Fenway's role and opportunity to better serve BIPOC communities Increase engagement with BIPOC led and serving coalitions and organizations publicly demonstrating year over year growth 	EVP of External Relations
Conduct an equity audit of community partner sponsorships	Meaningful investments will go to organizations focused on BIPOC communities	<ul style="list-style-type: none"> Past sponsorship history will be assessed for investments in BIPOC-focused organizations and initiatives Goals for future BIPOC- focused sponsorship dollars will be established 	EVP of External Relations
Conduct an audit of compliance with our language access policies & procedures	Patients and clients whose primary language is not English or who are Deaf or hard of hearing will have meaningful access to Fenway Health's services, programs, and activities	Fenway's forms and phone system will be accessible to non-English speakers	Chief Compliance Officer
Conduct an equity audit of donor outreach strategies at all giving levels	Development staff will have the ability to understand the racial makeup of our donors and assess how to center equity in fundraising and engagement efforts	<ul style="list-style-type: none"> Equity in fund development best practices researched Review existing gift acknowledgement policy and amend to ensure all individual and institutional funding aligns with Fenway Health organizational values Tools for assessing the demographics of our donors will be explored and utilized to determine an accurate knowledge of donor community demographics and identities 	VP of Resource Development & Donor Engagement
Develop policies & procedures that enter equity in the how we seek and assess new sources of funding	BIPOC donors will be more aware of opportunities to support Fenway Health	Current practices, including selection/ appointment of volunteer leaders in programs such as BOV, galas, and YLC Steering Committee, assessed for equity implications and improved	VP of Resource Development & Donor Engagement

18-30 months

Develop practices to support compliance with our vendor and procurement policy to advance racial equity	Staff engaged in purchasing will have the ability and mandate to proactively engage BIPOC- led businesses in our procurement processes and the finance department will have the means to assess compliance	<ul style="list-style-type: none"> Staff trained in implementation to ensure compliance in order to achieve the desired impact Financial management systems reviewed to ensure BIPOC-led businesses are being engaged and hired through procurement processes 	Chief Financial Officer
---	--	---	-------------------------

18-30 months (continued)

Curate and disseminate a vetted list of BIPOC-led vendors, service providers, and consultants	BIPOC-led businesses will be easily known and accessible to staff engaged in purchasing decisions	<ul style="list-style-type: none"> • Common purchases and current preferred vendors reviewed, and BIPOC-led alternatives researched in each department • Engage and consult with BIPOC led community organizations and partners to inform list of BIPOC-led vendors, service providers, and consultants • List of BIPOC-led vendors made available to staff engaged in purchasing as preferred vendors and each department will be accountable for generating an industry standard list 	Chief Financial Officer
Develop a BIPOC patient/clients CAB with compensation for participation	BIPOC patients will have a meaningful voice and forum to inform our priorities, programs, and services	<ul style="list-style-type: none"> • BIPOC CAB charter, budget, and recruitment plan developed • Patient surveys conducted, or existing surveys disaggregated, as a resource to engage CAB • BIPOC CAB members recruited and convened to review charter 	EVP of External Relations
Establish welcoming, effective and sustainable mechanisms to encourage and secure authentic, candid community feedback about opportunities to advance racial equity in our work	BIPOC-led and serving community partners will have an active voice in informing and improving our efforts to center racial equity and our efforts will be informed by their feedback and engagement	<ul style="list-style-type: none"> • REAP progress and setbacks transparently communicated to public, specifically BIPOC community partners • Partners engaged to further assess and improve our ongoing racial equity initiatives and ways Fenway can better contribute to community needs 	EVP of External Relations
Ensure that we are conducting donor outreach in an equitable and inclusive way, diversifying our donor base, and connecting clients and partners to funding resources	BIPOC stories, voices, and experiences will be visible in our fund development and engagement efforts and resources will be obtained to support racial equity initiatives	Assess whether implementation of equity- centered fund development efforts is diversifying our donor base, and connecting clients and partners to funding resources	VP of Resource Development & Donor Engagement

36-60 months

Set specific annual goals for BIPOC service provider, vendor, and consultant engagements; track and report progress	BIPOC-led businesses will be financially benefiting from Fenway Health's purchasing decisions	<ul style="list-style-type: none"> • Procurement policy and BIPOC preferred vendor initiatives reviewed and assessed for effectiveness in increasing BIPOC-led business investments • Targets established publicly, along with annual reporting mechanism 	Chief Financial Officer
Conduct an accessibility audit of our website and incorporate recommendations	Fenway's communications will be accessible to people of various backgrounds, abilities, and needs	<ul style="list-style-type: none"> • Website best practices researched related to accessibility and cultural competency • Web redesign and updates done to enhance accessibility and best practices 	VP of Communications

