

Racial Equity Action Plan

Tightening Our Focus; Refining Our Vision

Phase Two: January 2023 – June 2024

Summary

Fenway Health’s Racial Equity Action Plan (REAP) is divided into three phases:



The plan establishes two six-month periods of realignment, in which we examine our accomplishments, challenges, capacity, and readiness to move forward and recalibrate our efforts to ensure we stay on track in pursuit of our goals.

Fenway Health completed Phase One of the REAP in June 2022. Since then, we have been engaged in the first of these realignment periods since July, taking stock of what we accomplished and looking ahead to the next phase of our work, which will begin in January 2023. While this document refers to, and continues to draw relevance from, the original Racial Equity Action Plan, it focuses specifically on Phase Two January 2023 through June 2024. This document:

- i. Identifies and brings forward those Phase One efforts in which the work continues.
- ii. Simplifies the organizational structure of the original REAP for better understanding and accessibility.
- iii. Forecasts capacity, bandwidth, and resources available during the next time period.
- iv. Signals the start of unit-level antiracism plan development across Fenway Health departments focused on how to center racial equity in their scope of work.

Background

Following the summer of 2020, and at the urging of the Racial Justice and Equity Collaborative (RJEC), [Fenway Health’s CEO](#) gathered a representative group of staff and members of the Board of Directors to envision a path toward becoming an antiracist organization. The Racial Equity Action Team (REAT) spent a year developing an ambitious and detailed set of goals and metrics that together comprise a five-year [Racial Equity Action Plan \(REAP\)](#) for the organization. The REAP intentionally engages every area of the organization and every staff member in undertaking racial equity-focused, transformative work. Once the plan was completed, the Fenway Health Board of Directors officially affirmed the REAP, and incorporated it as the first strategic priority in the organization’s comprehensive, five-year Strategic Plan. Upon the hire of the Executive Vice President for Racial Equity and Social Justice, Fenway spent its first year diligently working towards goals set forth in the REAP.

Accomplishments and Challenges

Upon reflection, much was accomplished and much remains to be done as our successes have been tempered by some of the significant challenges experienced this year.

First Year Accomplishments

- i. Completing and rolling out a restructuring of our position classification and compensation framework, ensuring that it is competitive, equitable, transparent, and consistent.
- ii. Amending job descriptions and advertisements to value lived experience and remove unnecessary hiring barriers.
- iii. Establishing a two-part, six-hour training for managers and supervisors to cultivate a variety of skills needed to supervise diverse teams.
- iv. Recruiting a Board of Directors that is more than fifty percent BIPOC+.
- v. Offering ongoing development and affinity engagement opportunities to staff.

First Year Challenges

- i. The equity-focused review of policies continues but has been delayed.
- ii. Language access has improved around signage, but requires more work related to the phone system and forms.
- iii. The performance evaluation process is delayed due to the work related to the position classification system and compensation framework (including the arrival of a new Chief People Officer late in the year).
- iv. The fiscal challenges that led to staff reductions.

Phase Two: Tightening Our Focus; Refining Our Vision

The Racial Equity and Social Justice team is shepherding a process for a clearer vision of the next year and a half. Thus far, we have engaged multiple stakeholders about the REAP and its desired impact through June 2024 on three major areas. Additionally, the tables on pages 4, 5, and 6 provide information about our goals and tasks by area and function. *We are encouraged to review the Major Areas and consider where and how this work may unfold during Phase Two.*

Major Areas	<ul style="list-style-type: none"> 1. Unit-Level Antiracism Plans 2. Creating Systems that Develop and Support our People 3. Deep Listening, Telling Our Stories
Table Legend	<p><i>Key</i> Aligned with identifier referenced in the comprehensive REAP</p> <p><i>Item</i> Describes the related overall strategy/action</p> <p><i>Task Fiscal Year</i> The year in which identified goals and tasks are to be prioritized</p> <p><i>Achievement Indicator</i> Identifies the impact and/or outcome to be pursued</p> <p><i>Team Lead(s)</i> Names the Fenway Health lead(s) responsible for managing progress</p> <p><i>Staff & Resources</i> Captures additional people and resources to support achievement</p>

Contact Us

Should you have any questions please contact [Mark Brimhall-Vargas](#), Executive Vice President of Racial Equity and Social Justice or [Jen Kincaid](#), REAP Project Manager. Thank you for your interest in Fenway Health’s Racial Equity Action Plan.

Major Area 1: Unit-Level Antiracism Plans

Key	Item	Task		Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024			
1.00	Unit-Level Antiracism Framework	REAT creates process to support units and Leadership Committee in this work	<ul style="list-style-type: none"> - Leadership Committee approval for plans - Pilot Implementation (if possible) 	<ul style="list-style-type: none"> - Framework for default unit-level racism plan established - Executive and Leadership Committee agreement 	EVP of Racial Equity & Social Justice Chief of Operations Chief of Staff	REAT Executive / Leadership
1.01	Identify and engage units to develop a plan	Identified Units <ul style="list-style-type: none"> - Behavioral Health - Boomerangs - Executive/Leadership Committee - IT - Medical/Nursing - Patient Services - Pharmacy - Public Health - The Fenway Institute 	<ul style="list-style-type: none"> - Draft unit-specific goals 	<ul style="list-style-type: none"> - All identified units create a plan - Unit managers feel supported - Patient and Client buy-in as accountability partners 	EVP of Racial Equity & Social Justice Chief of Operations Chief of Staff	Behavioral Health / Behavioral Health Executive Leadership IT Medical/Nursing Patient Services Pharmacy Public Health The Fenway Institute
1.10						

