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:

<table>
<thead>
<tr>
<th>Phase One</th>
<th>Phase Two</th>
<th>Phase Three</th>
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<tbody>
<tr>
<td>Months 1 – 12</td>
<td>Months 18 – 30</td>
<td>Months 36 – 60</td>
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<tr>
<td><strong>Realignment Period</strong></td>
<td><strong>Realignment Period</strong></td>
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<td>Months 13 – 17</td>
<td>Months 31 – 35</td>
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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.

<table>
<thead>
<tr>
<th>Major Areas</th>
<th>Key</th>
<th>Item</th>
<th>Task Fiscal Year</th>
<th>Achievement Indicator</th>
<th>Team Lead(s)</th>
<th>Staff &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Unit-Level Antiracism Plans</td>
<td>Aligned with identifier referenced in the comprehensive REAP</td>
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<tr>
<td>2. Creating Systems that Develop and Support our People</td>
<td>Describes the related overall strategy/action</td>
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<td>3. Deep Listening, Telling Our Stories</td>
<td>The year in which identified goals and tasks are to be prioritized</td>
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Table Legend

- **Key**: Aligned with identifier referenced in the comprehensive REAP
- **Item**: Describes the related overall strategy/action
- **Task Fiscal Year**: The year in which identified goals and tasks are to be prioritized
- **Achievement Indicator**: Identifies the impact and/or outcome to be pursued
- **Team Lead(s)**: Names the Fenway Health lead(s) responsible for managing progress
- **Staff & Resources**: Captures additional people and resources to support achievement

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

<table>
<thead>
<tr>
<th>Key</th>
<th>Item</th>
<th>Task</th>
<th>FY2023</th>
<th>FY2024</th>
<th>Achievement Indicator</th>
<th>Team Leads</th>
<th>Staff &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>Unit-Level Antiracism Framework</td>
<td>REAT creates process to support units and Leadership Committee in this work</td>
<td>- Leadership Committee approval for plans</td>
<td>- Pilot Implementation (if possible)</td>
<td>- Framework for default unit-level racism plan established</td>
<td>EVP of Racial Equity &amp; Social Justice</td>
<td>REAT Executive / Leadership</td>
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<td></td>
<td>- Executive and Leadership Committee agreement</td>
<td>Chief of Operations</td>
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<td>Chief of Staff</td>
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<tr>
<td>1.01</td>
<td>Identify and engage units to develop a plan</td>
<td>Identified Units: - Behavioral Health - Boomerangs - Executive/Leadership Committee - IT - Medical/Nursing - Patient Services - Pharmacy - Public Health - The Fenway Institute</td>
<td>- Draft unit-specific goals</td>
<td>- All identified units create a plan - Unit managers feel supported - Patient and Client buy-in as accountability partners</td>
<td>EVP of Racial Equity &amp; Social Justice</td>
<td>Behavioral Health / Behavioral Health Executive Leadership IT Medical/Nursing Patient Services Pharmacy Public Health The Fenway Institute</td>
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<td>Chief of Staff</td>
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### Major Area 2: Creating Systems that Develop and Support our People