36-60 months (continued)

Engage directly with community partners to co-create opportunities to advance our mission	BIPOC communities will be meaningfully engaged as patients and partners	<ul style="list-style-type: none"> • Work with BIPOC-led community partners to further our reach, accessibility, and trust as an institution within BIPOC community. • Develop a clear process/mechanism to receive feedback from partner organizations regarding the effectiveness of new co-created programs and initiatives 	VP of External Relations
Invest our time, resources, and influence to address white dominant culture and underlying systemic issues that impact the communities we serve	BIPOC staff, patients, and communities will know that Fenway Health has a commitment to advancing racial equity and addressing white dominant culture through our policy and advocacy work	<ul style="list-style-type: none"> • Comprehensive assessment of how white dominant culture shows up in advocacy and policy initiatives • BIPOC-led and focused advocacy partners engaged to assess opportunities to provide our institutional support and resources to priority initiatives 	VP of External Relations

Cultivate a Rich Learning Environment

GOAL: Establish a culture that supports ongoing individual, team, department, division, institutional, and community learning

GOAL: Develop frameworks, tools, principles and practices that center racial equity to support understanding, growth and development within and throughout the organization

GOAL: Capture our history and organizational narratives

Strategies/Actions	Defining Success	Incremental Progress Measures	Lead
1-12 months			
Acknowledge and address how white dominant culture impacts the learning environment at Fenway Health, contributes to harming BIPOC communities historically and presently.	Staff will have assessment tools, strategies, and understanding of how white dominant culture shows up in and impacts the learning environment at Fenway Health	Fenway Health's public statements about its REAP include direct acknowledgement of white dominant culture	EVP Racial Equity & Social Justice
Build shared language and the capacity within and throughout Fenway Health on what it means to be an antiracist and how to center racial equity in our work	Staff will have a shared understanding, commitment and ability to begin to center racial equity in their work	<ul style="list-style-type: none"> Our current culture of learning will be assessed to identify opportunities in support of learning as a lifelong journey Skilled and informed BIPOC trainers will facilitate ongoing learning opportunities Staff are able to demonstrate fluency with and capacity to apply Brave Space Principles 	EVP Racial Equity & Social Justice
Cultivate workplace environment that enable BIPOC staff to bring and contribute their full selves to their work	BIPOC staff are able to identify positive changes in the organization's commitment to racial equity	Staff will have regular facilitated opportunities to engage in discussions about the impact that white dominant culture guided by Brave Spaces Principles	EVP Racial Equity & Social Justice
18-30 months			
Departments will establish annual plans focused on how to center racial equity in their scope of work	Each department will be working on centering racial equity in ways relevant to their day-to-day work	The creation of department plans will be supported and overseen by the EVP of RESJ	EVP Racial Equity & Social Justice
Staff trainings are continuously evaluated for their effectiveness and responsiveness to the needs of staff and the communities we serve	Staff feel a sense of pride and confidence in the anti-racism trainings	<ul style="list-style-type: none"> All staff trainings are put on an iterative pre- and post- evaluation process Staff feedback on training is actively solicited as part of the trainings 	EVP Racial Equity & Social Justice
36-60 months			
Support staff understanding and skill- building around recognizing and working effectively in relationships in which there are power differentials	Each staff member is aware of their role in the successful engagement of anti-racism work and the decisions they make	Annual employee engagement survey or other tool used to assess antiracism-related decision making in the organization	EVP Racial Equity & Social Justice

Track and Leverage Data to Improve Ourselves and Our Impact

GOAL: Develop data-driven metrics to track, evaluate, and communicate our progress

GOAL: Measure our progress using both quantitative and qualitative data; establish clear lines of accountability to overcome deficits and ensure success

GOAL: Capture our history and organizational narratives – looking back and going forward