Major Area 2: Creating Systems that Develop and Support our People

Key	Item	Task		Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024			
2.10	<i>Board of Directors: Developing and Engaging Members</i>	<ul style="list-style-type: none"> - Maintain BIPOC+ representation, Develop Board Culture - Develop Board Communication Plan - Develop benchmarks to assess CEO on REAP progress 	<ul style="list-style-type: none"> - Incorporate shared decision-making models into Governance - BIPOC+ Mentorship to Committee Leadership 	<ul style="list-style-type: none"> - BIPOC+ representation remains stable - BIPOC+ members assume formal leadership positions - Board survey indicates BIPOC+ members feel engaged 	Board Chair Committee Chairs	EVP of Racial Equity & Social Justice EVP of External Relations VP of Communications
2.20	<i>Data: Making better decisions with race-based data in:</i>	<ul style="list-style-type: none"> - Implement Press Ganey Teams Plan - Determine key health inequity outcome data indicators to track for remainder of REAP (5 or less) 	Participate in Building Best Workplace Culture survey	Statistically significant positive change in scores; Widespread dissemination of data	Assistant Vice President of Quality Improvement Chief People Officer	Press Ganey or other service
2.21	<i>Quality Improvement</i>	<ul style="list-style-type: none"> - Determine key employment inequity outcome data indicators to track for remainder of REAP (5 or less) 			EVP of Racial Equity & Social Justice	Data Analytics

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Key	Item	Task		Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024			
2.22	<i>Data</i> Making better decisions with race-based data in: <i>Human Resources</i>	Undertaken next fiscal year	Develop Human Resources Ticketing System	Ticketing system is completed and launched	Chief Information Officer Chief People Officer EVP of Racial Equity & Social Justice	Data Analytics
2.23	<i>Data</i> Making better decisions with race-based data in: <i>Information Technology</i>	Solicit patient demographic data after EPIC implementation	View updated data for impact analysis	EPIC race data capture improves	Assistant Vice President of Quality Improvement Chief Information Officer EVP of Racial Equity & Social Justice	Data Analytics
2.30	<i>Language Access:</i> Patients engage in their primary language	Phone System Update	Evaluate Phone System use	Phone system is updated. Patients respond positively	Chief Operating Officer Chief Compliance Officer Dir of Patient Services	Patient Services Data Analytics
2.40	<i>Policy:</i> Evaluating policies with a racial equity lens	Review 10-20 top prioritized policies	<ul style="list-style-type: none"> - Continue policy review - Evaluate Employee Handbook - Establish a public comment period for policies under review 	All <i>relevant</i> policies and documents are reviewed on schedule	Chief Compliance Officer Chief People Officer	Policy Committee
2.50	<i>Procurement:</i> Supporting BIPOC+ business with Fenway's Dollars	Establish baseline and report "minority-owned" procurement, Assess data integrity	<ul style="list-style-type: none"> - Report "minority-owned" procurement - Finalize procurement system's improvements to track/report "minority-owned" spending - Establish and publish targets for spend 	Improved (or maintained) percentage of procurement spend (direct and indirect) each year	Chief Financial Officer	Procurement staff
2.60 – 2.61	<i>Staff:</i> Recruiting, Supporting, and Retaining our Staff: New Hire Onboarding	<ul style="list-style-type: none"> - Develop Onboard cohorts - New Hires Review - Cultural Humility Modules added to New Hire Orientation 	Continue work from prior fiscal year	New Hire Orientation updated, expanded, and launched	Chief People Officer	Staff Facilitators

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Key	Item	Task		Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024			
2.62	Performance Management	Improved institutional practice pending	Build out new Performance Management system (aim to release in FY25)	Employees use and appreciate new Performance Management system	Chief People Officer	Managers & Supervisors
2.63	Recruitment and Retention	Improved institutional practice pending	Establish Pipeline Initiatives	At least one pipeline is formalized	Chief People Officer	Human Resources
2.64	Search and Selection	Review pilot project from Public Health	Design and vet basic search and selection process for entire organization	New Search and Selection process is socialized and adopted	Chief People Officer	Managers & Supervisors
2.70	<i>Staff:</i> Investing in our Staff Training and Development	<ul style="list-style-type: none"> - Create and pilot Dedicated Development Time - Continue existing Training & Development (Affinity Groups, Brave Space Principles, Unconscious Bias) 	New Trainings Added: <ul style="list-style-type: none"> - Racial Equity - Conflict Resolution - Effective Performance Evaluation and Development 	<ul style="list-style-type: none"> - Each new training is institutionalized in our development offerings - More staff participate in development offerings 	Chief People Officer EVP of Racial Equity & Social Justice	Human Resources Office of Racial Equity & Social Justice

Major Area 3: Deep Listening, Telling Our Stories

Key	Item	Task		Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024			
3.10	<i>Advancement:</i> Engaging with Donors and Volunteers	<ul style="list-style-type: none"> - Functionally distinguish Board of Visitors from donor societies like the Fenway Leadership Circle and Haviland Donor Society - Solicit goals from Board of Visitors members 	Recalibrate Board of Visitors to focus on prominent BIPOC+ leaders in local communities	Board of Visitors is revitalized and has positive feedback	VP Resource Dev & Donor Engagement	Resource Dev & Donor Eng Staff
3.20	<i>Community Engagement (Internal):</i> Informing and connecting with our Staff as REAP evolves	Staff Town Halls	Internal Feedback Mechanism	Regular open forums are offered; staff continue to engage; feedback loops	EVP of Racial Equity & Social Justice VP of Communications	Comm Staff
3.30	<i>Community Engagement (External):</i> Informing and connecting with external stakeholders as REAP evolves	Share REAP Fiscal Year priorities with external stakeholders for feedback	Establish BIPOC+ Community Advisory Board	BIPOC+ CAB established and members regularly participate	EVP External Relations The Fenway Institute Executive Director VP of Communications	External Partners