

## Summary

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

Phase One	1-12 months
Phase Two	18-30 months, and
Phase Three	36-60 months.

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. 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. 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 annual 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.

### First Year Challenges

- i. The equity-focused review of policies continues but has been delayed.

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| ii. Amending job descriptions and ads to value lived experience and remove unnecessary hiring barriers.  | ii. Language access has improved around signage, but requires more work related to the phone system and forms.  |
| iii. Establishing a two-part, six-hour training for managers and supervisors to cultivate a variety of skills needed to supervise diverse teams. | 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. Recruiting a Board of Directors that is more than fifty percent BIPOC.   | iv. The fiscal challenges that led to staff reductions.   |
| v. Offering ongoing development and affinity engagement opportunities to staff.  |   |

## 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 below provide information about our goals and tasks by area and function.

<b>Major Areas</b>	<ol style="list-style-type: none"> <li>1. Creating Systems that Develop and Support our People</li> <li>2. Deep Listening, Telling Our Stories</li> <li>3. Unit-Level Antiracism Plans</li> </ol>												
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<b>Crosswalk</b>	<p>To guide Fenway's work over the next several years, the Fenway Health Board of Directors unanimously approved a strategic plan that is centered around the REAP. This crosswalk serves as a reference to Fenway's multi-faceted approach to creating a strong framework for the organization's priorities and goals. A ✓ indicates a REAP item should have a positive impact on advancing the Strategic Priority and/or Strategic Goal. <a href="#">Read more about Fenway's announcement.</a></p>												

## Contact Us

Should you have any questions please contact [Mark Brimhall-Vargas](#), EVP 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.

# Racial Equity Action Plan

Phase Two: January 2023 – June 2024

Tightening Our Focus; Refining Our Vision

## Major Area 1: Creating Systems that Develop and Support our People

Key	Item	Task	Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024		
1.10	<i>Board of Directors:</i> Developing and Engaging Members	<ul style="list-style-type: none"> <li>- Maintain BIPOC representation, Develop Board Culture</li> <li>- Develop Board Communication Plan</li> <li>- Develop benchmarks to assess CEO on REAP progress</li> </ul>	<ul style="list-style-type: none"> <li>- Incorporate shared decision-making models into Governance</li> <li>- BIPOC Mentorship to Committee Leadership</li> </ul>	<ul style="list-style-type: none"> <li>- BIPOC representation remains stable</li> <li>- BIPOC members assume formal leadership positions</li> <li>- Board survey indicates BIPOC members feel engaged</li> </ul>	Board Chair, Committee Chairs  EVP of Racial Equity & Social Justice  VP of Communications
1.20 – 1.21	<i>Data:</i> Making better decisions with race-based data in:  <i>Quality Improvement</i>	<ul style="list-style-type: none"> <li>- Implement Press Ganey Teams Plan</li> <li>- Determine key health inequity outcome data indicators to track for remainder of REAP (5 or less)</li> <li>- Determine key employment inequity outcome data indicators to track for remainder of REAP (5 or less)</li> </ul>	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  EVP of Racial Equity & Social Justice	Press Ganey or other service  Data Analytics
1.22	<i>Data</i> Making better decisions with race-based data in:  <i>Human Resources</i>		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
1.23	<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
1.30	<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 of Operations, Chief Compliance Officer Dir of Patient Services	Patient Services  Data Analytics

Key	Item	Task	Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024		
1.40	<i>Policy:</i> Evaluating policies with a racial equity lens	Review 10-20 top prioritized policies	<ul style="list-style-type: none"> <li>- Continue policy review</li> <li>- Evaluate Employee Handbook</li> <li>- Establish a public comment period for policies under review</li> </ul>	All <i>relevant</i> policies and documents are reviewed on schedule	Chief Compliance Officer Chief People Officer Policy Committee
1.50	<i>Procurement:</i> Supporting BIPOC business with Fenway's Dollars	Report "minority-owned" procurement, Assess data integrity	<ul style="list-style-type: none"> <li>- Report "minority-owned" procurement</li> <li>- Finalize procurement system's improvements to track/report "minority-owned" spending</li> <li>- Establish and publish targets for spend</li> </ul>	Improved (or maintained) percentage of procurement spend (direct and indirect) each year	Chief Financial Officer Procurement staff
1.60 – 1.61	<i>Staff:</i> Recruiting, Supporting, and Retaining our Staff: New Hire Onboarding	<ul style="list-style-type: none"> <li>- Develop Onboard cohorts</li> <li>- New Hires Review</li> <li>- Cultural Humility Modules added to New Hire Orientation</li> </ul>		New Hire Orientation updated, expanded, and launched	Chief People Officer Staff Facilitators
– 1.62	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
– 1.63	Recruitment and Retention	Improved institutional practice pending	Establish Pipeline Initiatives	At least one pipeline is formalized	
– 1.64	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	
1.70	<i>Staff:</i> Investing in our Staff  Training and Development	<ul style="list-style-type: none"> <li>- Create and pilot Dedicated Development Time</li> <li>- Continue existing Training &amp; Development (Affinity Groups, Brave Space Principles, Unconscious Bias)</li> </ul>	New Trainings Added: <ul style="list-style-type: none"> <li>- Racial Equity</li> <li>- Conflict Resolution</li> <li>- Effective Performance Evaluation and Development</li> </ul>	<ul style="list-style-type: none"> <li>- Each new training is institutionalized in our development offerings</li> <li>- More staff participate in development offerings</li> </ul>	Chief People Officer EVP of Racial Equity & Social Justice Human Resources, Office of Racial Equity & Social Justice