Strategies/Actions	Defining Success	Incremental Progress Measures	Lead
1-12 months			
Convene working group to fine-tune appropriate means to implement the Tracking and Data Leveraging Action Plan	Working group is representative and committed to implementing action plan	Quickly identifies means to collect necessary data and lays out a detailed plan for measures below	EVP Racial Equity & Social Justice
Develop race equity-centered data measures to evaluate mission-based outcomes	<ul style="list-style-type: none"> • Department and program leads utilize targeted, customized instruments to track race-based outcomes • Data is used to inform practice/program improvement 	<ul style="list-style-type: none"> • Identify exemplar instruments/ measures to adapt • Department/program leads tailor to track relevant outcomes • Staff trainings to incorporate instrument into program evaluation 	EVP Racial Equity & Social Justice
Capture data and stories from the past and present to illuminate our journey to becoming an antiracist organization	<ul style="list-style-type: none"> • Candid, thorough, dynamic narrative that can be updated regularly and shared with our community • Review archival material (narratives and data) from our early years; identify and incorporate useful insights, material and general sense of our history into our training, “decor,” atmosphere, organizational culture, etc. 	<ul style="list-style-type: none"> • Develop a mechanism to capture stories and data from the past, present and going forward • Interview current and former staff, patients, donors, community members • Craft a narrative that captures the journey we are on • Develop a strategy to share it transparently and regularly, possibly including physical and online space to display information about our progress and commemorate noteworthy social justice efforts in which our organization played a part 	VP of Communications
18-30 months			
Design and implement programs and interventions to mediate conflicts and misunderstandings based on racial difference	<ul style="list-style-type: none"> • Staff report confidence in their ability to effectively address conflict/ misunderstandings based on racial difference • Reduced reports of conflict requiring intervention 	<ul style="list-style-type: none"> • Develop/secure resources/ trainings/ programs/tools to increase staff capacity to engage in constructive dialogue • Ensure all current and new staff are trained in the use of these tools 	EVP Racial Equity & Social Justice

18-30 months (continued)

Utilize data disaggregated by race, ethnicity, and gender identity when designing and evaluating organizational policies and practices	<ul style="list-style-type: none"> • Policies and practices are intentionally designed to minimize/eliminate disparate impact based on race, ethnicity, or gender identity • Data-driven evaluations of policies/practices demonstrate that disparities are minimized/eliminated 	<ul style="list-style-type: none"> • Develop a tool to assess the impact of policies and practices on staff across racial, ethnic, and gender identity difference • Revise policies/practices to eliminate disparate impacts 	Executive Committee
Regularly assess employee engagement and satisfaction; utilize data disaggregated by race, ethnicity, and gender identity when analyzing results	Statistically significant improvement of disaggregated scores year-over-year	Disaggregated Press Ganey employee engagement scores	Chief Human Resources Officer
Engage race equity evaluation tools to assess progress, identify barriers, and develop solutions	The race equity implications of our practices and policies are understood and utilized to improve our efforts	<ul style="list-style-type: none"> • Identify appropriate instruments • Train staff to utilize these tools effectively 	EVP Racial Equity & Social Justice
Track and utilize relevant equity-focused data effectively to inform our care, programs and services, research, advocacy, community engagement, and organizational practices	<ul style="list-style-type: none"> • Staff throughout the organization are supported in participating, where required, in data collection efforts • Staff are able to demonstrate an understanding of the race equity implications of their decisions and efforts 	<ul style="list-style-type: none"> • Identify specific areas of focus annually • Develop data-driven means to track progress 	HETF Department leads
Capture data and stories to illuminate our journey to becoming an antiracist organization	Candid, thorough, dynamic narrative that can be updated regularly and shared with our community	<ul style="list-style-type: none"> • Develop a mechanism to capture stories and data • Craft a narrative that describes our journey • Develop a strategy to share it transparently and regularly 	VP of Communications

36-60 months (continued)

Create measures and metrics that incorporate the guidance of BIPOC people without overburdening them	<ul style="list-style-type: none"> • BIPOC people report that they have meaningful, validating opportunities to be heard • Measures and metrics are designed to yield meaningful, actionable insights 	Develop input/feedback mechanisms that support and encourage BIPOC engagement	EVP Racial Equity & Social Justice
Use race-equity-centered internal and external data proactively to inform the design of strategies and new initiatives	<ul style="list-style-type: none"> • Staff throughout the organization are able to demonstrate an understanding of the race equity implications of their decisions and efforts • Data are regularly used to inform modifications to our practices to improve outcomes 	<ul style="list-style-type: none"> • Identify specific areas of focus annually • Develop data-driven means to track progress • Develop strategies to overcome disparities 	Leadership Committee

36-60 months (continued)