<table>
<thead>
<tr>
<th>Key</th>
<th>Item</th>
<th>Task</th>
<th>FY2023</th>
<th>FY2024</th>
<th>Achievement Indicator</th>
<th>Team Leads</th>
<th>Staff &amp; Resources</th>
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<tr>
<td>2.10</td>
<td>Board of Directors: Developing and Engaging Members</td>
<td>- Maintain BIPOC+ representation, Develop Board Culture - Develop Board Communication Plan - Develop benchmarks to assess CEO on REAP progress</td>
<td>- Incorporate shared decision-making models into Governance - BIPOC+ Mentorship to Committee Leadership</td>
<td>- BIPOC+ representation remains stable - BIPOC+ members assume formal leadership positions - Board survey indicates BIPOC+ members feel engaged</td>
<td>Board Chair Committee Chairs</td>
<td>EVP of Racial Equity &amp; Social Justice</td>
<td>EVP of External Relations VP of Communications</td>
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<td>Chief People Officer</td>
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<td>E VP of Racial Equity &amp; Social Justice</td>
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<td>2.20</td>
<td>Data: Making better decisions with race-based data in:</td>
<td>- Implement Press Ganey Teams Plan - Determine key health inequity outcome data indicators to track for remainder of REAP (5 or less) - Determine key employment inequity outcome data indicators to track for remainder of REAP (5 or less)</td>
<td>Participate in Building Best Workplace Culture survey</td>
<td>Statistically significant positive change in scores; Widespread dissemination of data</td>
<td>Assistant Vice President of Quality Improvement</td>
<td>Press Ganey or other service</td>
<td>Data Analytics</td>
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<tr>
<td></td>
<td>Quality Improvement</td>
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<td>Chief People Officer</td>
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<td></td>
<td>EVP of Racial Equity &amp; Social Justice</td>
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<td>Key</td>
<td>Item</td>
<td>Task FY2023</td>
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<td>2.22</td>
<td>Data Making better decisions with race-based data in:</td>
<td><strong>Human Resources</strong></td>
<td>Undertaken next fiscal year</td>
<td>Develop Human Resources Ticketing System</td>
<td>Ticketing system is completed and launched</td>
<td><strong>Chief Information Officer</strong>  <strong>Chief People Officer</strong>  <strong>EVP of Racial Equity &amp; Social Justice</strong></td>
<td>Data Analytics</td>
</tr>
<tr>
<td>2.23</td>
<td>Data Making better decisions with race-based data in:</td>
<td><strong>Information Technology</strong></td>
<td>Solicit patient demographic data after EPIC implementation</td>
<td>View updated data for impact analysis</td>
<td>EPIC race data capture improves</td>
<td><strong>Assistant Vice President of Quality Improvement</strong>  <strong>Chief Information Officer</strong>  <strong>EVP of Racial Equity &amp; Social Justice</strong></td>
<td>Data Analytics</td>
</tr>
<tr>
<td>2.30</td>
<td><strong>Language Access:</strong> Patients engage in their primary language</td>
<td></td>
<td>Phone System Update</td>
<td>Evaluate Phone System use</td>
<td>Phone system is updated. Patients respond positively</td>
<td><strong>Chief Operating Officer</strong>  <strong>Chief Compliance Officer</strong>  <strong>Dir of Patient Services</strong></td>
<td><strong>Data Analytics</strong>  <strong>Patient Services</strong></td>
</tr>
<tr>
<td>2.40</td>
<td><strong>Policy:</strong> Evaluating policies with a racial equity lens</td>
<td></td>
<td>Review 10-20 top prioritized policies</td>
<td>- Continue policy review  - Evaluate Employee Handbook  - Establish a public comment period for policies under review</td>
<td>All relevant policies and documents are reviewed on schedule</td>
<td><strong>Chief Compliance Officer</strong>  <strong>Chief People Officer</strong></td>
<td><strong>Policy Committee</strong></td>
</tr>
<tr>
<td>2.50</td>
<td><strong>Procurement:</strong> Supporting BIPOC+ business with Fenway’s Dollars</td>
<td></td>
<td>Establish baseline and report “minority-owned” procurement, Assess data integrity</td>
<td>- Report “minority-owned” procurement  - Finalize procurement system’s improvements to track/report “minority-owned” spending  - Establish and publish targets for spend</td>
<td>Improved (or maintained) percentage of procurement spend (direct and indirect) each year</td>
<td><strong>Chief Financial Officer</strong></td>
<td><strong>Procurement staff</strong></td>
</tr>
<tr>
<td>2.60</td>
<td><strong>Staff:</strong> Recruiting, Supporting, and Retaining our Staff: New Hire Onboarding</td>
<td></td>
<td>Develop Onboard cohorts New Hires Review Cultural Humility Modules added to New Hire Orientation</td>
<td>Continue work from prior fiscal year</td>
<td>New Hire Orientation updated, expanded, and launched</td>
<td><strong>Chief People Officer</strong></td>
<td><strong>Staff Facilitators</strong></td>
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</tbody>
</table>
## Key: Performance Management

**Item:** Improved institutional practice pending

**Assignment:** FY 2023

**Task:** Build out new Performance Management system (aim to release in FY 25)

**Achievement Indicator:** Employees use and appreciate new Performance Management system

**Team Leads:** Chief People Officer

**Staff & Resources:** Managers & Supervisors

## Key: Recruitment and Retention

**Item:** Improved institutional practice pending

**Assignment:** FY 2023

**Task:** Establish Pipeline Initiatives

**Achievement Indicator:** At least one pipeline is formalized

**Team Leads:** Chief People Officer

**Staff & Resources:** Human Resources

## Key: Search and Selection

**Item:** Review pilot project from Public Health

**Assignment:** FY 2023

**Task:** Design and vet basic search and selection process for entire organization

**Achievement Indicator:** New Search and Selection process is socialized and adopted

**Team Leads:** Chief People Officer

**Staff & Resources:** Managers & Supervisors

## Major Area 3: Deep Listening, Telling Our Stories

### Key: Advancement: Engaging with Donors and Volunteers

**Item:** Functionally distinguish Board of Visitors from donor societies like the Fenway Leadership Circle and Haviland Donor Society

**Assignment:** FY 2023

**Task:** Solicit goals from Board of Visitors members

**Achievement Indicator:** Recalibrate Board of Visitors to focus on prominent BIPOC+ leaders in local communities

**Team Leads:** VP Resource Dev & Donor Engagement

**Staff & Resources:** Resource Dev & Donor Eng Staff

### Key: Community Engagement (Internal): Informing and connecting with our Staff as REAP evolves

**Item:** Functionally distinguish Board of Visitors from donor societies like the Fenway Leadership Circle and Haviland Donor Society

**Assignment:** FY 2023

**Task:** Solicit goals from Board of Visitors members

**Achievement Indicator:** Recalibrate Board of Visitors to focus on prominent BIPOC+ leaders in local communities

**Team Leads:** VP Resource Dev & Donor Engagement

**Staff & Resources:** Resource Dev & Donor Eng Staff

### Key: Community Engagement (External): Informing and connecting with external stakeholders as REAP evolves

**Item:** Share REAP Fiscal Year priorities with external stakeholders for feedback

**Assignment:** FY 2023

**Task:** Establish BIPOC+ Community Advisory Board

**Achievement Indicator:** BIPOC+ CAB established and members regularly participate

**Team Leads:** EVP External Relations

**Staff & Resources:** The Fenway Institute Executive Director

VP of Communications

External Partners