## Major Area 2: Deep Listening, Telling Our Stories

Key	Item	Task		Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024			
2.10	<i>Advancement:</i> Engaging with Donors and Volunteers	<ul style="list-style-type: none"> <li>- Functionally distinguish Board of Visitors from donor societies like the Fenway Leadership Circle and Haviland Donor Society</li> <li>- Solicit goals from Board of Visitors members</li> </ul>	Recalibrate Board of Visitors to focus on prominent BIPOC+ leaders in local communities	Board of Visitors is revitalized and has positive feedback	VP Adv Donor Relations	
2.20	<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	EVP of Racial Equity & Social Justice VP of Communications	
2.30	<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 Director VP of Communications	External Partners

## Major Area 3: Unit-Level Antiracism Plans

Key	Item	Task		Achievement Indicator	Team Leads	Staff & Resources
		FY2023	FY2024			
3.00	Unit Level Antiracism Framework	REAT creates process to support units and Leadership Committee in this work	<ul style="list-style-type: none"> <li>- Leadership Committee approval for plans</li> <li>- Pilot Implementation (if possible)</li> </ul>	<ul style="list-style-type: none"> <li>- Framework for default unit-level racism plan established</li> <li>- Executive and Leadership Committee agreement</li> </ul>	EVP of Racial Equity & Social Justice Chief of Operations Chief of Staff	REAT Leadership Community
3.01 . . . 3. 10	Identify and engage units to develop a plan	<ul style="list-style-type: none"> <li>- Behavioral Health</li> <li>- Boomerangs</li> <li>- Executive/Leadership Committee</li> <li>- Information Technology</li> <li>- Medical</li> <li>- Nursing</li> <li>- Patient Services</li> <li>- Pharmacy</li> <li>- Public Health</li> <li>- The Fenway Institute</li> </ul>	Draft unit-specific goals	<ul style="list-style-type: none"> <li>- All identified units create a plan</li> <li>- Unit managers feel supported</li> </ul>	EVP of Racial Equity & Social Justice Chief of Operations Chief of Staff	All Staff Patients & Clients

## Crosswalk of KPIs and Proposed FY23 Strategic Initiatives to Strategic Priorities and Strategic Goals

	1.1 Board of Directors: Developing and Engaging Members	1.2 Data: Making better decisions with race-based data	1.3 Language Access: Patients engage in their primary language	1.4 Policy: Evaluating policies with a racial equity lens	1.5 Procurement: Supporting BIPOC business with Fenway's Dollars	1.6 Staff: Recruiting, Supporting, and Retaining our Staff	1.7 Staff: Investing in our Staff with Training and Development	2.1 Advancement: Engaging with Donors and Volunteers	2.2 Community Engagement (Internal): Informing and connecting as REAP evolves	2.3 Community Engagement (External): Informing and connecting as REAP evolves	3.01 Behavioral Health	3.02 Boomerangs	3.03 Executive / Leadership Committee	3.04 Information Technology	3.05 Medical	3.06 Nursing	3.07 Patient Services	3.08 Pharmacy	3.09 Public Health	3.10 The Fenway Institute	
<b>Strategic Priority 1:</b> Center racial equity and social justice in our operations, care, and services, advancing health equity among those we serve, and pushing to dismantle and redesign systems that deprive BIPOC and other underserved people of the opportunity to be healthy and thrive	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
<b>Strategic Priority 2:</b> Expand how we serve local communities effectively while exploring ways to better support LGBTQIA+ communities everywhere		✓	✓		✓		✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	
Enhance research, education, care, advocacy, and services for LGBTQIA+, BIPOC, intersectional, and other underserved communities		✓	✓			✓	✓		✓	✓	✓				✓	✓	✓	✓	✓	✓	
Broaden community access through adopting a "No Wrong Door" approach			✓					✓		✓		✓						✓	✓	✓	
Ensure patient- and client-facing staff have the linguistic and cultural competency to provide high quality care to diverse communities		✓	✓	✓		✓	✓				✓	✓			✓	✓	✓	✓	✓		
Identify and develop new national care delivery models for underserved communities that incorporate telehealth and leverage partnerships	✓										✓			✓	✓	✓	✓		✓		
Expand local services beyond our current physical locations			✓							✓	✓			✓	✓	✓	✓	✓	✓		
<b>Strategic Priority 3:</b> Achieve greater impact by aligning and integrating our core services in the health center, our public health services, advocacy, research, and education/training programs		✓	✓	✓							✓		✓	✓	✓	✓	✓	✓	✓	✓	
Foster a culture of effective collaboration and communication throughout the organization						✓	✓		✓	✓			✓	✓							
Leverage our expertise and experience across core services to more effectively fulfill our mission		✓			✓	✓	✓				✓		✓	✓	✓	✓	✓	✓	✓	✓	
Develop a broader unifying vision of the scope of Fenway Health's public health work, and align internal systems and external messaging to advance this vision			✓						✓	✓	✓		✓		✓	✓	✓	✓	✓		
<b>Strategic Priority 4:</b> Ensure financial sustainability and support innovation to enable long-term impact	✓			✓	✓			✓					✓								
Strengthen our business model to diversify and optimize revenue streams and establish new business opportunities	✓				✓			✓				✓	✓							✓	
Evolve our care delivery models to optimize value-based reimbursement											✓		✓		✓		✓				
Reimagine donor engagement and embrace new resource development approaches	✓							✓		✓			✓								

**Key:** ✓ - The REAP item should have a positive impact on advancing the Strategic Priority and/or Strategic Goal.