Track and publish race representation statistics about our workforce, patients, clients, partners, consultants, vendors, and donors	Published annual report of our performance vis a vis the measures we track	<ul style="list-style-type: none"> • Identify measures to be tracked • Develop a system to track and report them 	VP of Communications
Capture data and stories to illuminate our journey to becoming an antiracist organization	Candid, thorough, dynamic narrative that can be updated regularly and shared with our community	<ul style="list-style-type: none"> • Develop a mechanism to capture stories and data • Interview current and former staff, patients, donors, community members • Craft a narrative that captures the journey we are on • Develop a strategy to share it transparently and regularly 	VP of Communications
Track how our efforts impact race disparities in the communities we serve	<ul style="list-style-type: none"> • Fenway Health understands the impact of our work on race equity measures in the communities we serve • Insights inform our process/practice/program/policy improvements 	<ul style="list-style-type: none"> • Identify community partners with which to identify metrics that are relevant in the communities we serve • Establish data-driven mechanisms to track those metrics • Report results and insights 	EVP External Relations
Develop data-driven mechanisms to inform the design of our care, services, research, educational programs, and advocacy to align with the needs of the communities we serve	Data is regularly used to inform modifications to our practices to improve outcomes	Develop targeted, data-driven strategies to overcome disparities	Data Team

Foster a Culture of Belonging

GOAL: Cultivate a workplace culture that centers racial equity and enables successful, sustainable efforts/interventions

GOAL: Center our values in everything we do

GOAL: Establish a culture of feedback that results in authentic, actionable insights

Strategies/Actions	Defining Success	Incremental Progress Measures	Lead
1-12 months			
Incorporate Brave Space principles into regular meetings	<ul style="list-style-type: none"> Meeting participants feel equally empowered to provide input to inform organizational decisions. Diverse perspectives are represented and viewpoints of BIPOC/ underrepresented groups are uplifted. Group members report feeling seen and heard. Meeting leaders/owners are trained to and actively utilize alternatives to top- down structure as a means to engage participation 	<ul style="list-style-type: none"> Annual reminders of Brave Space Principles embedded in the organizational culture Brave Space Principles are familiar at every level of the organization and adherence to them is included in performance evaluations 	Chief of Staff
Revise our mission statement to incorporate race equity	Fenway's incorporation of race equity into our mission manifests itself across the organization so that each department maps its annual goals to the updated mission statement	<ul style="list-style-type: none"> Process for drafting and revising includes diverse cross section of Fenway team and stakeholders Communications plan created to announce updated mission statement as an introduction to Fenway's comprehensive REAT plan 	Board of Directors
Orient all new staff to our commitment to becoming an antiracist organization, our goals and plans, and the tools and approaches we make available to support progress	Recruiting and onboarding process includes summaries and tools and active orientation to racial equity priorities, plans and goals with clear expectations for individual contributors	<ul style="list-style-type: none"> New hire letter includes specific reference to employees' role in anti-racism advocacy and Fenway's culture of inclusion On-boarding is divided into multiple parts with one significant unit devoted to this work Booster on-boarding sessions may be used to update training and expectations during 90-day initial employment period as part of our commitment to continuous improvement for race equity work 	Chief Human Resources Officer

1-12 months (continued)

Establish internal and external race equity advisory, affinity, and allyship groups to overcome bias and foster community and belonging	Fenway team members are able to bring their full selves to work and live into their full professional potential while being valued for the lived experiences they invest in their jobs	<ul style="list-style-type: none"> Groups established with generous and inclusive invitations yet clear charters with guardrails that set clear expectations for members and for outcomes Option A: External-facing advisory group includes strategic and effective representation that is empowered to engage with and contribute to broader community, regional and national efforts to address racial inequities in health care and in our society Option B: A Fenway-facing advisory group comprised of strategic and effective community voices external to Fenway who can offer insight and advice on our efforts to “show up” for race equity. 	EVP Racial Equity & Social Justice
Establish opportunities for staff to engage in dialogue and conversation with senior leadership	<ul style="list-style-type: none"> Staff norms include open dialogue with senior leaders who welcome open and brave conversations across lines of service Feedback welcomed at every level of the organization as an opportunity for growth and improvement 	<ul style="list-style-type: none"> Periodic monthly all staff meetings structured to allow for break out rooms and discussions with tone of respect and belonging – modeling values of racial equity and inclusion Rounding promoted as key opportunity to meet with and engage senior leadership 	Chief of Staff
Create spaces for staff to process their feelings without placing undue responsibility on BIPOC staff to explain or defend themselves or their communities	Supervisory meetings regularly include generous space to process feelings and questions about race and race relations with supervisors skilled at answering or accessing appropriate resources for team members.	<ul style="list-style-type: none"> “Hey, is this racist?” Café (alternate = “Hey, this is racist!” Café) staffed or facilitated by a committed, trained and trusted person Mentor program engages members of the REAT and HETF to support colleagues so that they can host or facilitate these brave spaces Encourage staff affinity groups and spaces with time allotted for gatherings 	Chief Human Resources Officer
Develop and disseminate approaches and tools to mitigate unconscious biases and microaggressions	Fenway employees are vigilant to spot and repair microaggressions without causing further harm to the recipient.	<ul style="list-style-type: none"> Unconscious bias training will be inclusive and thorough so that all employees find it relevant and relatable Training on spotting microaggressions will be incorporated into annual training and offered in multimedia presentations 	EVP Racial Equity & Social Justice
Communicate proactively and transparently to internal and external audiences regarding our race equity goals, actions, progress, and accountability	<ul style="list-style-type: none"> Fenway’s clear update reports are eagerly anticipated and trusted sources of information on progress toward becoming an anti-racist organization Engaging reports are easy to understand and integrate REAT goal progress with Best Workplace Culture and values 	<ul style="list-style-type: none"> Establish regular reporting expectations for consistent progress reports with specific stakeholder focus Narrate successes and lessons learned for plan elements that have exceeded expectations as well as those that are incomplete or unsuccessful Structure internal progress reports so as to engage each staff member as part of the work 	VP of Communications

18-30 months			
Cultivate a positive environment in which staff feel they can raise race-related concerns without experiencing negative consequences. Model and expect that racially charged events will be discussed with staff when they occur	Fenway's culture is responsive to current events, and encourages safe and brave expression of events' impact on team members' lives.	<ul style="list-style-type: none"> Programs are culturally responsive and explicit about race, racism, and race equity Special "town halls" or model UNs are created around racially charged events to provide outlets and processing for difficult feelings in Brave Spaces 	Chief Human Resources Officer
Cultivate a narrative of shared responsibility. NOTE: this plan is itself an example of a different approach, and also a roadmap for how to achieve this.	Each Fenway staff member is aware of and supported in their role in the successful engagement of anti-racism work.	<ul style="list-style-type: none"> Alternative power structures will include matrixed models or other shared dynamics which are dependent on interconnectedness of work functions and shared responsibility Leaders will give voice to the value of shared responsibility and will model it 	Chief Human Resources Officer
Incorporate antiracism learning goals into all staff annual performance plans	Contributions to Culture of Antiracism will be familiar to each staff member as part of their annual core competency evaluations	<ul style="list-style-type: none"> HR leadership and supervisors will draft appropriate goals for their team members as well as helpful progress measures Training on new refreshed goals will take place in advance of their inclusion in annual work plans 	Chief Human Resources Officer
Develop a <i>Building the Best Workplace Culture</i> survey that centers racial equity	Building the Best Workplace becomes a living document that infuses Fenway's culture and has tangible measures of success or highlights room for improvement	<ul style="list-style-type: none"> First year 80% of workforce participates in the annual Building the Best Workplace Culture survey Survey participation increases each year 	Director of Informatics
36-60 months			
Name and adapt organizational norms and team dynamics to ensure that the lived experiences of all staff meaningfully contribute to the organizational mission	Team members feel known and valued when they see themselves and their lived experiences summarized as contributing members of the team to which they belong	<ul style="list-style-type: none"> Launch culture survey that will describe former, current and future culture expectations Incorporate progressive, dynamic team descriptions that accurately reflect team dynamics and norms Share and socialize team descriptions across organization for social picture of representation in the workplace 	EVP Racial Equity & Social Justice
Engage all staff in race equity work so they understand their role in cultivating an equitable culture	All Fenway staff work plans will include race equity work rolling up to the goal of a shared equitable culture	<ul style="list-style-type: none"> Shared responsibility and unique gifts inventory will help engage individual staff member and allow them to map their relationship and comfort with this work Create opportunities for staff at all levels to participate in small and large group work as well as contribute individual work toward achieving REAT plan goals 	EVP Racial Equity & Social Justice
Create opportunities for staff to understand and embrace changes in systems, process and approach that are focused on equity as worthy unto themselves, not simply as a matter of achieving our objectives. Reject approaches that preserve the status quo in our systems	Existing required training and department meetings include enthusiastic description of systems improvements and offer teaching moments to demonstrate the benefits of attending to racial equity across Fenway	<ul style="list-style-type: none"> Annual skills building and equity, racial justice and inclusion training highlights its inherent value Training modules on resiliency and the benefits of being an agile workforce will enhance the staff's embrace of change (will reduce fear of change) 	Chief Human Resources Officer

Conclusion

Building a race equity culture requires commitment, intention, investment, patience, and resilience. It is our hope that the Fenway Health Racial Equity Action Plan will be a powerful tool for organizational transformation as we work to fully integrate race equity into every aspect of our operations and programs, work to dismantle structural racism and white supremacy wherever we encounter it, and improve outcomes for the individuals and communities we serve.

We have intentionally built in two six-month intervals during the five-year plan framework to allow us to assess our progress, attend to areas that require our focus, test and affirm our goals for the coming period, and communicate how we are doing with candor and accountability.

We know that we are only at the beginning of this journey. Our work will be ongoing, multidimensional, incremental, and ultimately transformative. Over time, we will begin to look and act different:

Leadership will change;

How we design, implement, and evaluate our care models, research, advocacy, and services will change;

The people who come to count on us, who want to work with us, who support us will change; and ultimately

Lives will change.

Appendix 1

Our Mission

We advocate for and deliver innovative, equitable, accessible health care, supportive services, and transformative research and education. We center LGBTQIA+ people, BIPOC individuals, and other underserved communities to enable our local, national, and global neighbors to flourish.

Our Values

Our values embody how we show up in our work, each and every day. They inform our thinking, guide us in times of uncertainty, and provide the fuel for action within our organization and in the broader community.

Boldness

We value informed risk-taking and experimentation. We are willing to step outside our comfort zone, to fail and to learn. We stand up for what we believe in.

Community

We foster connection with one another to strengthen our work. We cultivate brave spaces in which people can come together to connect, be heard, and support one another.

Compassion

We meet the suffering of others with openness, generosity, understanding, and acceptance, and do all we can to alleviate it.

Humility

We recognize and accept our strengths and limitations. We are open to new ideas and perspectives. We make space for the voices of others. We are willing to ask for help.

Innovation

We are driven to identify, develop and execute novel approaches to tough challenges to drive progress.

Integrity

We keep the promises we make to ourselves and each other. We are honest, forthright, and transparent. We take responsibility for our actions.

Justice

We believe every person is entitled to the same rights, access to power and resources, opportunity to live the life of their choosing, and respect.

Learning

We ask questions to understand, and embrace opportunities to learn, iterate, and improve.

Appendix 2

Defining What Important Terms Mean to Us

Fenway Health is embarking on a transformative path to become a successful and engaged anti-racist organization. We are committed to becoming a place in which all people are welcome; difference is valued and celebrated; power is shared across teams, and Black, Indigenous, and People of Color (BIPOC) leaders mirror the communities we serve.

Fenway's is committed to living into the expectations of our LGBTQIA+ clients and patients that we be a welcoming, affirming and learning organization. This glossary sets forth our shared understanding of what important terms mean to us on this as part of the foundation for this transformative work. While not an exhaustive list, it includes terms that the Racial Equity Action Team has gathered and deemed as a helpful starting point.

We encourage all people committed to equity, diversity, and belonging to be attentive to language and develop an understanding of these important words, and to ask questions.

Abolition refers to the movement to abolish slavery in the United States between the mid- eighteenth century and 1865 when the thirteenth amendment was passed which outlawed slavery.

Affirmative Action refers to a set of policies and practices within a government or organization seeking to increase representation of particular groups based on their gender identity, race, sexual orientation, creed or nationality in areas in which they are underrepresented. The federal Department of Labor requires that affirmative action plans be reviewed and updated annually for organizations that do federal work.

Allyship is a lifelong process of building relationships based on trust, consistency, and accountability with marginalized individuals and/or groups of people. This is not an identity, but a process and commitment to recognize privilege (based on gender identity, class, race, sexual orientation, etc.) and work in solidarity with oppressed groups in the struggle for justice.

Anti-blackness is the way some scholars have articulated what it means to be marked as black in an anti-black world. It's a theoretical framework that illuminates society's inability to recognize the humanity of Black people, but rather demonstrates disdain, disregard and disgust for Black people's existence.

Anti-racist Organization: An organization that actively recognizes and mitigates the oppressive effects of white dominant culture and race-based power dynamics, striving to equalize that power imbalance internally and externally in the world in which the organization operates and for the communities in which they serve. Anti-racist organizations name and remove those policies and practices, (i.e., systems) that provide disproportionate opportunities and penalties based on skin color.

Assimilate: The phenomenon that occurs when people belonging to the nondominant group understand dominant culture norms and take on their characteristics. Many BIPOC are asked to “check their identities at the door” in professional settings to make their white peers comfortable. By doing so, many BIPOC find it easier to get promotions and professional opportunities, as well as to gain access to informal networks typically accessible only to whites.

BIPOC: Black, Indigenous, People of Color. Used to highlight the unique relationship to whiteness that Indigenous and Black people have, which shapes the experiences of and relationships to white supremacy for all people of color within a U.S. context.¹

Critical Mass: In reference to representation of BIPOC within an organization or at a certain level of leadership. This figure is dependent on, and reflective of, the specific demographics of the communities in which an organization serves or operates.

Critical Race Theory: A theory that explicitly states and recognizes that racism is ingrained in the fabric and system of American society. Even without overt racists present, institutional racism is pervasive in dominant culture. Critical Race Theory examines existing power structures, and identifies these structures as based on white privilege and white supremacy, which perpetuate the marginalization of BIPOC. Overall, Critical Race Theory examines what the legal and social landscape would look like today if BIPOC were the decision-makers.

Decolonize (mind): We exist within societal structures rooted in colonialism: the policy and practice of acquiring control of land (frequently occupied by BIPOC,) occupying it, and codifying power structures to elevate one race and culture above all others. The international practice of colonization informs the dominant culture that characterizes American society today, driving ideologies and subconscious biases rooted in centuries of racism, classism, and white privilege. In order to dismantle white supremacy and the white dominant culture norms it influences, one must actively “decolonize” the mind, recognizing and counteracting the thoughts, preferences, practices, and behaviors that are deeply rooted vestiges of colonization.

Diversity: Psychological, physical, and social differences that occur among any and all individuals; including but not limited to race, ethnicity, nationality, religion, socioeconomic status, education, marital status, language, age, gender, sexual orientation, mental or physical ability, and learning styles.

Dominant Culture: Dominant culture in a society refers to the established language, religion, values, rituals, and social customs on which the society was built. It has the most power, is widespread, and influential within a social entity, such as an organization, in which multiple cultures are present. An organization's dominant culture is heavily influenced by the leadership and management standards and preferences of those at the top of the hierarchy.

Employee Resource Group: Voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. Often, these groups provide support to staff who formally or informally lead race equity work in some capacity within an organization. Fenway's Racial Justice and Equity Collaborative is one such group; others may evolve.

Equity: The guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations, and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

Health Equity means that people have opportunities based on their needs. An example could be the same health center charging people based on their ability to pay. A person who cannot afford care may receive it for free while another person may pay for the same care.

Inclusion: The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate and bring their full, authentic selves to work. An inclusive and welcoming climate embraces differences and offers respect in the words/actions/thoughts of all people.

Intersectionality: A prism through which to understand the interactive effects of various forms of discrimination and disempowerment. Intersectionality takes into account how racism interacts with patriarchy, heterosexism, classism, and xenophobia and recognizes that the overlapping vulnerabilities created by these systems creates unique and specific challenges.²

Leadership: Individuals who influence a group of people to act towards a goal. Individuals may or may not be in positions of authority.

(Micro) Aggression: The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership. While commonly referred to as “micro” aggressions, we note that this term can be misleading, in that the impact on targeted individuals can be significant and their cumulative impact devastating.

Oppression: Malicious or unjust treatment or exercise of power, often under the guise of governmental authority or cultural opprobrium. It may be overt or covert. It is the act of placing severe restrictions on an individual group, or institution.

Race: A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly color), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time.³

Race Equity: The condition where one's race identity has no influence on how one fares in society. Race equity is one part of race justice and must be addressed at the root causes and not just the manifestations. This includes the elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race.

Race Equity Culture: A culture focused on proactive counteraction of social and race inequities inside and outside of an organization.

Race Equity Lens: The process of paying disciplined attention to race and ethnicity while analyzing problems, looking for solutions, and defining success. A race equity lens critiques a “color blind” approach, arguing that color blindness perpetuates systems of disadvantage in that it prevents structural racism from being acknowledged. Application of a race equity lens helps to illuminate disparate outcomes, patterns of disadvantage, and root cause.

Racism: A system of advantage and oppression based on race. A way of organizing society based on dominance and subordination based on race. Racism penetrates every aspect of personal, cultural, and institutional life. It includes prejudice against BIPOC as well as exclusion, discrimination against, suspicion of, and fear and hate of BIPOC. Fenway's anti-racism training categorizes the Four I's of Racism: Ideological, institutional, interpersonal and internalized.

Reparations: Reparations for slavery is making amends to victims of slavery and/or their descendants by paying money or otherwise helping those who have been wronged. Throughout history reparations for slavery have been both given by legal ruling in court and/or given voluntarily by individuals and institutions. Reparations can take numerous forms, including: individual monetary payments, settlements, scholarships, waiving of fees, and systemic initiatives to offset injustices, land-based compensation related to independence, apologies and acknowledgements of the injustices, token measures, such as naming a building after someone, or the removal of monuments and renaming of streets that honor slave owners and defenders of slavery.

Restorative Justice: A system of evaluating harm, identifying accountability and engaging both perpetrators and victims of the wrongdoing. This approach embraces three tenets that can be adapted to organizations, governmental systems and individual groups: crime or wrongdoing causes harm. Justice requires repairing that harm. The best way to identify or understand the harm is to have the parties decide together. Bringing both sides together provides the opportunity for fundamental change in people, relationships and communities. Restorative Justice has been shorthand-ed as “Where Love and justice meet”.

Self Determination: the process by which a person controls their own life.

Social Justice: A concept of fair and just relations between the individual and society. This is measured by the explicit and tacit terms for the distribution of power, wealth, education, healthcare, and other opportunities for personal activity and social privileges.

Social Sector: The group of organizations that consist of both nonprofit and philanthropic organizations.

Structural Racism: The arrangement of institutional, interpersonal, historical, and cultural dynamics in a way that consistently produces advantage for whites and chronic adverse outcomes for BIPOC. It illuminates that racism exists without the presence of individual actors because it is systemically embedded. When the United States was founded, racist principles were codified in governance structures and policies. As a result, racism is embedded in institutions, structures, and social relations across American society. Today, structural racism is composed of intersecting, overlapping, and codependent racist institutions, policies, practices, ideas, and behaviors that give an unjust amount of resources, rights, and power to white people while denying them to BIPOC.

Whiteness: The specific dimensions of racism that serve to elevate white people over BIPOC. Whiteness is dynamic, relational, and operating at all times and on myriad levels. These processes and practices include basic rights, values, beliefs, perspectives and experiences purported to be commonly shared by all but actually only consistently afforded to white people.⁴

White Dominant Culture: defined by white people with social and positional power, enacted both broadly in society and within the context of social entities such as organizations. See also “Dominant Culture” and “White Supremacy Culture.”

White Privilege: The power and advantages benefitting perceived white people, derived from the historical oppression and exploitation of other non-white groups.

White Supremacy: The existence of racial power that denotes a system of structural or societal racism which privileges white people over others, regardless of the presence or the absence of racial hatred. White racial advantages occur at both a collective and an individual level, and both BIPOC and white people can perpetuate white dominant culture, resulting in the overall disenfranchisement of BIPOC in many aspects of society.

White Supremacy Culture: Characteristics of white supremacy that manifest in organizational culture, and are used as norms and standards without being proactively named or chosen by the full group. The characteristics are damaging to both BIPOC and white people in that they elevate the values, preferences, and experiences of one racial group above all others. Organizations that are led by BIPOC or have a majority of BIPOC can also demonstrate characteristics of white supremacy culture. Kenneth Jones and Tema Okun identified twelve characteristics of white supremacy culture in organizations: Perfectionism, Sense of Urgency, Defensiveness, Quantity of Quality, Worship of the Written Word, Paternalism, Power Hoarding, Fear of Open Conflict, Individualism, Progress is Bigger/More, Objectivity, and Right to Comfort.

Appendix 3

Brave Space Principles

1. Welcome multiple viewpoints

Speak from your own experience by using “I” statements.
Ask questions to understand the sources of disagreements.

2. Own your intentions and your impacts

Respect each other’s experiences and feelings by taking responsibility for the effects of your words. On the other side, if you have a strong reaction to something, let the group know. Be open to dialogue.

3. Work to recognize your privileges

Use this space to recognize and investigate your privileges (for example: class, gender, sexual orientation, ability).
Honor the different experiences we all bring to this space.

4. Take risks

Lean into discomfort. We are all in process. Challenge yourself to contribute even if it is not perfectly formulated.

5. Step back

Share speaking time and try to speak after others who have not spoken.

6. Notice and name group dynamics in the moment

We are all responsible for this space. Be aware of how others are responding or not responding. Ask for a “time out” or dialogue if needed.

7. Actively listen

Use your energy to listen to what is said before thinking about how to respond. Notice when defensiveness and denial arise.

8. Challenge with care

Find ways to respectfully challenge others and be open to challenges of your own views. Think about how to question ideas without personal attacks.

9. Confidentiality

Share the message, not the messenger.

10. Break it down

Use simple language and background information when necessary.
Ask for clarification if needed.